

# ANNUAL REPORT 2015

Leadership..  
perpetual innovation; enduring happiness





Announcing 2015 as the Year of Innovation comes to support federal government efforts, attract national skills, increase distinguished research, as well as boost efforts to build a national cadre who are able to lead our future in this field towards more progress, prosperity and innovation.



His Highness  
**Sheikh Khalifa bin Zayed Al Nahyan**

President of the UAE

Generating innovative ideas today is not a random individual process, but a part of an organization's operations. Innovative work now has a basis, tools, and researched results that are adopted by institutions. The UAE federal government today is one of the most capable on a global level, according to Switzerland's International Institute for Management Development. Our new objective is to also be among the most innovative.



His Highness  
**Sheikh Mohammed bin Rashid Al Maktoum**

UAE Vice President- Prime Minister-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

In 2015, Emirates Transport was able to maintain its qualitative and calculated growth of previous years. The Corporation, represented by its senior management, and affiliate centres and units, departments and branches, was successful in meeting the targets of the Strategic Plan, right down to providing the best services for corporate and individual partners and customers.

The continuous support and positive partnership with our partners and customers played an important role in this success, of which we are very proud; a success that is in harmony with aspirations to achieve international prominence, as inspired by our prudent government headed by the 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.

This report presents the most important organizational results and accomplishments over the past year, including achieved revenue targets and profits, performance indicators for the Strategic Plan, and the outstanding efforts that has gone into the activities and services of the various affiliate business centres. The report also chronicles the social responsibility programmes, innovation initiatives, improvements in organizational performance and the development of the internal work environment.

This remarkable performance of Emirates Transport over the past years puts it on the threshold of a new phase of long-term strategic planning, which will be manifested through the launch of the Corporation's first five-year strategic plan for the period 2017-2021. We are fully confident this step will prove yet another qualitative leap in Emirates Transport's record of achievements which began with its establishment in 1981, and which will continue, God willing, for some time to come.

I would like to take this opportunity to commend the efforts of the team behind all these successes, and I urge them to continue moving forward to achieve the objectives of the coming years, and to provide innovative services that puts the happiness and comfort of the Corporation's customers and partners as a top priority and as a key guide for its services systems and various activities.

## General Manager's Message



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

We are pleased to share with you the Annual Report of Emirates Transport for the year 2015, to trace a whole year of outstanding efforts, qualitative accomplishments and success stories; a significant year in which the Corporation made great strides, confidently and consistently, towards achieving its vision of excellence and leadership in sustainable transport and services.

This continuous evolution reflects Emirates Transport's wise perception, throughout a journey of more than 34 years, of the importance of contributing effectively to the national economy of the UAE and working to diversify its components and sources.

### **Growing results**

The report, which has been prepared in accordance with the principles of the Global Reporting Initiative GRI- G4 Guidelines, tackles the key results achieved in terms of performance and sustainability over the last year. The Corporation continued to expand its strategic partnerships network of local and regional relations, to work on maximizing long-term investments, and be an active player in a number of new services. This has been a great leap towards consolidating its position in a competitive market and promoting its brand as a leading governmental and national model in the transport and rental sector.

The results achieved in 2015 have undoubtedly impacted the Corporation in a positive manner not only in its progress and performance, but also in enhancing the level of dependability and reliability in the services provided,

and eventually improving the standard of these services. It also helped raise the technical, financial, administrative and operational efficiency in the corporation, especially with the forecasts for expected growth in the next five years in the transport and communications services sector, in light of the various public projects being announced and the approaching deadline for achieving the UAE Vision 2021.

The total fiscal revenue for subsidiaries and affiliate units jumped by 16% to reach 2.160 billion dirhams in 2015, while net profits amounted to 146 million dirhams, a growth of 12%, achieving a return on capital of 49%. As for Total Corporation Assets, it came to 2.77 billion dirhams, while the total operating fleet reached nearly 20,000 vehicles. This record performance reflects the growing expansion in the Corporation's services and contracts.

By the end of 2015, the Corporation's customer base grew to 1,203 clients, including 51 strategic partners, 176 strategic clients and 195 major clients from various government entities at the federal and local levels, as well as a broad portfolio of national companies and private sector institutions that benefit from our bouquet of 38 different services.

### **An ambitious plan**

The Corporation has achieved a remarkable leap towards achieving the objectives of the current strategic plan 2014 - 2016, reaching an overall performance of 99.7%. The plan focused on expanding the provision of logistics services,

private schools transport services, and auto maintenance and repair of light and heavy vehicles. We are determined to surpass this rate in the business results of 2016, which will guarantee a solid base from which we can launch a successful implementation of our first five-year strategic plan for the years 2017-2021.

#### **School Transport Successes**

In the school transport sector, around 231,400 students benefited from our services through 5,183 school buses, with a seat capacity of 300,727, providing daily transport means to-and-from 666 government schools, and 51 private schools in the UAE. These buses covered a distance of 101 million kilometres during 2015, and around 5,049 drivers were assigned for the travels, in addition to 5,175 male and female bus supervisors. All this is achieved working closely in collaboration of our strategic partners: the Ministry of Education and Abu Dhabi Education Council.

ET's School Transport Division saw a substantial increase in customer satisfaction rates for the significant services it renders to the school community during 2015. The satisfaction rate of school administrations reached 84%, and the satisfaction rate among parents reached 86%, while the satisfaction rate of students came to 81%.

An important increase was noticed also in the number of students who benefit from school transport services provided by the Saudi Emirati Integrated Transport Company «SEITCO» in Saudi Arabia to 200,000 students, a day. The services are rendered in the eastern regions of Tabuk and Medina, through 3,350 buses and 3,279 drivers.

#### **Development of sites and facilities**

With regards to service delivery centres and sites, the total sites of the Corporation amounted to 41 sites, serving various sectors of business, in existing and new projects. We have implemented 14 development and expansion projects at a number of facilities and sites in various service sectors, at a total cost of 63 million dirhams.

Elsewhere, the total number of human resources working all across the country rose by 12.8% from 2014, standing at 19,637. This includes 11,571 drivers, 2,246 technicians, and 5,175 bus supervisors.

#### **Sustainable Leadership**

Following these spectacular achievements, it was important for the Corporation to maintain a road map for its activities and business to ensure a steady growth by adopting the slogan «Sustainable Leadership» for the year 2015. The concept of market leadership stands out as an essential part of the Corporation vision and behaviour that is consistent with the objectives and wise doctrines of our higher leadership, which always strives for the first positions. This is where our motivation stems from, to achieve a sustainable financial and investment growth with the support of our exceptional professional teams through a pleasant success trip full of challenges and spectacular achievements.

#### **Success pillars**

To enable our team to meet the objectives assigned to it, around 3,560 training programmes have been conducted to enhance employees' capacities, in addition to 190 thousand training hours for bus drivers and supervisors. The training programmes had very positive impact on the rate of traffic accidents during transport operations, affecting a decline of 24.5%, in 2015, compared to numbers of 2014. On the other hand, work-related injuries fell by 40% from the previous year. Employee satisfaction ratio has also risen over the past year to 74%.

With regard to the initiatives and projects implemented to strengthen the relationships and partnerships with clients, the Corporation carried out «The Client Week» that honoured 115 entities from the public and private sectors during the annual ET Strategic Partners Gala. The week also implemented the innovation laboratory for clients in order to familiarize them with new services and garner their views in finding solutions to existing challenges and help create new services. To further connect efficiently with the clients, the «Gifts» initiative was also launched to allow productive discussions with clients and get their comments and opinion with transparency and openness. Accordingly, we witnessed high partners' satisfaction rate of 84.1% while clients satisfaction with our services rose to 87% compared to the 83% in 2014.

In the same context, the strategic relations team performed 10 visits to our partners and clients during 2015, along

with the signing of 7 agreements and memorandums of understanding to strengthen cooperation with our clients and benefit from shared experiences and possibilities.

As for suppliers, cooperative relations with them have strengthened through the signing of four memorandums of understanding and honouring the winners of the Emirates Transport Suppliers Excellence Awards. While it is worth mentioning that these relationships culminated in attracting different sponsorships from suppliers for the Corporation's activities and initiatives, such as the «League of Innovators», the «ET Excellence Awards» and the «White Points System for Drivers».

Suppliers' satisfaction rate was recorded at 85% for the year 2015.

#### **Award-winning initiatives and projects**

In terms of organizational innovation, the Corporation continued its efforts to build and develop a creative, innovative and functional environment, enabling the achievement of outstanding results. These efforts include the launch of Emirates Transport Innovation Strategy, the League of Innovators - a team-based competition for employees - and the launch of 6 innovation-related initiatives, in support of the UAE Innovation Week, including a Hackathon for university students.

Enhancing safety and security levels in the school transport system continued to top the priorities of the Corporation. In this regard, Emirates Transport launched the «Smart System for the Safety of Students on School Buses» at the start of the academic year 2015/2016, in collaboration with Abu Dhabi Education Council, and also the community awareness initiative «Safety Points», in cooperation with the Ministry of Education. In addition, the Corporation also launched a dedicated school transport operation room and published a booklet entitled «Safe Driving Guideline for School Transport Drivers».

As part of its corporate social responsibility programmes and practices, more than 1,154 volunteers from Emirates Transport participated in 15 community activities and events, 52 buses were allocated for people with special needs, 100 buses to community events, and 331 thousand printed awareness flyers were distributed and 30 thousand welcome gifts offered to school students.

Our environmental projects contributed over the past year in transforming 800 vehicles to operate on compressed natural gas, and the refurbishment of 8,400 used vehicles tyres.

All these efforts, and more, were reflected in the 93.5% overall rate of community satisfaction. The Corporation gained deserved recognition for these outstanding efforts with a number of local and international awards and certifications. Among these was ET's attainment of the 9th place in the Best 25 Workplaces in Asia, where 900 renowned companies and institutions competed. The Corporation also won a number of prestigious awards, including: the Dubai Award for Sustainable Transport, the Dubai Chamber CSR Label, the Arabia CSR Awards, UAE Ideas Award, two Ideas Arabia Awards, three IdeasUSA awards, two awards at the ideasUK Awards, the «Best Escalation Management Process», during the Call Centres in the Middle East 2015 Awards, as well as a number of other awards.

Recently, another two major certificates were added to the Corporation's successes: The Information Security Management System Certification 27001: 2013, and the Certificate of Control and Measuring Systems in Customer Satisfaction 10004: 2012.

#### **Ready for the challenge...**

Emirates Transport aspires to continue its quest for future challenges with optimism and confident steps. That is why the Corporation chose the «Year of Challenge» to be its corporate slogan for 2016, to achieve an unprecedented growth in financial results and meet the expected challenges ahead. We are determined to investing our efforts on raising the efficiency of operational systems to increase revenue, rationalize expenditure and enhance quality, and boosting the effectiveness of regulatory systems, to enable the Corporation to steadfastly pursue its strategy and expand its business portfolio to new sectors in the future, such as in the tyre retreading activity, providing shipping services through medium-size trucks, and launching green cars services. We also aim to move forward in the development of e-auctions, launch the Luxury Cars Centre, and oversee expansion of a number of other services.

# Chapter 01

## **Chapter One: Ambitious Strategy & Organizational Success**

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37	<b>Strategies Regulations and policies</b>
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Emirates Transport is a federal government corporation with financial and administration independence. It was established pursuant to Federal Law No. 17 of 1981, in order to perform the duties of regulating, organizing, managing and supervising the transport and maintenance operations and related services for the various federal and local government entities, as well as the private sector. It is now working under the umbrella of the Emirates Investment Authority.

For over 34 years of hard work, Emirates Transport has experienced huge and qualitative leaps across all aspects and levels. It started its business in the government school transport sector before diversifying its operations and improving its services to appeal to different types of clients, until it reached its distinguished leading position on the national level. In addition to its work in school transport, ET's services were extended to include

various transport and rental services for both the public and private sectors, as well as providing all types of auto maintenance, including express services, along with the periodical maintenance for heavy vehicles and managing axle weight stations. Moreover, ET offers logistic and related services, as part of a comprehensive and varied portfolio that includes nearly 40 primary services and 35 sub-services, helping it attracted a substantial segment of clients, numbering around 1,203 from both the public and private sector.

Today, Emirates Transport has 19,637 employees, a fleet of around 19,846 vehicles, in addition to a network of 41 working sites, with its headquarter in Umm Al Ramool, Dubai. ET sites are spread across all seven emirates in the country, providing an unrivalled coverage for Emirates Transport's clients, enabling it to meet their requirements on a level that exceeds their expectations.

## Business Centres... Diversity & Integration

Division	Centre	Details
School Transport	Government School Transport Centre	The Centre provides school transport for students in all government schools, all over the UAE.
	Private School Transport Centre	The Centre provides transport for students in private schools that wish to obtain such service through the nine ET branches all over the UAE.
	School Services Centre	Specialized in providing various services for government and private schools, such as providing qualified bus supervisors to escort students on school buses, and office juniors and admin assistance services for schools, as well as managing staff in school canteens.
	Advertising Services Centre	Provides marketing and promotion services for ET Centres, as well as external clients from public and private sectors, through advertising on transport buses for schools, universities and commercial companies, and the Corporation's buildings. The Centre offers its services all over the country, and provides free advertising spaces for community events and organizations.

Division	Centre	Details
Transport and Rental	Government Transport Centre	Provides transport and vehicle rental services, with or without qualified drivers, for federal and local government entities. The Centre has an Agriculture Machinery Unit which provide tillage and land levelling services for farmers through tractors and other machinery.
	Abu Dhabi Centre for Transport and Rental	Provides all types of transport and rental services, managing and operating mass transport services and provides long term leasing services to a large number of organizations and leading companies in Abu Dhabi, Al Ain and the Western Region.
	Emirates Centre for Transport and Rental	Provides all types of transport and rental services, managing and operating public transport for various leading corporations in Dubai, Sharjah, Ajman and the Central Region.
	RAK Transport and Rental Centre	Provides a diverse range of highly professional and specialized transport and rental services in the Emirate of Ras Al Khaimah.
	East Coast Centre for Transport and Rental	Provides a diverse range of transport and rental services across the East Coast, including the eastern region of Sharjah Emirate.
	Emirates Cars Centre	Responsible for managing and operating taxi services, tourist transport services, and car rentals. The Centre has three units: Emirates Limousine ( <a href="http://www.emirateslimo.ae">www.emirateslimo.ae</a> ), which provides luxurious limousine service throughout the UAE, the Car Rental Unit and Abu Dhabi Airport Taxi Services.

Division	Centre	Details
Auto Services	Abu Dhabi Centre for Auto Services	Provides auto mechanic services, vehicle maintenance and repair services, management of auto mechanic workshops and other supporting services for Abu Dhabi and affiliated areas.
	Emirates Centre for Auto Services	Provides auto mechanic services, periodic repairs and maintenance for Dubai, Sharjah, Ajman and the Central Region.
	Etihad CNG Vehicles Conversion Centre	Specialized technical Centre for converting vehicles to run on natural gas as well as to provide technical repairs and maintenance service for vehicles operating on the dual fuel system.
	Auto Inspection Centre	Provides vehicle inspection services, as well as managing axle weight stations for heavy vehicles in Abu Dhabi, Al Ain and the Western Region.
	Al Wataneya Auctions Centre	Organizes auctions and related services for the sale of used vehicles belonging to the Corporation, as well as for entities and individuals from the government and private sectors. The Centre holds its auctions in Abu Dhabi and Sharjah; as well as online through the Centre's website ( <a href="http://www.alwataneya.ae">www.alwataneya.ae</a> ) and smart service application.
	RAK Auto Services Unit	A specialized unit that provides a diverse range of periodical auto maintenance services, and repairs of buses and light vehicles in Ras Al Khaimah.
East Coast Auto Services Unit	A specialized unit that provides a diverse range of periodical auto maintenance services, and repairs of buses and light vehicles in the East Coast.	

Division	Centre	Details
Logistics Services	Emirates Centre for Logistic Services	The Centre provides a wide range of services including shipping and customs clearance, land transport, and rental of freight trucks including refrigerated transport trucks.
	Petrochemical Transport Centre	Manage, operate and maintain liquid Sulphur transport tanks, petrol tanks, oil & gas transport services for public and private sector companies.
	ET Driving Centre	Provides driving lessons for light and heavy vehicles, including buses, in addition to providing specialist training for bus drivers and supervisors, provided by the Emirates Transport Training Centre, which was launched in mid-2015.
	Valet Parking and Motorcycle Rental Centre	Provides rental services of motorcycles and golf carts, with or without a driver, for a number of clients in the public and private sectors, as well as valet parking services for hotels, hospitality and tourism sector.



## Subsidiary Companies

### Speed Trans

A company that is equally owned by Emirates Transport and Ajman Public Transport Corporation. It manages and operates taxis and provides car and bus rental services in the Emirate of Ajman.

### Emirates Model Building Maintenance Company (EMBM)

This is a joint venture project between Emirates Transport and Al Ghureir Group, it provides facilities management related services such as cleaning, maintenance and other support services.

### Emirates Facilities Management Company

A unique joint venture between Emirates Transport and Etisalat Facilities Management Company (An Etisalat subsidiary) which specializes in providing facilities management services.

### Reyama Taxi

A subsidiary company of Emirates Transport, in partnership with Fujairah Transport Corporation, which manages and operates taxis and provides rental cars and buses in Fujairah.

### Emirates Transport Technology Solutions (ETTS)

This is a joint venture project with Al Forsan Company in Abu Dhabi, which specializes in transport technology and related solutions and systems including vehicle tracking systems for Land Transport Department, smart traffic system applications, traffic routes and tariff management systems and remote satellite tracking systems.

### Regional Expansion

School transport in KSA is one of the five investment opportunities identified in the investment plan 2014-2016. Hence, the organization targeted the establishment of a transport company in Saudi Arabia, this was followed by a joint venture contract with the Saudi Public Transport Company «SAPTCO» to form The Saudi-Emirati Integrated Transport Company (SEITCO). It started its business on the first day of the academic year 2014-2015. In its second year of operations, SETCO became the second largest transport company in the Kingdom, with a fleet of 2,349 buses, and the number of drivers reaching 2,326.

### Saudi-Emirati Integrated Transport Company (SEITCO)

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



Our Services...  
exceeding your expectations

## Primary Services

### Transport & Rental Services

- Transport & rental.
- Transport for college & university students.
- Fleet management.
- Staff transport.
- Medical transport services.
- Electrical vehicles rental.
- Motorcycle rental.
- Limousine services.
- Parking management & valet services.
- Abu Dhabi Airport taxi services.
- Agricultural machinery services.



### Auto Mechanical Services

- Auto maintenance.
- 24/7 roadside assistance.
- Trucks body manufacturing.
- Cars body repairs.
- Luxury vehicles maintenance.
- Tyre Re-treading.
- Converting vehicles to operate on natural gas.
- Workshops management.
- Sale of used cars.
- Axle weight services.
- Auto inspection services.
- Dry car wash.



### School Transport

- Public schools transport.
- Private schools transport.
- Provide bus supervisors, office assistance & school canteen staff.
- Advertising on transport vehicles.

### (Sub-services)

### Tyre Re-treading and Fleet Management Services

- Tyre re-treading.
- Tyre repair service.
- Fleet inspection.
- Inspect and evaluate tyre conditions.
- CPK analysis.



### Logistics Services

- Logistics services.
- Logistical transport.
- Refrigerated transport.
- Hazardous materials transport.
- Petroleum transport.
- Driving school.
- Specialist training for bus drivers and supervisors.



### Dry Car Wash Services

- External car wash and polish in 15-20 minutes.
- Nanotechnology material.
- Latest polishing technology.
- Long-lasting car paint protection.
- Anti-oxidizing dry wash.

### Vehicle Body Repair

- Integrated body repair services.
- Accident repair.
- Window glass replacement.
- Dye & repair scratches.
- Vehicles inspection.
- Tyre repairs.
- Electronic weight.
- Car painting.



### 24/7 Roadside Assistance

- Nationwide emergency roadside assistance.
- Mechanical and electrical repairs.
- Car-towing and recovery.
- Vehicle lock-out & key services.
- Battery boost.
- Emergency fuel supply.
- Fixing and repairing tyres.



### Express auto Services Profix

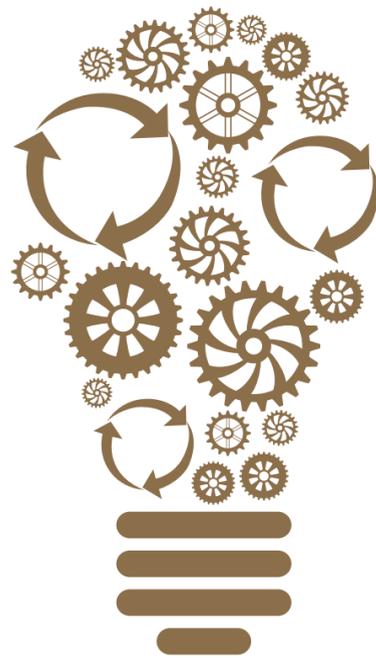
- Electronic inspection and faults detection.
- Mechanical and electrical repairs.
- A/C Repairs.
- Tyre repair and replacement.
- Replacement of brakes, oil, discs and cylinders.
- Car wash.
- Car Polish.
- Electronic wheel alignment.
- 24/7 car towing and recovery.



### Services by Subsidiary Companies

- Taxi services.
- Facilities management.
- Security services.
- Transport technology services.
- School Transport.





### Vision

Excellence and leadership in transport and sustainable services.

### Mission

Achieving the highest levels of luxury and comfort for our partners and clients, individuals and companies, through a creative team of human resources that provides multi-transport, maintenance and leasing services, as well as facilities management and other supplementary and marketing services, in accordance with the highest health and safety, and environmental standards.

### Organizational Values

**Safety:** We are committed to preserving life, property and the environment by taking precautions/preventive measures to prevent accidents, pollution, material and people damage.

**Care:** We work with integrity to reach a high level of service that ensures comfort to clients, partners and employees. This is our top priority that encapsulates the services we provide.

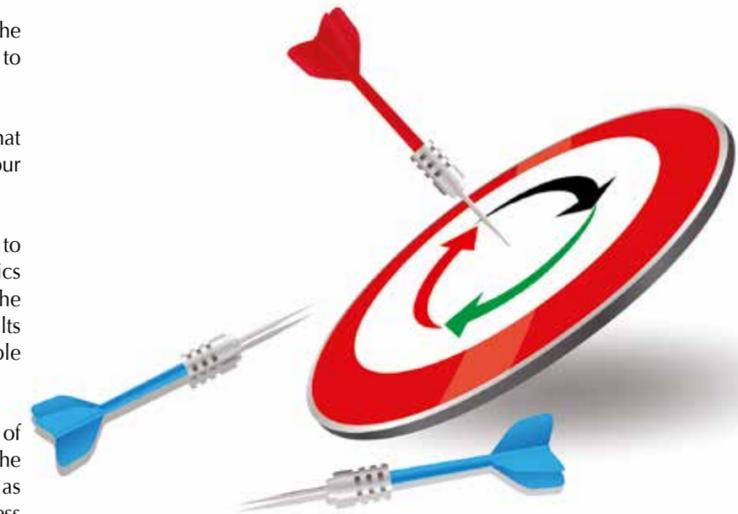
**Creativity:** We are committed to creating a positive climate to invest the capabilities, willingness and personal characteristics of the concerned groups whether from inside or outside the Corporation. Helping them to turn their ideas into tangible results to support the organization's vision in providing a sustainable environment and an integrated infrastructure.

**Participation:** We are committed to deepening the culture of participative management and the interaction between the organization's employees and our strategic partners as well as other concerned groups to achieve an added value to business results and the services provided.

**Excellence:** We are keen to provide a service exceeding the expectations of our customers and is consistent with the best international standards of excellence and quality practices that ensures a good investment in the Corporation's human resources.

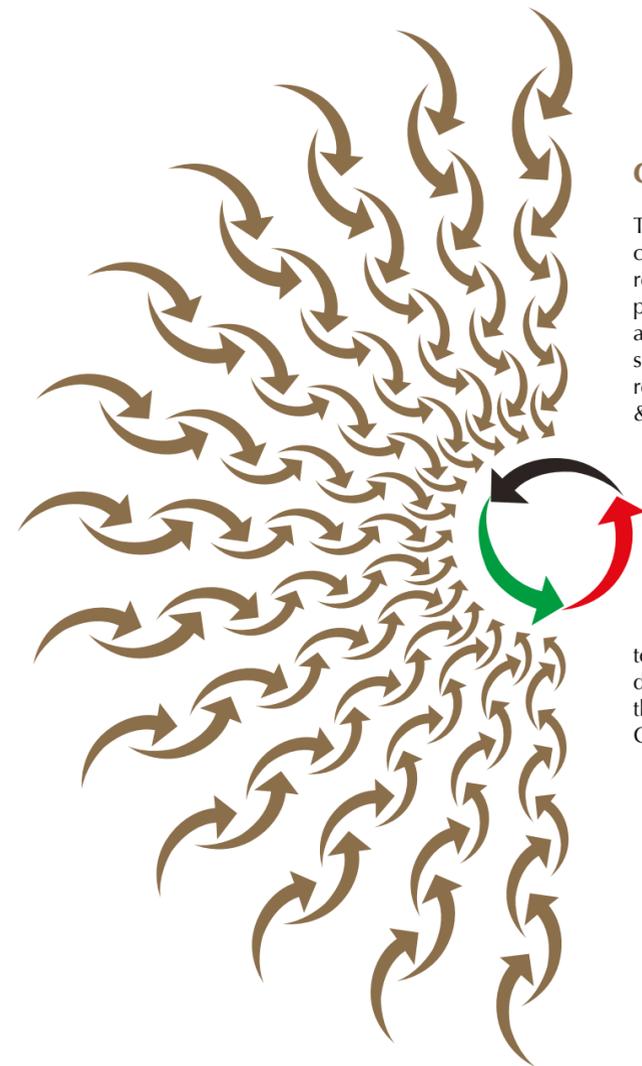
**Transparency:** We are committed to application of the principles of corporate governance and transparency in conduct, information and decisions declared in various internal and external communications means and networks.

**Responsibility:** Our services and decisions are based on self-monitoring, community initiatives, protecting the rights of the various concerned parties and promoting green development practices; all whilst maintaining profitability levels that ensures a sustainable development in the Corporation's system of services.



### Strategic Goals (2014 - 2016)

- Developing transport operations and logistics services in a profitable & technical way that fulfils clients' expectations.
- Improving the Corporation's competitive capability in marketing and investing the transport system and integrated technical services in a way that boosts financial returns.
- Enhancing practices compatible with international and local safety standards, as well as preserving the environment and society.
- Ensure providing administrative services according to the standards of quality, efficiency and transparency.



### Corporate Slogan

The Emirates Transport slogan for 2015, came as a logical continuation of its trends over the past years, as well as to reflect its determination to continue with trends adopted in previous slogans, and to maintain, and exceed, the fiscal and morale gains achieved in the last few years. Thus, the slogan «Sustainable Leadership in Results and Services» reflects the commitment to market leadership, excellence & sustainability morals which formed the general guidelines pursued in previous years especially through the 2014 slogan: «Professionalism in Performance». The Organizational slogan of 2015 reflects the keenness of the organization to keep its leading position achieved in its business, and its growing ability to focus on developing all services, operations and activities in the organization through creative means and tools in order to ensure investment results and services equivalent to such development. The slogan was also inspired by the dedication of the year 2015 as the year of innovation in the UAE and it forms an important tributary to the Federal Government efforts in this field.

### Annual Report Boundaries

This version of the Emirates Transport Annual Report, which is the fourth edition, aims at presenting a transparent, accurate and detailed picture of the business results and the clear progress achieved last year from 01 January 2015 to 31 December of the same year, which constitutes the thirty-fourth year of the organization existence, and it is also the second year of its strategic and investment plan 2014-2016. This report presents the latest information and data related to all organizational units and affiliate business Centres, including ET's head office, and its subsidiary companies in the UAE and abroad. The report documents the Corporation's results in the business fields, and its specialties on the strategic, investment, administration and operational levels, as well as its projects and achievements during 2015, its participation and continuous efforts in the fields of sustainability and social responsibility along with providing a comparative analysis for the past three years whenever possible. This report, issued in both Arabic & English languages, represents an important addition to the efforts exercised by

Emirates Transport to develop its working systems, working methodology and its transparency levels. With an aim to improve the quality of our report and ensure that the latest standards are followed, Through the report, the Corporation aims to meet the highest levels of disclosure towards the various stakeholders within the local and global community. Thus, this report has been prepared 'In Accordance' with the Global Reporting Initiative (GRI) G4 Guidelines – «Comprehensive Option». The report includes a content index with disclosures that highlights the most important topics included in the report, based on the economic, social and environmental impacts of ET's activities, and its set priorities that share a common interest with the various concerned groups. The final report was subject to multiple revisions by various administrative levels at Emirates Transport. In addition, GRI Materiality Disclosure Service (Amsterdam) verifies that the General Standard Disclosures G4-17 to G4-27 were correctly located in both the GRI Content Index and in the text of the final Report.



For all comments, feedback or queries

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(G4-17 & G4-18)

# 2015 In Numbers



**231,400**  
Transported students from government & private schools

**3,000**  
University students

**5,049**  
Drivers

**717**  
Schools

**300,727**  
Seat capacity

**5,175**  
School bus supervisors

**10,000**  
Institute of Applied Technology students

**101,442,568**  
kilometres covered



**52**  
Buses dedicated for special needs transport

**100**  
Buses dedicated for community

**331,000**  
Awareness publication

**17**  
CSR & sustainable initiatives

**30,000**  
Welcome & awareness gifts

**1,154**  
Employees volunteered for social & community events

**2,285**  
Creative ideas & suggestions



**19,637**  
Employees across the UAE

**3,560**  
Training programmes for employees

**190,285**  
Training hours for bus drivers & supervisors

**11,571**  
ET drivers

**2,246**  
ET technician & mechanics



**%87.2**  
Customer satisfaction rate

**%74**  
Employees satisfaction rate

**%84.87**  
Supplier satisfaction rate

**%60.5**  
Emiratization rate

**%93.14**  
Community satisfaction rate

**1,203**  
Clients

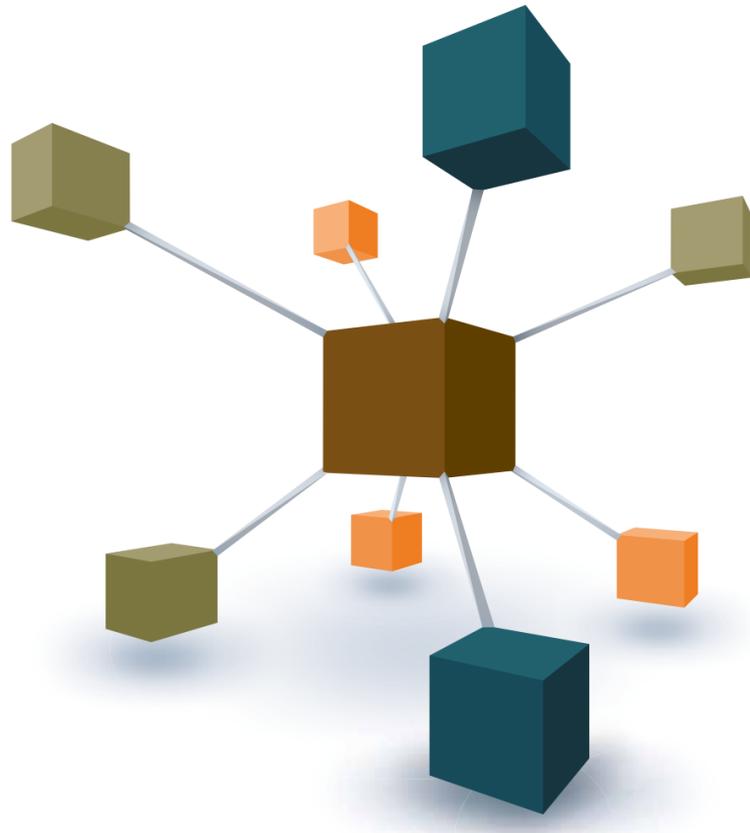
**41**  
Service locations



**800**  
Vehicles converted to run on CNG

**2,960**  
Vehicles sold through auctions

**19,846**  
Total size of ET's fleet of vehicles



**Updating the organizational structure:**

In 2015, Emirates Transport introduced several changes to its Organizational Structure. The updates and additions were introduced in order to raise the operational effectiveness and performance efficiency within the organizational and administrative levels to help the Corporation get the maximum out of all available resources and improving performance levels to attain a leading status and to achieve clients' happiness. The changes to the Organizational Structure was also intended to boost investment returns by enabling working teams within the different organizational units to achieve maximum operational capacity rates, hence ensuring the achievement of the strategic goals of the Corporation.

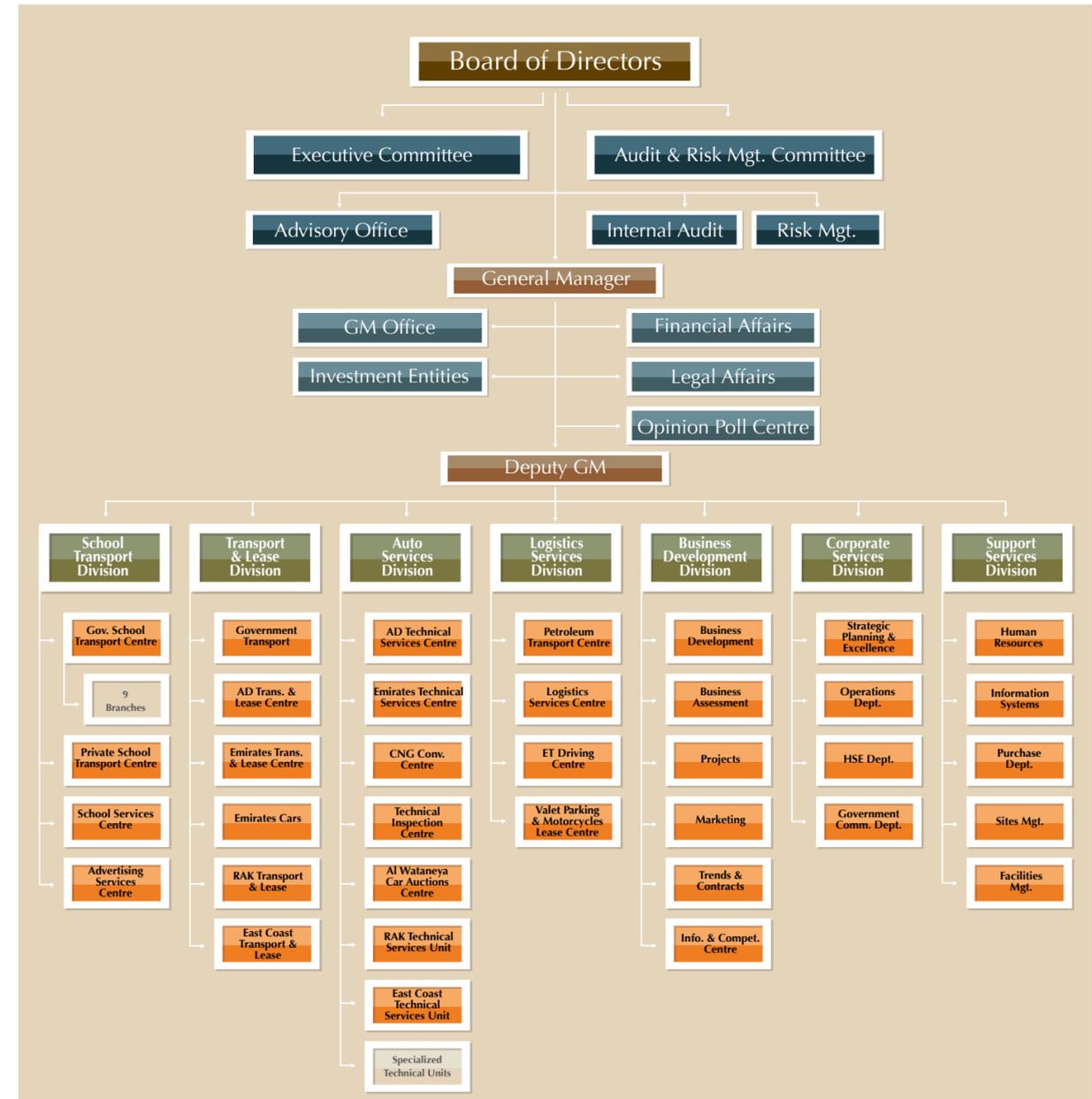
Within this framework, Emirates Transport, during 2015, has taken the following procedures:

1. Adopted the Organizational Structure of the Emirates Unit for Maintenance of Luxury Vehicles, in order to provide high quality technical services for high-tech

luxury vehicles and focus on a new category of clients of luxury car owners. This comes after conducting external market research of prices provided by competitors on similar services. The target for this unit is to provide strong competition to the dealerships of luxury vehicles in the state.

2. Adopted the Organizational Structure of the Roadside Assistance Unit, in order to provide roadside services, such as repair of minor mechanical failures, car towing and recovery, tyre replacement and battery charging.
3. Introduction of Smart Service Unit for Tyre Replacement in order to respond to customer requests for tyres replacement and related services, through well-equipped, high quality mobile workshops.
4. Adopted the Organizational Structure for the Driving Centre, which involved the merging of the activities and objectives of the Driving Centre and the Emirates Transport Training Centre. The adoption of a final structure that commensurate with the size of the targeted business and the creation of managerial & supervisory posts to support the launch of the two Centres activities and the follow-up preparations.
5. Introduction of Imdad vehicles maintenance project, aiming at attracting new customers, by providing maintenance and technical services to Imdad company (1,800 vehicles).
6. Updating the Organizational Structure of the HR department, in order to ensure the provision of all administrative services in accordance with standards of quality, efficiency and transparency, and to meet the requirements of the various business centres after reference comparing procedure with several human resource management organization structures in government agencies such as the Roads and Transport Authority (RTA), Dubai Municipality and Dubai Customs.

The Organizational Structure of Emirates Transport at the end of 2015



## Executive Management



**H.E. Mohammed Abdullah Al Jarman**  
General Manager



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



**Waleed Salem Al Mehairi**  
Executive Director of  
Transport & Rentals Division



**Khalid Ahmed Abdullah**  
Executive Director of  
Finance Department



**Abdullah bin Swaif Alghufli**  
Executive Director of  
School Transport Division



**Hanan Mohammed Saqer**  
Executive Director of  
Support Services Division



**Eng. Amer Al Harmoudi**  
Executive Director of  
Auto Services Division



**Feryal Mohammed Tawakul**  
Executive Director of  
Corporate Services Division



**Badar Mahmoud Al Attar**  
Executive Director of  
Logistics Division

# Strategies

Regulations and policies



Emirates Transport, continued in 2015 the implementation of its two investment strategy plans for the years 2014 - 2016. To contribute with the rest of the economic parties in responding to the leadership directives and to work on achieving the economic and social development plans, to ensure the fulfilment of the ambitious aspirations of

the society members, and to raise the welfare level in the country, prioritizing its qualitative and quantitative growth as per the principal investment strategy on various levels. The following table reviews the achievement rates of the four main goals of the strategic plan, as well as the overall performance of the strategy for 2015:



In response to the government guidelines, Emirates Transport adopted the government excellence system, which was launched by His Highness Sheikh Mohammed bin Rashid Al Maktoum - UAE Vice President - Prime Minister - and Ruler of Dubai. With its multiple tracks, the system is considered the first of its kind in the world. It was designed by the government to develop the government performance, focus on the results and enable the government agencies to achieve the well-being and happiness of its citizens, through the provision of seven stars' government services in order for the state to achieve an additional competitive edge and preserve its position. The Corporation has worked on implementing the new phase of the fourth generation through several important steps, including spreading awareness of the new system, holding introductory workshops, updating regulations, procedures and indicators, and the introduction of necessary means to achieve the goals of the system.

In accordance with strategic government trends and the government's excellence system, the Corporation has also issued a number of directives, prepared methodologies, work guidelines, comparison analysis and necessary initiatives aiming at promoting the culture of creativity & innovation and spreading it in the internal and external environment. This will be illustrated later in the report through a dedicated chapter that highlights the Corporation's efforts to encourage and harness aspects of creativity and innovation. In keeping with the strategic approach of the Corporation, the year 2015 witnessed the launch of the project to develop the Strategic Plan for Emirates Transport 2017-2021. The project aimed to incorporate feedback from the various stakeholders, particularly partners, clients & suppliers in the drawing up of the new strategic plan. Another project was also launched last year to re-evaluate operational plans for administration units for 2016.

### Materiality and Prioritization of Aspects

Emirates Transport shares with the various stakeholder groups the priorities, and its relevance which depend on the degree of impact on each party and their interests. The two parties agreed that the safety and security of transport is the most important, that's why Emirates Transport directed a lot of its efforts and initiatives to this priority, it also focused

to involve a broad spectrum of stakeholder groups in these initiatives, especially the ministries and strategic partners in order to reach the desired goals.

The following table shows the level of importance of these priorities for each of Emirates Transport and stakeholder groups:

		Strategic Relevance to Emirates Transport			
		Very High	High	Medium	Low
Level of relevance to the stakeholder groups	Very High	Transport Safety and security			
	High	Support Government directives	Excellence and leadership in services and operations		
	Medium	Investment and enhancing the Corporation's financial position		Environment sustainability and Social responsibility	
	Low		Developing the administration system to cope with increased business		

Note that all of these priorities fall within certain scopes, as defined below:

BOUNDARY & SCOPE	MATERIALITY ASPECT
Transport Safety and Security	Emirates Transport (all branches, centres and business units), and relevant concerned groups of customers, suppliers and strategic partners, employees, and all passengers.
Support and implementation of government directives	Emirates Transport (all locations). Suppliers and government partners and all concerned groups with increased business and commitment with increased business and audit event, Periodic meetings with new employees, inno
Excellence and leadership in services and operations	Emirates Transport (all locations).
Investment and strengthening the financial position of the Corporation	Emirates Transport (all locations).
Environmental sustainability and social responsibility	Emirates Transport (all locations) and all stakeholder groups.
The development of administrative systems to keep pace with growth in the volume of business	Emirates Transport (all locations).

### Corporate Governance

Emirates Transport depends on a number of policies and systems of work that contribute to strengthening corporate governance. Adopting the Government Cabinet Directive No. 29 of 2011 regarding corporate governance of boards of directors in Corporations, Corporations for-profit and non-profit companies owned by the Federal Government. The Corporation is keen to adopt the best practices in this field, especially with the transfer of its affiliation to the Emirates Investment Authority in accordance with the Government Cabinet decision, which came as a result of various investment successes, and put it on the threshold of a new phase of work and accomplishment, which requires further more improved aspects of transparency and governance in all its administrative practices, field operations and investment projects.

Emirates Transport keenness to implement concepts such as corporate governance, transparency, disclosure and integrity stems from the firm belief that these concepts are the best and fastest route to improve its services and guarantee continuous development, and to ensure a good relationship with all parties, so as to maintain the leading position of the Corporation and maintain the gains achieved. Furthermore, the concepts of governance forms a crucial part within the Corporation's social responsibilities values.

The Corporation follows corporate governance policies, according to the best international practices in this domain, and these include:

1. Periodic meetings of the Board of Directors.
2. Committee meetings on the level of the Corporation strategic leadership, aimed at continuous review the governance policies and ensure full commitment. As well as following-up tasks and responsibilities assigned to the various parties, and continuous supervision of the implementation of tasks and their vigorous follow up, including:

- The Audit & Risk Committee, affiliated to the Board of Directors.
- The Audit Executive Committee.
- The Risk Management Executive Committee.

3. Regular internal meetings and periodic encounters with the various concerned groups, particularly the strategic partners, similar periodic meetings between the senior management and the rest of the staff, and the multilevel brainstorming sessions which has been held with partners, customers and employees.

In line with the innovation at work policy; the introduction of smart and electronic systems to develop and manage the organizational processes, which was made available to all ET employees, enabling them to follow and interact with the corporate processes in complete transparency and ease. The regular discussions between the various committees added further to the corporate governance system, in terms of its contribution in important decisions on strategic and financial issues, as well as aspects of the organizational regulations policy and environmental and social issues.



### Awareness publications to strengthen governance:

Emirates Transport considers awareness as an integral part that complements its various national and communal functions, and as such, the Corporation invests considerably in the publication of a number of print and electronic material including booklets, brochures, flyers and newsletters, targeting the various concerned groups such as employees and customers. Moreover, it continued through 2015, issuing a number of publications and periodical electronic newsletters, as stated in the attached table some of the core publications of the Corporation:



Legal Extracts	An online legal educational publication
Amana	An educational publication for reporting any suspected violations, available in Arabic, English & Urdu. Four issues were published in 2014, in addition to brochures and posters regarding Amana System.
Guide to Policies and Procedures of Risk Management Department	Printed in Arabic and English, contains Risk Management Department approaches in Emirates Transport operations.
Guide to the Top Ten Risk Indicators	Printed guide in Arabic, contains highlighting main indicators for each of the first ten risks threatening the Corporation performance.
myGov	An online system for complaints and suggestions available in Arabic & English.
Complaints & Grievances Manual	A guidance manual available in Arabic, English & Urdu.
Customers Service Code	Available in Arabic & English.
Employee Manual	Available in Arabic, English and Urdu, to increase employees' awareness.
Code of Ethics	Printed and published in Arabic, English & Urdu, and distributed among all concerned groups.

The Corporation was keen to continue its leading role of awareness, through a number of publications and variety books, as well as usual periodic publications, such as «White Points to Motivate and Honour Drivers» in Arabic, English and Urdu, and the «League of Innovators Competition Guide» in English and Arabic.



**Risk Management:**

Risk management is considered among the organizational pillars of Emirates Transport. This is due to the growing need to ensure the enhancement of organizational performance, the implementation of operational processes to achieve the desired goals in conjunction with the remarkable expansion of the Corporation on the material, human and moral levels and ensure the continuity of the business. The Corporation has maintained, during the year 2015, its comprehensive preventive approach in dealing with the risks, and the most prominent achievements in this field were:

1. Developing of policies, procedures and methodologies, including:
  - Updating the guide to the policies and operations of risk management in Arabic and English, and circulate it to all administrative units in the Corporation.
  - Develop the risk indicator guide which relates to the major risks in the Corporation, and distributing it to the concerned units. This guide explains the indicators that helps the Corporation to sensor risk before it occurs.
  - Publishing of indicators measurement guide of risk management outcomes (added value by the Corporation risk management department).
  - Link the main risks to the all Corporation operations on Aris system.
2. Closure of all recommendations relating to the twenty main risks in the Corporation.
3. Identifying the risk leaders from all administrative units in the Corporation, numbering 42 in all, representing various organizational units and meet with them to raise awareness of risk management methodologies.
4. Review and study the risks related to the projects and the major Corporation contracts.
5. Participation in a number of international conferences in the field of risk management, such as the Conference of Risk Management Leaders and Managers in the Middle East, which was organized by the Marcus Evans company in Dubai, the Insurance in the Middle East Conference, organized by the Insurance and Audit Association in the Middle East, the Risks and Challenges in the Middle East Conference, organized by the Risk and Insurance Association in the Middle East and North Africa.
6. Published awareness publications especially during the Risks and Audit Event 2015, to raise the awareness of staff and concerned parties about risk management methodologies, and the roles and responsibilities of the risk management department, in addition to the roles and responsibilities of



the staff in the risk management process. Moreover, the event saw more than 10 workshops to educate the employees in various functional categories, as well as a number of one-on-one meetings with unit managers and personnel from various administrative units.

7. Organize the third edition of the Risks and Audit Event in cooperation with the Audit Department, which took place during May 2015 and coincided with the International Internal Audit Awareness Month. The event included 10 awareness including: lectures in all major ET sites, most of which were broadcast via video conference, an awareness-based contest, field visits to the different organizational units, as well as the distribution of educational and awareness materials and sending text messages about the importance and the objectives of the campaign to all the Corporation staff. Moreover, awards were handed out to departments who excelled in the risk management field. Also implemented were the following programmes, designed for specialists in the field of risk management within the context of improving the capabilities of the department's personnel:



No	The titles of the implemented programmes in risk management during 2015	
1		Choosing and using the main risk indicators
2	Specialized programmes	Analysing and Managing Risk.
3		Workshops and one-to-one meetings with risks leaders to raise awareness of their roles in the risk management process.
4		Training workshop in public administration on the concepts and principles associated with the concept of risk management and internal audit within the of Risks and Audit Event activities.
5	Programmes and workshops for general staff	A workshop entitled «Innovative Thinking in the Field of Governance» within the of Risks and Audit Event activities.
6		Lecture «Corporation Risk Management», within the of Risks and Audit Event activities.
7		Two workshops within Corporation locations, about spreading awareness about the concepts and methodologies of risk management and internal audit, within the of Risks and Audit Event activities.

Based on previous internal and external studies, it had identified 20 aspects of different risks in the working domain of the Corporation. It has been determined how to deal with them according to their importance and its relation to the Corporation, after classifying those risks as: legal risks,

external risks, operational risks, financial risks, strategic risks and information risks. In the below table, we will find the significant positive impact of the implementation of the recommendations to reduce the degree of risk in most of the major ten risks:

### Transparency and anti-corruption policy

Emirates Transport has developed over the past years its policies regarding transparency and anti-corruption. It has adopted the government policies and directives in this field, which formed an integral element in the excellence of government performance in the country, especially the cabinet Resolution No. 1 of 2013 the adoption of a charter and a methodology for the internal audit in the federal government. It has also strengthened the regulatory system and intensified its educational activities to reduce this phenomenon.

Based on this approach, the Corporation, during 2015, issued and adopted the operational and technical plan for the general audit department for 2015 which covers

the various activities of the Corporation. It managed to get the best practices certificate in internal audit from the IAA (Internal Auditors Association), exchanged best practices in a number of benchmarking visits to other Corporations, and continued its awareness activities by publishing five editions for «AMANA» system and five editions of «The ET Doctor». The Internal Audit Department coordinated with the Risk Management Department to organize the third session of the Risk and Audit Event, which included the provision of vocational training courses and associated certificates to more than 100 ET employees, as well as many related events benefiting more than 350 employees, as illustrated in the table below: -

Details	Audit and Risk	Number of Sessions
Empowerment and Performance Improvement	Training course approved by the IAA.	1
	Annual Audit Conference accredited by the IAA.	1
	Internal Audit Leaders conference in 2015	1
Training and Development	Lectures, workshops and field awareness as well as field visits to the Corporation key sites.	11
Publishing and Awareness	Newspaper articles and publication of educational information.	15
	SMS messages about auditing and risk management.	5
	Fun and educational gifts.	10
	A TV interview with DMI with Head of Internal Audit Department to talk about the Event of Audit and Risk Management as one of the best practices.	1
Motivation and Creativity	Competitions and awards for workshops.	8
	Awarding the best organization unit for fulfilling the audit notes and implementing the risk management recommendations, and awarding the 2 innovative ideas in internal audit and risk management.	2
	Honouring the most cooperative Risk Leaders.	1
	Online contests, valuable prizes and certificates of appreciation to the winners.	2



The Department also implemented a number of specialized training programmes on fraud and anti-corruption, a number of employees benefited as shown in the below table:

No	Implemented programmes in transparency, governance and anti-corruption during 2015	Hours for each programme
1	The 1st Middle East Fraud Conference.	4 hours
2	Audit and financial controls.	50 hours
3	Skills in contracts analysis; reviewing, correcting and discovering the defective contract.	50 hours
4	The 6th Audit Conference.	36 hours
5	In addition to two previously mentioned programmes in the field of risk management.	23 hours
6	A lecture entitled «Reduction of Corporate Fraud», during the risks effectiveness and audit activities.	1 hour



**Safety... A Firm Corporate Culture**

Since its establishment; Emirates Transport paid the utmost importance to safety, as a core corporate value, translating this through the consolidation of its strategic relations with internal and external stakeholders at the local and federal levels to enhance safety practices, ensuring the application of relevant legislations, regulations and laws. In addition, ET is very keen to build constructive cooperation and provide unlimited support to all partners from government and private agencies with regards to enhancing safety standard and culture in the state.

As a continuation to this approach, Emirates Transport focused its effort during 2015 on the development of its integrated systems of safety, occupational health and traffic safety on the roads, to complete its interconnected circles, aiming at targeting and involving more concerned groups and the community in that system in a variety of ways, as well as its keenness to develop the work mechanism and the adoption of the best practices and keep abreast of the latest trends in the field of occupational health and safety, including the adoption of best international technologies that would boost safety standards locally to unprecedented levels, especially in the field of school transport.

2015 witnessed some quality achievements in the safety field, as well as launching a number of outstanding initiatives

and activities, in addition to the implementation of periodic programmes and related events, including:

**- Cooperation with partners, regulatory and legislative bodies in the state:** among the most important outcomes of this cooperation was the launch of the «Safety Points» initiative (in Arabic) in cooperation with the strategic partners; Ministry of Education, Abu Dhabi Education Council and the Ministry of Interior. This was in conjunction with the 3rd UN Global Road Safety Week, and the aim was to boost awareness about the responsibilities and duties of all related parties throughout the students bus journey to and from school, to achieve a zero percent ratio of school transport accidents. of Another awareness campaign, «Our Students; Our Responsibility» was implementation with the participation of the Ministry of Interior, which included the distribution of 330 thousand of awareness materials to school children.

**- «The Smart System for the Safety of Students Inside Buses»,** launched in cooperation with the strategic partner, Abu Dhabi Education Council, the system includes three interconnected smart systems: the Auto-Counter, the Verification Button and the Motion Sensor, which work

together to ensure the highest possible safety levels for students during school transport.

**- Commitment of Senior Management:** the Corporation's senior management continued to pay special attention to the safety systems, which was an integral component of the continuous development and review processes by specialists, engineers and experts, in order to ensure the system is updated, in line with the latest and best global standards. The number of meetings held by the Executive Committee for Auditing Safety Procedures in School Transport and Business Centres, which was formed in the mid of 2014 under the chairmanship of the General Manager, and the membership of a number of executive directors, reached 15 regular and exceptional meetings during 2015. The number of recommendations from these meetings totalled 217 recommendations. The percentage of closures in these recommendations reached 93% until the end of 2015, which led to a decrease in the rate of traffic accidents (excluding non-serious incidents) by 200% compared to 2014. At the beginning of the academic year 2015-2016, His Excellency the General Manager conducted nine inspection visits to the branches and affiliate business centres to inspect the progress of safety plans and procedures.

H.E. participated with the executive management of the Corporation in a forum under the title: «Safe Driving for Bus Drivers and Supervisors of School Transport» which was held at the Emirates Transport station at Bani Yass city in Abu Dhabi, and attended by more than 200 drivers and safety supervisors working in the school transport sector. The event



included the signing of a pledge to abide by the rules, laws, and legislations regulating transport operations ensuring the safety of all road users.

**- Implementing the internal audit programme on school transport safety and technical centres:** covering all ET branches & stations/depots, evaluating traffic routes risks for school transport in Abu Dhabi which was implemented for the first time at state level according to a mechanism created by Emirates Transport.

**- Policies and work procedures:** a number of publications were issued, as well as preparation of plans relating to this field:

- Issuing Safety Procedures Guide for School Transport 2015.
- Issuing a safe driving manual for school transport drivers, registering it as copyright protected at the Ministry of Economy.
- Issuing safety procedures guide for the transport and rentals centres.
- Updating the Safety Procedures Manual for petroleum transport.
- Approval of construction work safety manual issued by Dubai Municipality, which was approved for the activities

of ET's Sites Management Centre.

● Updating of Integrated Management System Manual, which offers some of safety procedures to the various centres and departments, such as:

- Risk assessment procedure.
- Accidents notification and investigation procedure.
- Emergency management procedure.
- Risk assessment update.

● Update the Corporation's departments and business centres emergency plan, offering detailed possible risks that can occur and appropriate ways of resolving each case.

● Preparation of occupational health and safety plans for each new project to meet customers' requirements according to the activities or services provided to each project.

**- Occupational Health & Safety Month:** 2015 witnessed the organization of the fourth edition of ET's Occupational Health & Safety Month, which was organized under the theme «Safety Partners». The event included 300 events across the Corporation's branches in all regions of the country. It was held with the support and participation of 162 government and private entities; the events succeeded in attracting more than 50 thousand participation, of which 20 thousand participation from Corporation staff



and employees, and nearly 32 thousand participation from members of the general public. Thus, the 2015 edition of the annual awareness month achieved a 20% increase in the number of events from the previous year, as well as an increase of 33% in the number of participations by the staff and, most importantly, it included a number of new quality initiatives as well as the usual events, such as launching the campaign's website in Arabic and English languages.

**- Safety Ambassador's Medal:** Emirates Transport established a special medal to be granted annually to a prominent figure from the UAE community who has had outstanding commitment in the field of community work in general and safety, in particular. The child Emirati inventor, Adeb Suleiman Al Balooshi, was chosen as the first ET Safety Ambassadors, and was awarded the medal during the events of the fourth edition of the Occupational Health and Safety Month.

**- Engagement and Motivation of Employees and Concerned Parties:** During the events of the Occupational Health and Safety Month, the Corporation has utilised a number of innovation tools, such as the employee ideas and suggestion programme «Afkaar» and the «Month of



Innovation» campaign, to support and enhance safety standards for transported personal. This turned the month into a major intellectual and creative workshop where the cadres of the Corporation, engaged in various specialties as per their locations, functions and levels, provided 76 specialist ideas associated with the campaign's fields in occupational health and safety. In addition, rewarding cash prizes were allocated for the winning ideas. This initiative was in line with the national strategy for innovation launched



by His Highness Sheikh Mohamed Bin Rashid Al Maktoum- which aims to make the UAE among the most innovative countries in the world over the next seven years.

**- Awareness Efforts in the Schooling Community:**

Besides its participation in the initiatives «Safety Points» and «Our Students; Our Responsibility»; the Corporation also participated in the 2015 «GCC Traffic Week» under the theme «Your Decision Determines Your Destiny». There was also the organizing of the School Transport Week before the start of the academic year 2015-2016.

The week encompassed a large number of events in the nine branches of the Corporation, where awareness and guidance gifts were handed out to students and different training courses were held for more than 8,000 employees working in school transport to ensure their readiness at the start of the new academic year. In addition, there was a number of awareness programmes for various school community sectors (students, parents, schools management etc.), which included hundreds of awareness lectures, as well as the distribution of 30 gifts for school students.



**- Emirates Transport Awards for Safety & Traffic Education:**

the Corporation issued the updated guide for the ET Awards for Safety & Traffic Education in conjunction with the launch of the Award's 17th edition, under the theme «Their Safety is Our Concern». The Corporation received 1,003 entries during the 17th edition of the Awards distributed over five categories and resulting in 74 winners, who were honoured during a lavish ceremony.



Safety Ambassador's Medal

Details	Session 15 2012/2013	Session 16 2013/2014	Session 17 2014/2015
Government School	53	67	23
Private School	6	6	4
School Projects	21	28	27
Outstanding Student Projects	1,087	999	933
Safety Family	22	23	16
<b>Total</b>	<b>1,189</b>	<b>1,123</b>	<b>1,003</b>

**Periodical and non-periodical publications:**

The Corporation, through a large number of periodical and non-periodical publications, promotes a safety culture within the concerned categories. These publications include but are not limited to: Four editions of the «Salamaty» (My Safety) awareness magazine addressed to school students, four editions of the Emirates Transport official magazine, the Safe Driving Booklet for school transport drivers in three languages -Arabic, English and Urdu- which is considered the first publication of its type in the country, as well as a

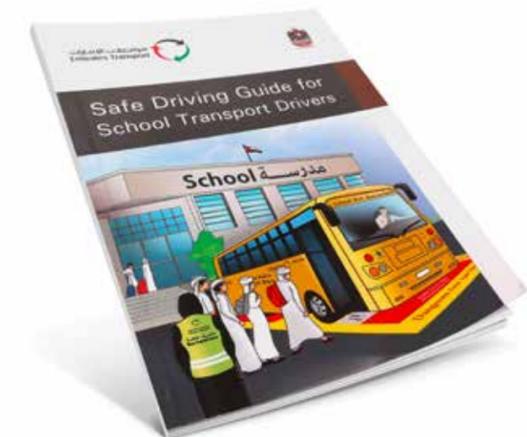
special newspaper supplement to mark the start of the new academic year, 90,000 copies of which were published and distributed with local newspapers.

**Specialty Training:**

Particularly with respect to safety matters, in addition to lectures and workshops targeting bus drivers and supervisors. One of the major achievements in this filed is the official launch of Emirates Transport Training Centre in August 2015,. The Centre undertakes specialist training programmes, lectures, and workshops for the Corporation's bus drivers and supervisor. Between its launch and the end of 2015, the Centre was able to train all the bus drivers and supervisors in the Abu Dhabi branches (Abu Dhabi, Al Ain, and Western Region), totalling 2,614 drivers and 3,595 bus supervisors.

**Full Commitment to Safety Standards:**

At all of ET's infrastructures and buildings and work sites, to ensure a safe environment for all employees and clients.



**Membership of International & Local Institutions:**

Emirates Transport continuously seeks to extend bridges of cooperation and to exchange experiences and best practices with local, regional and international organizations, all in its related work fields, through its active membership with local, regional and international organization, as follows:

- National Association of Pupil Transportation – USA.
- International Association of Public Transport UITP – Belgium.
- National Technical Committee of Mechanical Products.
- Dubai Quality Group-UAE.
- Association of Chartered Certified Accountants - UK.
- European Organization for Quality Management - Belgium.
- ideasUK.
- IdeasAmerica.



**Internal & External Communication Strategy & Policy:**

Emirates Transport is aware that its efforts will not be fruitful and completed without communicating with the different concerned groups, and with all segments of society, in general. Therefore, the Corporation continued to enhance its presence in the traditional media, in addition to being up-to-date with the latest methods of the digital age, including the latest developments in social media, to achieve the maximum reach to its audience. In this context, the Corporation launched new account on Snapchat as well as the professional social network «LinkedIn».

As part of the Corporation's media activities, the year 2015 witnessed a joint press conference between Emirates

Transport and Abu Dhabi Education Council, one of the key strategic partners of the Corporation, to announce the launch of the Smart System for Safety of Students on Buses. A number of corporate videos were also completed and broadcasted during various ET events, as well as during its many participations in local and international exhibitions and events. These videos included the «Organizational Excellence» video, the «ET Partners» video, and a number of introductory visuals for the «Safety Points» campaign. The below table shows the summary of the media activity of the Corporation through the various communication platforms.

# 2,285

Innovative ideas through various creativity systems

A number of strategic performance indicators were also introduced for each objective to monitor the progress made in the achievement of that goal.

2. Innovation Manual:  
This was released in May 2015, and was based on the state's innovation strategy and the system of government excellence (fourth generation), the UAE vision of 2021, as well as the organizational strategic objectives and values of Emirates Transport.

The Innovation Manual was issued with the aim of forming the foundations and the general framework for innovation-based activities and initiatives, as well as to help with the implementation of innovative ideas and projects that contribute to the development and improvement of performance, stimulate and enable the concerned categories to innovate and demonstrate their potential, in addition to maintaining the rights of human resources and document their innovations, support continuous learning and management of organizational knowledge and to contribute to improving the quality of Corporation services in innovative ways. The Manual also sets guidelines to help find new and innovative ways to reduce costs and raise revenue, and create a working environment that encourages creativity and innovation to increase productivity.

The Innovation Manual contributed in setting a solid ground for the Corporation stand on and represents the culmination of its established policies in this field which resulted in an increase in quantitative and qualitative outcome in the Corporation's programmes, activities and innovative events across all its various organizational units, branches and affiliate business. It also paved the way for more participation and involvement in these programmes by both the Corporation's employees and the concerned categories including individuals and organizations.

The number of submitted suggestions and ideas, during 2015, reached 2,285 and that is through the various innovation systems in the Corporation.

The following is a review of the most important related programmes, which were implemented during 2015, it has included a number of innovative programmes to keep pace with the national Year of Innovation initiative, along with previously existing programmes. We also highlight the number of participants or beneficiaries of each programme, where available:

**Innovation... Pillar of Success:**

The concept of creativity plays a prominent role within the organizational values of Emirates Transport. A prominence which has been translated, year after year, through the different businesses and services provided, in addition to the activities provided to the internal and external environments. This was reinforced with the announcement that 2015 is to be a year of innovation in the state, and inviting all national Corporations to channel their energy through this pivotal value. Emirates Transport was not far from this trend, where the «Year of Innovation» added a lot to the stimulating system of creativity for the Corporation, and some of the most important additions included: updating the Strategy of Innovation and Creativity for 2014-2016, publishing the «Innovation Manual», introducing the Organizational Excellence Methodology, issuing a resolution for forming the Afkaar Team and the Innovation Ambassadors, publishing a guide to the League of Innovators, updating the guide to the employee suggestion system «Afkaar», interact with the International Ideas Week, organize an innovation lab with customers, and an innovation laboratory with employees, along with a large number of various activities and initiatives that were not limited to the Corporation's internal environment, but extended to include relevant groups of partners, customers, and others. This has resulted in a string of local and regional awards during the year 2015, which formed a testament to the advanced aspects of innovation in the Corporation.

**2015 Initiatives in the field of innovation: Pillars and foundations**

The updated Innovation and Creativity Strategy 2014-2016 In its desire to achieve more convergence with the «National Strategy for Innovation»; Emirates Transport updated its Innovation and Creativity Strategy 2014/2016, which may lead to a permanent methodology and systems to stimulate innovation, manage it and set it in an active approach that contributes in achieving and supporting the strategic objectives of the Corporation. By creating and promoting an innovative work environment that embraces knowledge and encourages the generation and exchange of ideas among employees as individuals and working teams, which ultimately contribute in making creativity and innovation a daily organizational process.

The general framework of the updated strategy has included a number of strategic objectives that are in harmony with the strategic objectives of the Corporation, including:

1. Utilize creativity and innovation in the work of the Corporation.
2. Develop the culture, and systems, of creativity and innovation.
3. Support the electronic switch for the creativity and innovation systems and ensure the protection of information security.

#	Programmes	Number of submitted ideas
1	Ideas	3,082
2	Ideas from Managers	84
3	League of Innovators	The number of submitted ideas in the first season (in 2014) 599 idea.
4	League of Innovators (2nd season)	Ongoing
5	Initiatives of Emirates Innovation Week	6 Initiatives were submitted which included: ET Hackathon, My Bus is More Beautiful, Kids Bus, Robot Bus, League of Innovators, as well as the sponsorship and participation in the 4th UAE Ideas Conference.
6	Innovation Lab with customers/ strategic partners	43
7	Innovation Lab with employees	76
8	Intellectual Properties Rights	4
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Within the context of its social responsibility, and strengthening the efforts to promote an innovation culture in the state, Emirates Transport sponsored the Ideas Arabia Conference. Other initiatives and organized activities keep flowing under the umbrella of the updated Innovation and Creativity Strategy 2014-2016, receiving a good response by the concerned parties, and contributing to the promotion of happiness and satisfaction rates of clients. Indeed, the initiatives and events organized by the Corporation during the «Emirates Innovation Week», scored a 98% on the happiness index, which measures the happiness of society with these initiatives.

Community happiness rates with the initiatives and events organized by the Corporation during the Emirates Innovation Week



**International Standards Specification:**

Quality matters are of fundamental importance in the work regulations and policies at Emirates Transport, and to ensure the achievement of the required levels of quality and constant upgrading, the Corporation relies on improving the integrated management system and continuously work to develop it by renewing the quality certificates obtained previously, as well as gaining new certificates. On this level; the efforts exerted resulted in obtaining two new certificates; Information Security Management System Certification (ISO 27001: 2013) from BSI company, and a certificate in Customer Satisfaction Monitoring and Measuring Systems (ISO 10004: 2012) from Vinçotte company.

- Guidelines for Training Management System  
ISO Certificate 10015: 1999
- Road Traffic Safety Management System  
ISO Certificate 39001: 2012
- Information Security Management System  
**ISO Certificate 27001: 2013**
- Customer Satisfaction: Monitoring and Measuring Systems  
**ISO Certificate 10004: 2012**

Thus, the list of current ISO certificates attained by ET is as follows:

- Environmental Management System  
ISO 14001 Certificate: 2010
- Quality Management System  
ISO Certificate 9001: 2010
- Customer Satisfaction Management System  
ISO Certificate 10001: 2007
- Customer Complaints Management System  
ISO Certificate 10002: 2004
- Occupational Health & Safety Management System  
OHSAS Certificate 18001: 2003
- Risk Management System  
ISO Certificate 31000: 2009



✚ In addition to the accreditation granted by Abu Dhabi Occupational Health and Safety Centre (OSHAD).



**Achievements, Certificates and Awards**

In 2015, Emirates Transport managed to win a number of important national, regional and international awards in its related fields. This reaffirmed the leading position of the Corporation and reflects the high standards attained on the administrative and operational levels. The following table highlights these awards:

- 1 - Middle East Business Leaders Awards (MEBSLA) 2015:** H.E. Mohammed Abdullah Al Jarman, General Manager of the Corporation, received the «Leadership Excellence in Public Service Transformation» award, during the 6th Middle East Business Leaders Awards (MEBSLA) 2015, organized by the American Leadership Development Association (ALDA), in collaboration with International Leaders Magazine. The award was in recognition of the success, and contribution, of Al Jarman since his appointment as General Manager of Emirates Transport in 2008.
- 2 - IdeasAmerica Awards:** The win came in three categories including: The Gold Award for the Best Executive, won by Ms. Feryal Tawakul, the Silver Award for the Influential Personal in the Organizational Innovation Field, won by Mr. Mohamed Al-Tamimi, Manager of Strategic Planning and Organizational Excellence Department, and the Bronze Award won by the ET project for converting vehicles to work on dual-fuel system, in the field of Green Applications.
- 3 - ideasUK Awards:** The Corporation won in the technical projects category for its national and environmental project in converting vehicles to operate on dual fuel

system in the field of green applications. The Corporation also won the continuous development category on its excellent organizational initiative «The League of Innovators»

**4 - Platinum Accreditation Certificate – for the Emirates Transport suggestions system:** This was awarded during the ideasUK Awards, becoming the first independent UAE federal body to acquire this accreditation, which is the highest in its level. Emirates Transport organizational suggestions system achieved an efficiency evaluation rating exceeding 90%, thus qualifying it for this unique award. In addition to this Platinum certification, the Corporation won the award of the best proposal in customer service field, through the safety card project.

**5 - The 25 Best Workplaces in Asia:** Emirates Transport came in the ninth ranking in the list of «The 25 Best Workplaces in Asia» from a field of 900 companies, from eight different regions throughout the Asian continent, according to «Great Place to Work» International Foundation for research, training and consulting.

**6 - Best Escalation Management Process:** The ET Call Centre was awarded the «Best Escalation Management Process», among the winners at the awards ceremony of «Call Centres in the Middle East 2015» organized by «Insight Middle East».

**7 - Dubai Award for Sustainable Transport:** ET won the first position in the categories of «The Smart Applications», and «The Special Needs Transport», within the categories of the seventh session of the Dubai Award for Sustainable Transport, organized by the Roads and Transport Authority (RTA).

**8 - Dubai Chamber CSR Label:** Emirates Transport holds a unique achievement as it became the first, and only, federal or local government entity in the country to receive the Dubai Chamber CSR label for four consecutive years (2012, 2013, 2014 and 2015) attaining a score rate of 81%. This win is based on the considerable contribution made by the Corporation towards the community, as well as practices of corporate responsibility towards employees and the environment.

**9 - UAE Ideas Awards:** Emirates Transport won the award of creativity in encouraging participation and citizens empowerment, in the competition «UAE Ideas Awards» in its fourth session. The win came for ET's Bus Supervisors and Schools Canteen Supervisors projects.

**10 - Ideas Arabia Awards:** Emirates Transport was honoured by Dubai Quality Group. It won two categories in the 10th session of Ideas Arabia 2015. This came in the category of «The Idea of the Year to Support People with Special Needs,» and the category of: «The Idea of the Year, in the field of smart services», for the two projects «Arrive Safely» and «Safety Card.»

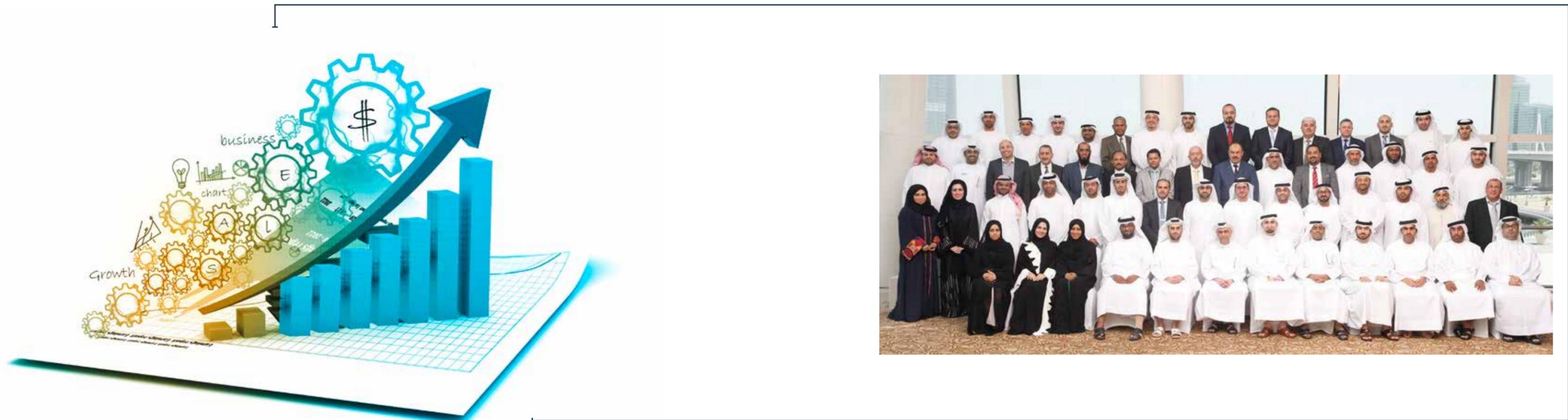
**11 - Arabia CSR Award:** For the second consecutive year, Emirates Transport was named first in the Public Sector category, during the eighth session of the Arabia CSR Awards.

# Chapter 02

## **Chapter Two: Notable Achievements & Ambitious Vision**

62 | **Financial Performance and Contribution to the State's Economy**

66 | **Business Centres... Continuous Growth**



## Strengthening Financial Returns and Contribution to the National Economy

Emirates Transport was able to continue its strong performance over the past year, achieving positive performance results on all financial indicators, which enhance its ability to achieve the strategic and investment objectives, fulfil the aspirations of the people of this community, and cement its national role by supporting the national economy and contribute positively to the achievement of ambitious programmes and strategic plans of the government.

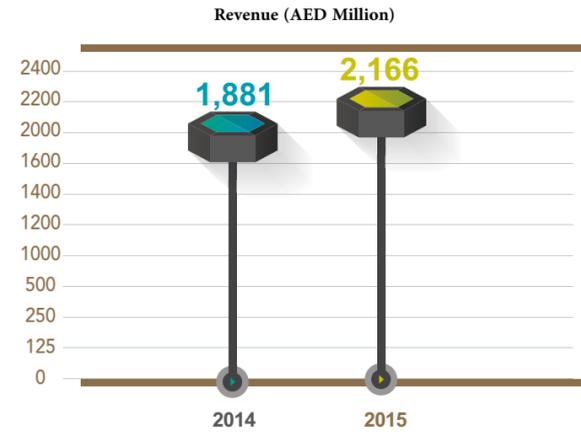
The Corporation was able to achieve such results through careful and continuous monitoring of the growing and changing needs of clients, and providing innovative solutions at the highest possible quality levels and international standards to ensure their satisfaction and happiness. As

such, ET's revenues exceeded, for the first time, the barrier of two billion dirhams, while its net profits exceeded 146 million dirhams.

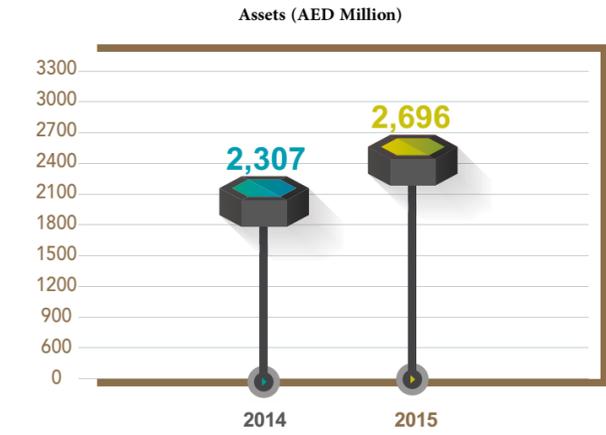
The strong financial position of the Corporation contributed to enhancing its performance and expanding its market share, giving it more flexibility and capacity to meet the various operational processes, continue to expanding geographically and to attract new customers. It must be noted that the Corporation is totally dependent on its own resources in the implementation of plans and programmes and to provide services, and does not receive any government support or any assistance from any party.

Below are the key financial results achieved in 2015:

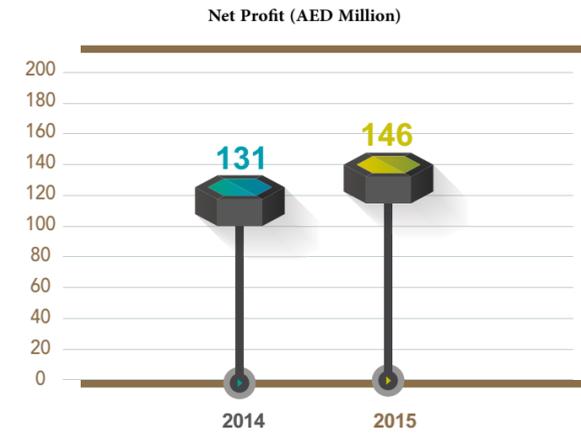
Description	2014	2015
Revenue (AED Million)	1,881	2,166



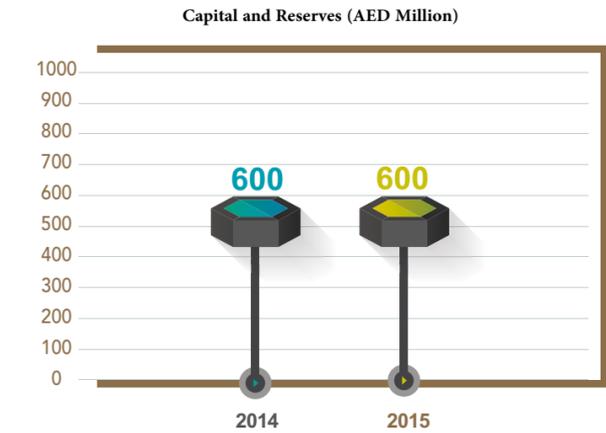
Description	2014	2015
Assets (AED Million)	2,307	2,696



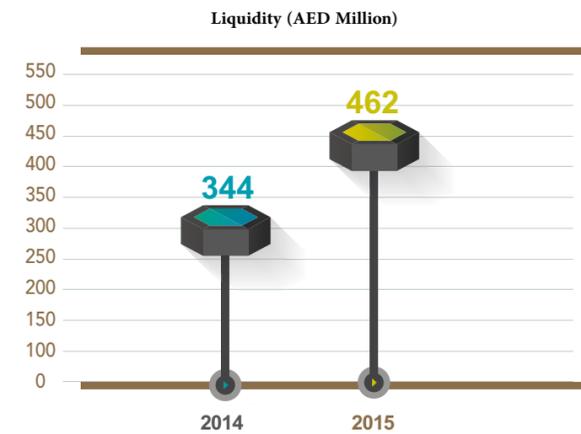
Description	2014	2015
Net Profit (AED Million)	131	146



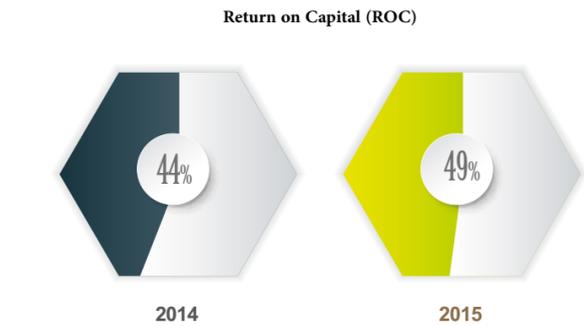
Description	2014	2015
Capital and Reserves (AED Million)	600	600

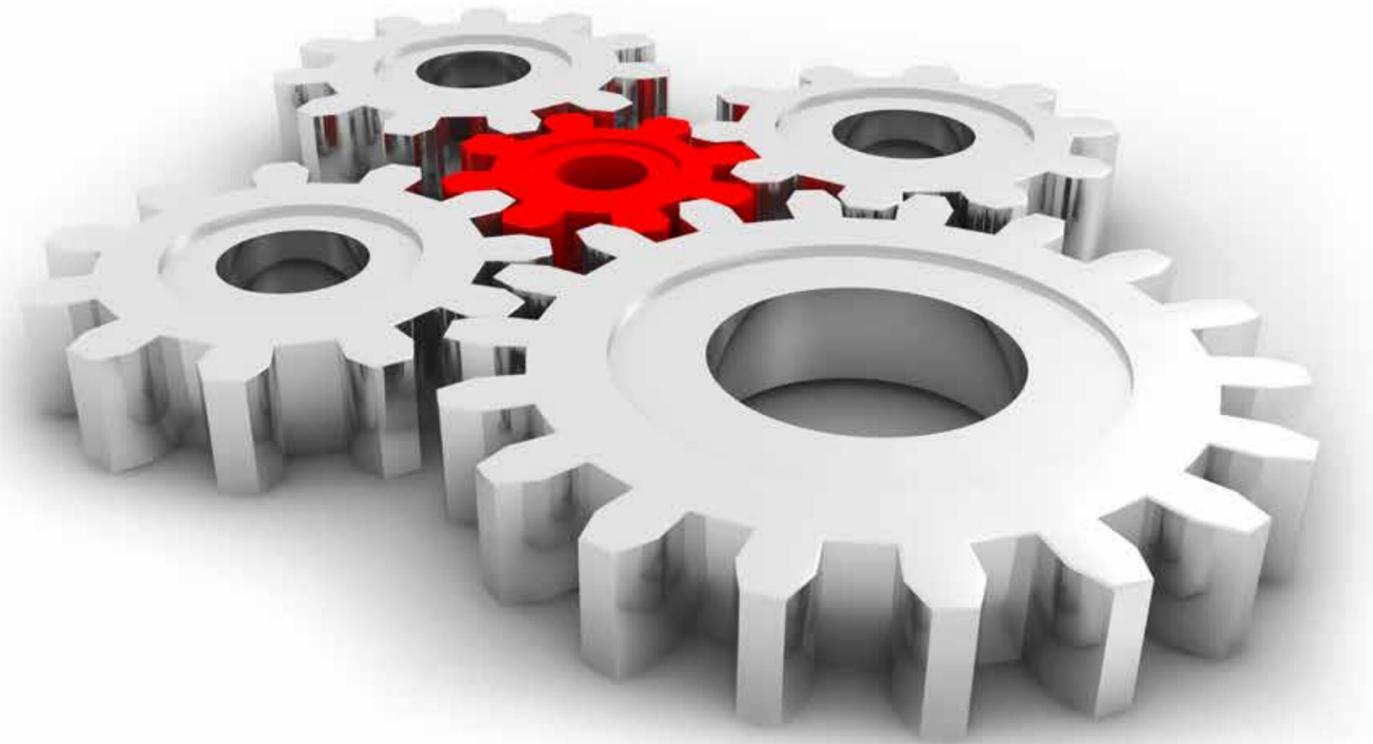


Description	2014	2015
Liquidity (AED Million)	344	462



Description	2014	2015
Return on Capital (ROC)	44%	49%





## Subsidiary Business Centres...

Continuous growth

19,846  
Size of ET fleet



Completed infrastructure projects

By the end of 2015, the process of growth and diversification at Emirates Transport had entered its thirty-fifth year. The financial results and business growth of ET's subsidiary business centres during 2015 suggests that the Corporation did not only maintained the growth rates experienced in previous years, but was able to accelerate the pace of such growth in more than one area. The Corporation was able through its departments and affiliate business centres to achieve outstanding results, including signing 146 new and renewed contracts, worth 1,925 billion dirhams, along with adding significant numbers of new customers from both the government and private sectors. This growth in business came across the board of the Corporation's operations, including the multi-transport and maintenance activities, leasing, facilities management and complementary marketing services, reflecting ET's strong appeal and its distinctive ability to compete and expand its share in the domestic and regional markets.

At the same pace of the business growth; Emirates Transport reinforced its process in the direction of sustainability

benefits through a package of green initiatives, also maintained its leadership position within the community social responsibility aspects, it has continued its support to the trends of the green economy and national plans in those fields, which we will be discussed in detail in the chapters of the next sections.

Parallel to the growth, the Corporation had achieved steady growth in its infrastructure and modernization of administrative and operational facilities, and completed 16 projects varied between expansion and development of existing buildings and building new facilities for administrative and service units in different parts of the state. The Corporation also saw growth in the size of its fleet within the various vehicle categories, so as to ensure covering the operational requirements for that expansion and meet the requirements of the new contracts and consistent with the high quality standards of the Corporation set of services. The Corporation fleet, at the end of 2015, reached approximately 20,000 vehicles, as described in the following table:

	2014	2015	Type of Vehicles
 Type of Vehicles	3,836	4,036	
 Heavy Vehicles	11,950	14,862	
 Motorbikes	912	946	
 Special Equipment	1	2	
TOTAL	16,699	19,846	



The School Transport Division achieved notable growth during 2015 compared to results of the previous year. This was demonstrated by significant business growth across all the Division's affiliate centres which managed to sign 60 new contracts, during 2015, and achieved revenues of nearly one billion dirhams (932.7 million dirhams). The Private Schools Transport Centre came ahead of

the other centres in terms of growth rates achieved; the centre was able to secure 27 new contracts during 2015, a growth rate in business which amounted to 105.6% compared to the year 2014. The centre's success reflects the Corporation's determination to achieve qualitative expansion of its business in the private school transport market, having identified it as one of the most important target markets in the Investment Plan for 2014-2016. The Government Schools Transport Centre leads the rest of the centres in terms of revenues, with 590 million dirhams, while the Schools Services Centre came second with revenues of 298 million dirhams, representing a 36.7% growth rate compared to 2014, boosted by the signing of 18 new contracts. The Advertising Services Centre, meanwhile, achieved an annual growth rate of 33.3% compared to 2014 with revenues of 0.4 million dirhams.

**Ambitious Achievement:**

At the level of school services; 2015 witnessed a number of ambitious achievements and important

leaps. The initiative «Smart System for the Safety of the Students Inside School Buses» was launched by the Abu Dhabi Education Council and Emirates Transport at the beginning of the 2015-2016 academic year, and is considered an unprecedented qualitative leap for the safety and security of students on the buses. The system combines some of the best and latest technologies to ensure the safety of students during their school journey by offering practical solutions to help prevent students being forgotten inside the school bus. This is achieved via three interrelated electronic systems; the first of these is the automated counter system, which counts the number of students boarding and disembarking from the school bus. The second system is the final inspection button, installed at the back of the bus and linked to a central system, which must be pressed by the driver at the end of each journey to stop alarms from going off, while the third system is a motion detector system, that will pick up on any movement inside the bus after the engine is switched off at the end of the bus journey.

The start of the academic year 2015-2016 witnessed the broadening of the supervisory services to all government school canteens in the state, following the renewal of the contract for the operation of those canteens between Emirates Transport and the Khalifa Bin Zayed Al Nahyan Foundation. This follows the great success of the first phase of the project during the last academic year, which included canteens in 139 government schools. The renewal of the contract increased the number of school canteen supervisors to 2,512 UAE nationals, 1,071 of whom work in schools belonging to ADEC, and another 1,402 in schools belonging to the Ministry of Education in Dubai and the Northern Emirates.

2015 also saw the launch of the trial operation stage of the School Transport Operations Room in the Emirate of Abu Dhabi. The facility was set up to monitor and supervise the movement and performance of the fleet of school buses and is linked directly with the relevant authorities, both inside and outside the Corporation. The facility represents a new channel of communication provided by Emirates Transport for the benefit of its customers in the school transport services sector.

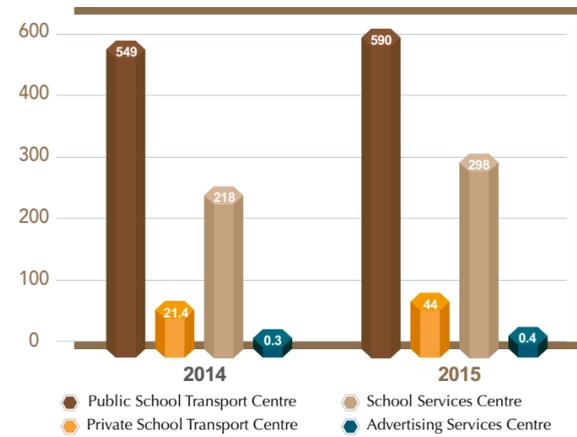
In the field of infrastructure development, the Corporation launched a number of development and modernization projects at sites providing services for school transport covering an area of 250,000 square meters, serving the growth and expansion requirements taking place in this vital sector, which holds a nationwide interest.

DETAILS	2014	2015
No. of public schools	673	666
No. of private schools	35	51
Total number of served schools	708	717
No. of school buses	4,658	5,183
No. of school bus drivers	4,434	5,049
No. of bus supervisors at the School Transport Centre	4,713	5,175
No. of students enrolled in government schools	273,312	277,233
Bus seats capacity	255,000	300,727
No. of transported students	218,500	231,400
The ratio of transported students compared with registered students in the public sector		75.5%
No. of regular traffic routes	6,174	6,389
The number of assembly points	90,000	140,712
Average number of training programmes for each driver	13	11
No. of awareness sessions for students	846	755
No. of inspection field visits for schools	8,294	10,387
The number of visits to communicate with schools	1,659	2,033
No. of covered kilometers	95,388,388	101,442,568

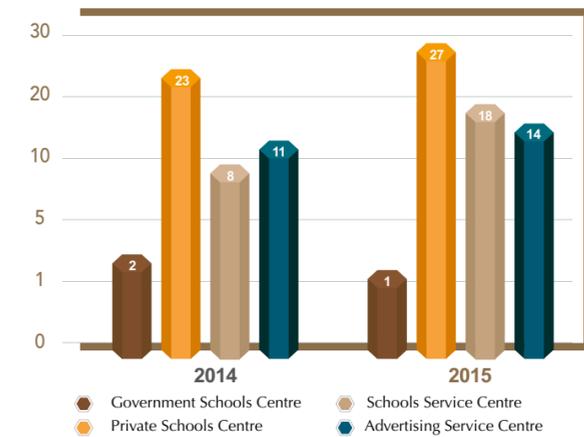


Revenues of School Transport Division

	2014	2015	Growth Rate
Public School Transport Centre	549	590	7.5%
Private School Transport Centre	21.4	44	105.6%
School Services Centre	218	298	36.7%
Advertising Services Centre	0.3	0.4	33.3%
<b>Total</b>	<b>788.8</b>	<b>932.7</b>	<b>18.2%</b>



Number of School Transport contracts



	2014	2015
Government Schools Centre	2	1
Private Schools Centre	23	27
Schools Service Centre	8	18
Advertising Service Centre	11	14



School Transport Division

18.2%  
Revenue growth



Work team



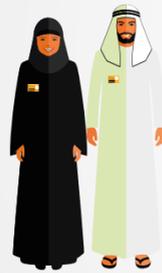
Fleet



Beneficiaries



Awareness & monitoring



5,175  
Bus supervisors



5,049  
Bus drivers



5,183  
Buses



101,442,568  
Covered kilometres



6,389  
Regular routes



140,712  
Assembly points

231,400  
Transported students



300,727  
Seat capacity



717  
Served schools



755

Awareness lectures  
for students



10,387

Bus field inspections



2,033

School liaison visits



11

Average training  
programme per driver

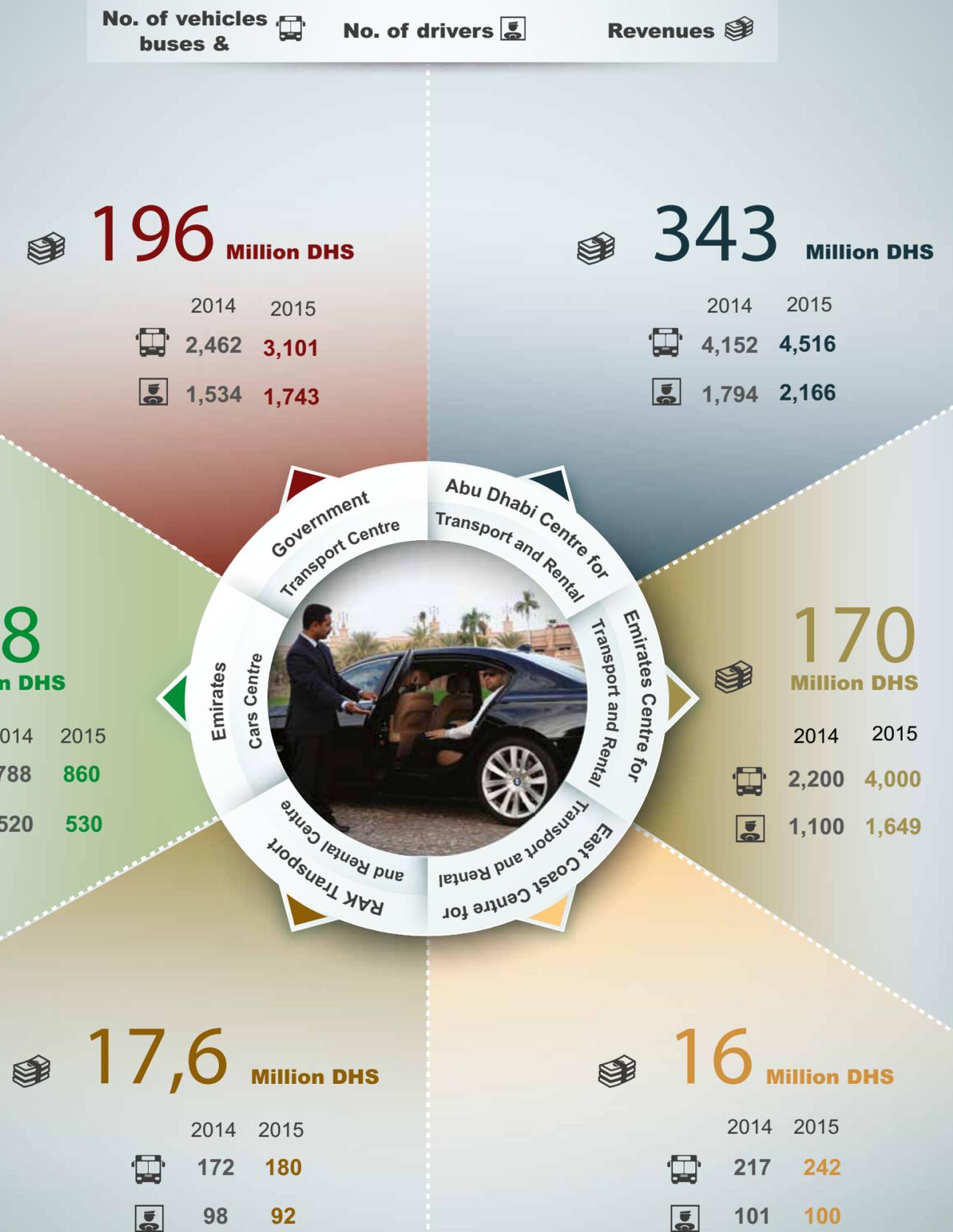




The total revenues of transport and rental division was 851 million dirhams compared to 719 million dirhams in the previous year with a growth rate exceeding 18%. The Division's affiliate business centres were able to sign 459 new contracts and their fleet size increased to 12,899 vehicles.

The Abu Dhabi Transport and Rental Centre, achieved top position in terms of revenues which reached 343 million dirhams, followed by the Government Transport Centre with 196 million dirhams, then came the Emirates Centre for Transport and Rental who managed 170 million dirhams, the Ras Al Khaimah Transport and Rental Centre with 17.6 million followed by the East Coast Centre for Transport and Rental which raised 16 million dirhams in revenues.

Centre	Details	2014	2015
Abu Dhabi Transport & Rental Centre	Revenue (AED)	295 m	343 m
	No. of Buses & Vehicles	4,152	4,516
	No. of Drivers	1,794	2,166
Government Transport Centre	Revenue (AED)	161 m	196 m
	No. of Buses & Vehicles	2,462	3,101
	No. of Drivers	1,534	1,743
Emirates Centre for Transport & Rental	Revenue	138 m	170 m
	No. of Buses & Vehicles	2,200	4,000
	No. of Drivers	1,100	1,649
Emirates Car Centre	Revenue (AED)	78 m	88 m
	No. of Buses & Vehicles	788	860
	No. of Drivers	520	530
East Coast Centre for Transport and Rental Services	Revenue (AED)	14 m	16 m
	No. of Buses & Vehicles	217	242
	No. of Drivers	101	100
RAK Transport and Rental Centre	Revenue (AED)	13 m	17.6 m
	No. of Buses & Vehicles	172	180
	No. of Drivers	98	92





The Auto Services Division witnessed a number of qualitative and quantitative developments in 2015: the Division's total revenues amounted to 232.4 million dirhams, with growth rate of 5.6% compared with revenues in 2014. The focus of the Division was on improving the services provided to its various customers, whether through launching new services or developing existing ones. There was also expansion and development of the Division's facilities in order to ensure compliance with the highest international standards and practices, to attain the highest levels of customer satisfaction. Early in 2015 more customer service centres were opened, including a centre at Ajman branch station, in Al Jarf 1, and another centre in the Emirates Transport Station in Sharjah, located in Industrial Area 12.

**Roadside Assistance Unit**

A new technical unit was officially launched in March 2015 under the expansion plans of services provided to customers, offering roadside assistance for organizations and individuals alike. The service is provided to customers after determining their location using smart applications. This new unit achieved assistance for 6,893 vehicles until the end of 2015. The Roadside Assistance Unit comes within the framework of the Corporation's efforts to strengthen its presence in mobile auto services field, within a comprehensive context aimed at further expansion of services provided to customers, in accordance with the investment plan of the Corporation 2014 -2016. Along the same trend, the year 2015 witnessed the issuance of an official decision to establish the «Tyre Replacement Smart Service Unit» to be the first of its kind in the country. The service is offered through a mobile smart unit for vehicle tyre replacement. Clients can apply



for the service through the Unit's smart application, and can avail services round the clock via a mobile workshop equipped with the latest silent equipment, to provide tyre replacement for all types of vehicles.



Centre	Details	2014	2015
Abu Dhabi Centre for Technical Services	Revenue (AED/Million)	101.2	100.7
	Mechanics	894	977
Emirates Centre for Technical Services	Revenue	50.9	52.3
	Mechanics	650	550
RAK Technical Services Unit	Revenue	2.3	2.7
	Mechanics	52	53
East Cost Technical Services Unit	Revenue	4	4.7
	Mechanics	81	81
Auto Inspection Centre	Revenue	17.4	21.3
	Mechanics	45	50
CNG Vehicle Conversion Centre	Revenue	6	5
	Mechanics	11	19
	No. of Converted Cars	1,226	800
Al Wataneya Auctions	Revenue	5.78	7.4
	No of sold cars	1,866	2,960
Tyre Retreading Unit	No. of Tyres Retreaded	8,400	8,400
Dry Car Wash Project	No. of Cars Washed	105,000	162,357
Profix Projects	No. of Serviced Cars	22,757	49,000
Roadside Assistance Unit	The number of beneficiary vehicles	-	6,893
	No. of vehicles	-	14
	No. of drivers	-	14

The sales of Al Wataneya Auctions	2015		Total
	Internal	External	
Total No. of sold vehicles	2,025	935	2,960
Total value of sold vehicles (M/AED)	65	24	89
Vehicles sold through online auctions	687	20	707
Value of online auction sales (M/AED)	23.2	0.7	23.9
No. of auctions during 2015	50 Auctions		

5  
AED Million  
(Revenues)

**Ethad CNG Vehicles**

**Conversion Centre**

2014 2015  
11 | 19

No. of technicians

4.7  
AED Million  
(Revenues)

**East Coast Auto**

**Services Unit**

2014 2015  
81 | 81

No. of technicians

2.7  
AED Million  
(Revenues)

No. of technicians

2014 2015  
52 | 53

**RAK Auto Services Unit**



**Abu Dhabi Centre  
for Auto Services**

2014 2015  
894 | 977

No. of technicians

100.7  
AED Million  
(Revenues)

**Emirates Centre  
for Auto Services**

2014 2015  
650 | 550

No. of technicians

52.3  
AED Million  
(Revenues)

No. of technicians

2014 2015  
45 | 50

**Auto Inspection Centre**

21.3  
AED Million  
(Revenues)

**Retreaded tyres**

2014 8,400

2015 8,400

**Dry car wash**

**Served vehicles**

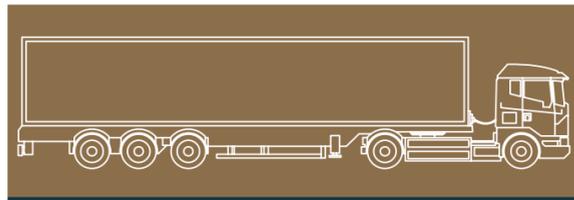
2014 2015  
105,000 | 162,357



**Served vehicles**

2014 2015  
22,757 | 49,000





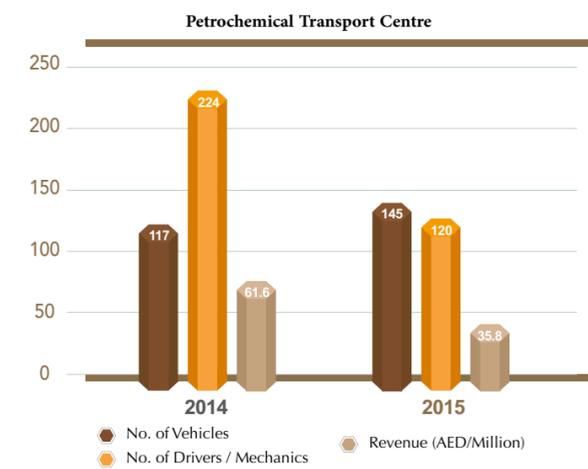
### Logistics services

The total revenues of the ET Logistics Division amounted to 55.7 million dirhams, with the Petroleum Transport Centre at the forefront of the four affiliate business centres of the Division in terms of revenue, then comes the Emirates Logistics Centre, Valet Parking and Motorcycle Rental Centre, and finally the Emirates Transport Driving Centre. Emirates Transport is looking to strengthen its presence in

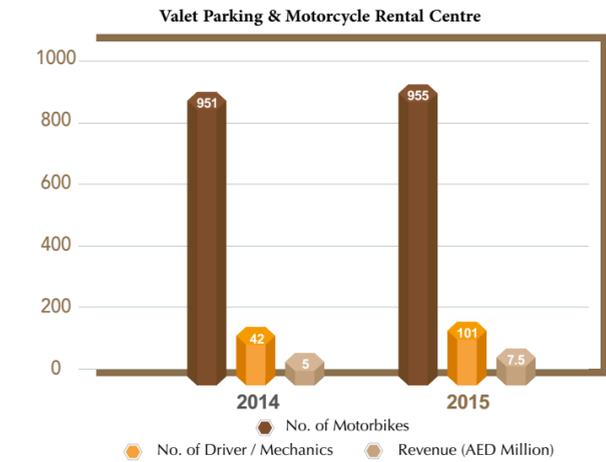
the logistics industry, which was identified as one of the five major investment opportunities by the Corporation's Investment Plan for 2014-2016. To achieve this, the Corporation will seek the completion of medium and long-term plans, complete the supply chain, and develop its associated services. This will allow it to further expand its business in this promising sector and rich opportunities despite of the intensity of competition.



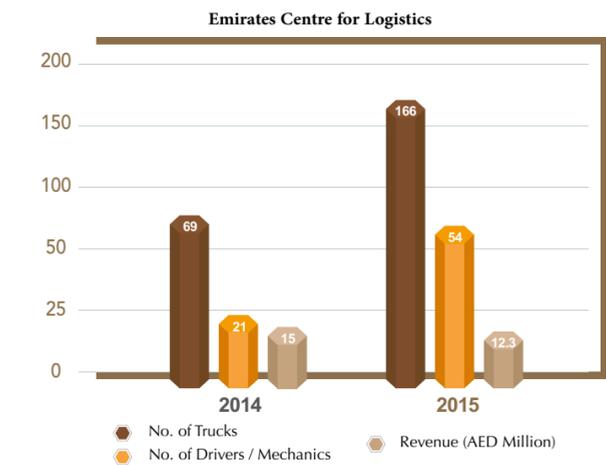
Petrochemical Transport Centre	2014	2015
No. of Vehicles	117	145 Trucks/tankers
No. of Drivers / Mechanics	224	120
Revenue (AED/Million)	61.6	35.8



Valet Parking & Motorcycle Rental Centre	2014	2015
No. of Electric cars	64	74
No. of Motorbikes	951	880
No. of Driver / Mechanics	42	101
Revenue (AED Million)	5	7.5



Emirates Centre for Logistics	2014	2015
No. of Trucks	69	166
No. of Drivers / Mechanics	21	54
Revenue (AED Million)	15	12.3



**ET Driving Centre... Specialized training services:**

Emirates Transport has managed during 2015 to achieve a new qualitative addition, taking advantage of its huge potential for human resources training. This addition came with the official launch of the Emirates Transport Training Centre in August, which reaffirms the depth of the Corporation's commitment to professionalism and quality values, and to the culture of development and integration of services.

The Emirates Transport Training Centre operates under the umbrella of the Emirates Transport Driving Centre, which provides driving training services to all vehicles categories (light vehicle - heavy vehicle - light bus - heavy bus - motorcycle - light mechanical device - heavy mechanical device). The new centre will assume implementation of specialized training programmes, lectures and workshops for drivers and administrators, as well as bus supervisors working for the Corporation or other companies. The training covers courses in the field of school transport,

limousine, dealing with VIPs, customer service, health and safety, and traffic safety. Each course is divided into several programmes and training modules.

Emirates Transport Training Centre started to provide quality services immediately after the launching and after the official team managed to obtain the necessary permits from most economic departments in the country. In addition, the centre's work teams obtained permits from regulators and relevant academic bodies specializing in training curricula and content, such as the Abu Dhabi Centre for Technical and Vocational Education and Training, and the Knowledge and Human Development Authority in Dubai. The centre will provide services to various clients in the public and private sectors. It was able, between its inauguration and the end of 2015, to train 2,614 drivers and 3,595 bus supervisors, all these drivers and bus supervisors are working in the branches of the Emirate of Abu Dhabi (Abu Dhabi, Al Ain and Western Region).



Trainee categories	Target until the end of 2015	Achieved until the end of 2015	Completion rates
Drivers	2,550	2,614	102%
Bus supervisors	3,434	3,595	105%
<b>Total</b>	<b>5,984</b>	<b>6,209</b>	<b>104%</b>



### Petrochemical Transport Centre

01

2014	2015
224	120
117	145
61.6	35.8

### Emirates Centre for Logistic Services

02

2014	2015
21	54
69	166
15	12.3

### Valet Parking and Motorcycle Rental Centre

03

2014	2015
42	101
951	955
5	7.5

**No. of Vehicles** 
**No. of drivers** 
**Revenues**  
Million DHS

# Chapter 03

## **Chapter Three: The Customers... From Satisfaction to Happiness**

- 86 | Stakeholders... Partnership for the Benefit of All
- 90 | The Customers... Investment & Happiness
- 94 | Suppliers... Success Partners
- 96 | Partners... Pillars of Our Success



## Stakeholders...

Partnership for the Benefit of All

Emirates Transport is proud of the developed established relationships with its stakeholders over the years, which would not have been possible unless it was put on the top of its prioritization and given the deserved attention. Emirates Transport believes that these groups are partners in the organization's success and the reason for its existence. The Corporation has strengthened its relations with various groups across all levels, where many programmes and initiatives were launched in order to improve these relations for the benefit of all parties. The stakeholders groups includes:

- Customers.
- Suppliers.
- Partners.
- Legislative & Control Agencies.
- Regional & International Agencies.
- Competitors.
- Local Community & the Environment.

Emirates Transport has developed its relationship with these groups and optimally fulfilled their expectations. We highlight those expectations in the below table:

Concerned Group	Expectations
Customers	Excellence and quality in products and services, and achieving the highest levels in customer satisfaction and happiness.
Suppliers	Honesty and integrity in work relations and achieving mutual commercial benefits.
Partners	Business growth and added value in general.
Legislative and Control Agencies	Enhancing working standards through complying with the relevant legislations, in accordance with a regulatory framework that ensures the efficiency of performance and services provided for the benefit of society.
Regional and International Agencies	Adoption and exchange of best practices and global standards.
Competitors	A competitive transparent environment along with sustainable development for the future of the transport and integrated services industry.
Local Community & The Environment	Protection and sustainability of the environment and to work as a socially responsible Corporation.

Within the context of identifying those expectations and adequately responding to it; Emirates Transport developed several channels to engage and communicate with the different concerned groups, including:

Stakeholder	Communication Means
Customers	<ul style="list-style-type: none"> <li>• Informal communication through visits.</li> <li>• Call centres for information, complaints &amp; suggestions.</li> <li>• Surveys to determine levels of satisfaction and happiness among customers.</li> <li>• Meetings, workshops, conferences and events.</li> <li>• The annual forum for customers.</li> <li>• Exhibitions.</li> <li>• ET's website, social networking sites and the Happiness Measuring Index.</li> <li>• Participation in organizational development tools (Innovation Lab - League of Innovators).</li> </ul>
Suppliers	<ul style="list-style-type: none"> <li>• Suppliers evaluation.</li> <li>• Quality, and health and safety training.</li> <li>• Contracts, tenders and procurement.</li> <li>• Exhibitions.</li> <li>• Memoranda of understanding.</li> <li>• Community participation and sponsorship.</li> </ul>
Partners	<ul style="list-style-type: none"> <li>• Regional and international benchmarking visits.</li> <li>• Annual Partners Forum.</li> <li>• Effective communication and networking.</li> <li>• Survey of partners' views.</li> <li>• Participation in the organizational development processes.</li> <li>• Data and information exchange.</li> </ul>

Stakeholder	Communication Means
Federal and Local Government Agencies (Legislative & Regularity)	<ul style="list-style-type: none"> <li>• Laws, policies and legislations related to the company's work.</li> <li>• Meetings and conferences.</li> <li>• Memoranda of understanding.</li> <li>• Adherence to standards.</li> </ul>
Regional and International Agencies	<ul style="list-style-type: none"> <li>• International events and the exchange of best practices.</li> <li>• Conferences and sponsorships.</li> <li>• Memoranda of understanding.</li> <li>• International standards.</li> <li>• Seminars and meetings.</li> </ul>
Competitors	<ul style="list-style-type: none"> <li>• Industrial and commercial forums.</li> <li>• Workshops and meetings.</li> <li>• Reports and periodicals.</li> <li>• Exhibitions.</li> </ul>
Local Community & The Environment	<ul style="list-style-type: none"> <li>• Volunteer activities.</li> <li>• Community services and business support.</li> <li>• Awareness campaigns.</li> <li>• Social and cultural events.</li> <li>• Charitable programmes.</li> <li>• Specialized exhibitions.</li> <li>• Referenced comparisons.</li> </ul>



## The Customers... Investment & Happiness

By the end of 2015 the total number of clients (non-individuals) reached 1,203, 60% of which belong to the federal and local government sector, while the customers from the private sector constitutes about 40%.

Within the Corporation's procedures to ensure the best services to its customers; the Operations Department conducted 17 field visits to make sure of the quality of the services. The Department also completed 11 updates to the procedures for dealing with customers and organized three workshops to present the results and recommendations of the studies in the first and second quarters.

The Corporation maintained contact with its various customers, it has sent more than 2.5 million text messages (SMS) to customers from various segments in the stakeholder groups during 2015. The subjects of the messages varied between awareness issues and promotion of new services, and messages of well wishes and congratulations on official occasions and national events.

The number of answered phone queries reached 23,362, with the number of resolved queries also reaching 23,362 (i.e. all queries were resolved). The number of calls received by the Call Centre was 28,615 telephone calls, out of which 27,986 calls were answered, with a rate



of 97.8%. The Corporation also received 27,544 email messages; the number of service requests via e-mail which have been implemented stood at 1,592 email requests. The results of the Consumers Opinion Poll, on the axis of «complaints, suggestions and responding to inquiries», reflected a satisfaction rate of 80%.

Confirming its commitment to monitor the views of its customers; ET's Polls Centre conducted 6 questionnaires and surveys to find out the needs of customers and understand it in depth in order to improve performance

and correct practices. In preparation to meet those needs with optimal means and in accordance with the approved government indicators and global standards in this regard, in cooperation with the rest of the divisions and business centres in the organization. To strengthen its efforts in this area; the Corporation started, at the beginning of 2015, opening more customer service centres, including the opening of a customer service centre in Ajman branch station – Al-Jarf 1, and the Emirates Transport Station in Sharjah, located in industrial area 12.

Item	2015
No. of answered phone queries	23,362
No. of resolved queries	23,362
No. of calls received by the call centre	28,615
No. of answered calls	27,986
No. of received email messages	27,544
No. of implemented service requests via email	1,592
No. of questionnaires & opinion polls	6

Customer categories	Number in 2015
Strategic Partners	51
Strategic Customers	176
Primary Customers	195
Main Customers	250
Individual Customers	1,054
Subsidiary Customers	55
Service Beneficiaries	476
<b>Total</b>	<b>2,257</b>



### Customer service charter

The issuing of the «Customer Service Charter» was a significant milestone on the road to develop the Corporation's relationship with customers and improve the services provided to them, particularly since the Corporation is keen to constantly revise the Charter in order to ensure it complies with the best practices in this area. The Corporation has also developed a blueprint for the process of managing the relationship with the customer,

in order to prepare the concerned employees and improve their performances. The Corporation's efforts in this aspect is also based on «My Government» programme, an electronic portal for receiving complaints and suggestions from internal customers (federal government employees) and external ones. The system, which is accessible on [www.mygove.ae](http://www.mygove.ae), aims to simplify procedures, address customers' grievances and develop services of the federal government. through the website



### Customer Care Policy

The Corporation has continued its policy of raising the quality of customer care, based on a number of core practices. Emirates Transport has strengthened its efforts on developing the performance of its staff who are responsible for customer care, providing them with the following training programmes:

#	Programme
1	Excellence Diploma in Customer Service
2	Organizational excellence training
3	Membership in the government programme «Pioneers of E-Services Development»
4	Excellence in customer service training
5	Participation in the Excellence in Customer Service and Global Challenges event
6	Participation in the introductory workshop for the Emirates Programme for Government Service Excellence.
7	Government Excellence System - 4th Generation
8	World Government Summit

The Corporation also organized the Outstanding Customer Week in the period from 11-15 October, 2015 under the slogan «The Customer Is Kings» during which a number

of unique initiatives for clients were launched like «We Missed You», «Thank You For The Trust» and «Gifts». These programmes had a number of aims including: winning the

loyalty and trust of customers, enhance communication with them, the provision of high quality services that meet their requirements, opening of innovative communication channels to receive their opinions and suggestions, as well as promote activities and programmes that enhance the status of the Corporation in the community. The Corporation organized a workshop with the participation of a wide range of senior officials, executives and directors of departments who represent the Corporation's customers, in order to acknowledge their views, aspirations and their plans for future development. Thus, taking their input as a foundation for the next Strategy Plans for the years (2017-2021), the preparation of the next five-year plan, in accordance with the 4th Generation of the government excellence standards and the federal government directives.

Customer in service centres were also provided with iPads equipped with special applications to measure their happiness and satisfaction after receiving the service. There were several workshops on excellence in customer service which benefited about 45 of the front-line staff in order to enhance their performance. In addition to the 117 visits carried out over the past year by the Strategic Relations Team, which includes the senior management of the Corporation, headed by the General manager.

Affirming on the efforts to develop its customer care; the Corporation was able in November 2015 to achieve the ISO certification in monitoring and measurement of customer satisfaction systems 10004: 2012 ISO, as a culmination of its efforts and actions in place, especially the application and implementation of systematic processes to monitor and measure customer satisfaction and its analysis, identify and classify customers, design questionnaires for customer satisfaction and the mechanisms to determine the level of satisfaction in order to improve the system of services provided to the Corporation's customers. The Corporation also renewed both the customer satisfaction system management ISO-10001:2007 and the customers complaints system management ISO-10002:2004, as part of the integrated management system which is adopted by the Corporation to ensure quality of services.

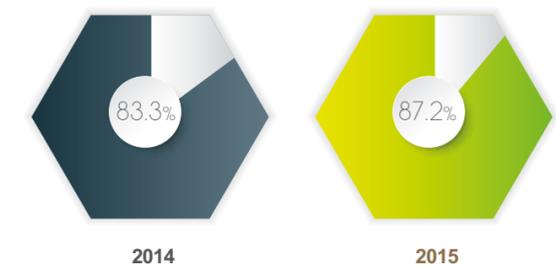
It's worth noting that, in 2014, ET unified all channels of receiving calls and comments from the public in various regions of the state through the toll-free number 8006006, to be handled by certified and qualified staff to perform these tasks who are aware of all the Corporation services, data and information, which resulted in the Corporation's Call Centre awarded the «Best Escalation Management Process», among the winners at the awards ceremony of «Call Centres in the Middle East 2015» organized by «Insight Middle

East».

As a result of these calculated and integrated efforts on various axis; The Corporation was able to achieve an increase in customer satisfaction rate in 2015 to 87.2% across all categories.

Details	2014	2015
Results of customer satisfaction study	83.3%	87.2%

Results of customer satisfaction study



Details	2015	
Total number of complaints	1,800	
Total number of incorrect complaints	1,246	
Total number of correct complaints	554	
Total number of resolved complaints	1,800	
Average number of days to resolve complaints (calculated on a quarterly basis).	Q1	3.12
	Q2	2.70
	Q3	2.35
	Q4	2.26
Target	2 working days	
The results of customer satisfaction study on «complaints, suggestions and responding to inquiries.»	80%	

### Suppliers... Success partners

Suppliers constitute an important component in the work cycle at Emirates Transport, as their number reached 530 local and international supplier by the end of 2015. Thus, ET is keen on building, and cementing, strategic and collaborative relations with them, in an environment controlled by a compendium of standards and conditions to ensure the application of best practices in the procurement and supply process, and the utmost transparency, fairness and equal opportunities as well as fair competition, to serve the interests of all parties and boost their economic performance through access to the best prices, products and services.

The Corporation is also keen on extending its relations with its suppliers in the aspects of corporate social responsibility, as it seeks to bolster the national economy by supporting emerging national projects, local factories, youth projects, and small projects which are funded through local and

federal government and give preference to suppliers who are committed to the social responsibility issues and, particularly in relation to the environment and innovation support.

Another example of Emirates Transport's continuous efforts in terms of improving the relationship with its suppliers, is the issue of the «Code of Ethics and Conduct for Emirates Transport Suppliers» in 2014, followed by the publication of the «Suppliers Guide» in 2015. The Guide explains, in detail, in both Arabic and English languages, the Corporation's policy and procedures in managing the relationship with its suppliers. In addition, ET conducts an annual survey to ascertain satisfaction levels of suppliers in their dealings with the Corporation. The Corporation also aims to motivate the suppliers through the «Emirates Transport Suppliers' Excellence Awards».

2015 Data	No. of suppliers	Procurement cost (Million AED)
Local Suppliers Agencies	510	1,127.5
Local Suppliers Agencies	20	3.5
<b>Total</b>	<b>530</b>	<b>1,131</b>



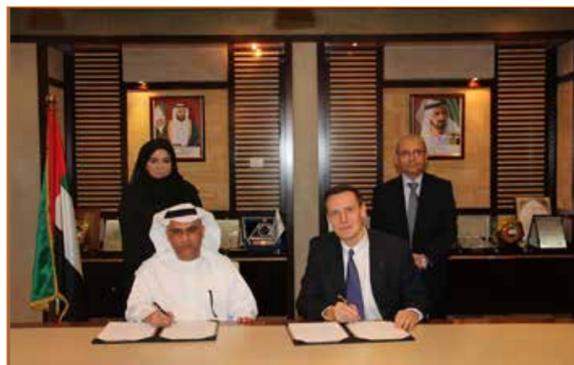
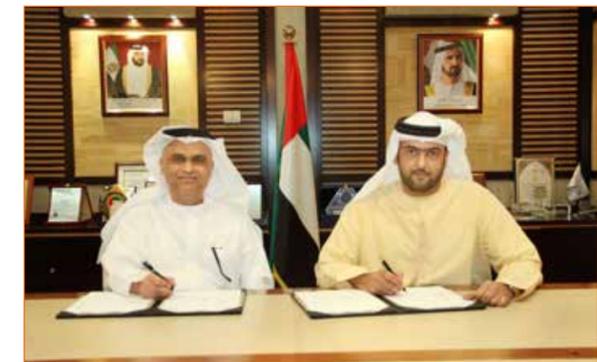
Suppliers' satisfaction rate

Details	2014	2015
Suppliers' satisfaction rate	83.9%	84.87%



Suppliers' happiness rate

Details	2014	2015
Suppliers' happiness rate	-	82.56%



### Partners ... Pillars of Our Success

Emirates Transport conducted a total of 117 visits to a number of local and federal government entities and private sector companies in the state. 10 of these visits were conducted by ET's Strategic Relations Team, consisting of senior management of the Corporation, under the chairmanship of the General Manager. The visits aimed at enhancing the relationships between the Corporation and the various entities, particularly clients, partners, and suppliers, explore cooperation opportunities, exchange best practices and for marketing and promotional purposes.

In its attempts to activate its partnerships with all entities, the Corporation signed 11 agreements and memorandums of understanding with government and private firms. Furthermore, visits for comparative reference were paid to the partners and clients in order to exchange expertise and see the best practices in various work fields and sides of societal responsibility.

Moreover, the Corporation attended and participated in 21 national and international conferences and fairs in order to exchange expertise and observe best practices in various work fields and sides of societal responsibility. Some of these events include:

- The periodical meetings of the Dubai CEO Club, with an aim to promoting the trade mark of Emirates Transport and marketing its services and creating liaison network with the CEOs of various companies.
- The 2015 World Forum for Foreign Direct Investment in Sharjah.
- The Logistic Cargo Show 2015, which was held for the first time on the side lines of the Middle East Rail Conference.
- The Fair & Conference for Converting Vehicles to Operate on Natural Gas in Asia and Pacific Ocean.
- The participation in the annual career fair held by Zayed University.
- The International Logistics & Transport Congress and Expo held in Singapore in 2015.
- The Third UN Global Road Safety Week, in the



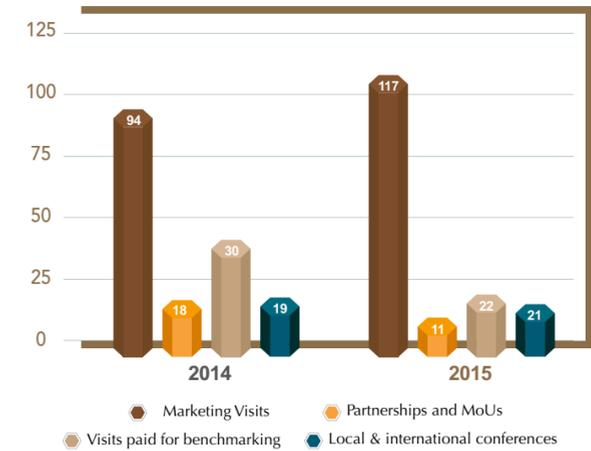
Republic of Tunisia, presenting a working paper in the form about the experience of the Emirates Corporation in student safety and safety procedures.

- The Smart Government Conference 2015.
- The 10th Ideas Arabia Conference 2015.
- The Gulf Education and Training Exhibition 2015.
- The Exhibition 24/7 held by the Department of Traffic and Licencing – Abu Dhabi Police.
- The «Think Science 2015» Exhibition and Conference.
- The Conference held by the International Motor Vehicle Inspection Committee in 2015.
- The Fifth National Quality Conference in Riyadh, presenting a working paper.
- NATRANS Arabia exhibition in Abu Dhabi, in October 2015.
- The Abu Dhabi International Petroleum Exhibition and Conference (ADIPEC) 2015.
- The School Transportation Conference and Exhibition (NAPT) in the USA.
- A delegation from Emirates Transport visited Milan Expo.
- The participation in IdeasAmerican Conference 2015.
- The participation in ideasUK Conference 2015.
- The participation in IdeasUAE Conference.



ملتقى الشركاء الاستراتيجيين 2015  
Strategic Partner's Gathering 2015

Details	2014	2015
Marketing Visits	94	117
Partnerships and MoUs	18	11
Visits paid for benchmarking	30	22
Local & international conferences	19	21



In coronation of its constructive cooperation and joint efforts, the Corporation organized the second Innovation Lab where 60 of its clients and strategic partners in the government and private sectors attended and participated and 57 various ideas were presented on two main topics:

- 7 star services.
- 7 star relations.

One of the most important initiatives with our partners in 2015 was the launching of «Safety Points» in cooperation with the strategic partners: the Ministry of Education, Abu

Dhabi Education Council, and Ministry of Interior, during the event of the Third UN Global Road Safety Week. This societal initiative aimed at boosting the awareness as to the responsibilities and duties of all parties related to the school transport.

Moreover, the Corporation organized the Annual Strategic Partners Gala because the Corporation sees this relationship as an essential part of its success. The Gala event was attended by 115 of the government and private partners, as they represent the top strategic partners supporting Emirates Transport.

# Chapter 04

## **Chapter Four: Our Human Resources...Our Priority**

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- 106 | **Training System... Developing Capacities**
- 108 | **Driven by Our Patriotism**
- 110 | **Work Environment... Key to Success**



Day after day, Emirates Transport strongly believes that prospering in its business starts from an internal healthy environment. Today, the key success factor necessary to withstand winds of change lies in a strong Human Resources system that encourages positive competition, innovation and development. Our employees are our biggest asset and we are keen to ensure their professional and personal growth and provide them with a challenging working environment that helps build their career. In this context, Emirates Transport has succeeded in attracting more talents to its family, which counts today around 19,637 male and female employees in different functional groups and professional disciplines.

The Human Resources journey starts from recruiting professional and experienced talents whose unrivalled

knowledge enables them to successfully operate across the Corporation's various affiliate units and centres. Then, they go through an intensive process of training sessions and vocational rehabilitation on a regular basis with the aim of promoting development and building a professional career full of achievements and successes. We believe that caring for our employees and working on upgrading their capabilities is precisely what enhances their sense of belonging and loyalty to the Corporation, helping to reduce job turnover rates.

Emirates Transport puts a lot of emphasis on keeping up with the latest systems trends in the Human Resources sector, and being compatible with local and international legislations and relevant conventions. We especially address the practices of forced labour and encourage the policy of

combatting child labour, and ensuring compliance with the provisions of international human rights and the UAE Human Resources practices and Federal Law.

At the level of labour policies and systems for the year 2015, the General Manager issued 28 decisions related to human resources, including the issuance of an updated Regulation Disciplinary List for the Corporation employees, the launch of the experimental application of the performance management system, the update of the «Fursan» programme to motivate and honour employees, in addition to the issuance and adoption of the new organizational structure for the human resources management, the job descriptive guideline, the organizational structure of the Transport and Rental Division and the School Transport Division.

19,637

Employees

### Attracting expertise

Emirates Transport understands the importance of consistently developing its recruitment systems to ensure attracting the right professional and leadership competencies through updating the rules and regulations applicable in this area. In 2015, we issued the Executive Procedures Manual that sets the procedures and conditions of recruiting consultants, experts and specialists of employing foreign staff from outside the borders. We opted for a strategic policy to identify and attract the very best foreign expertise to ensure the Corporation potential is realized and

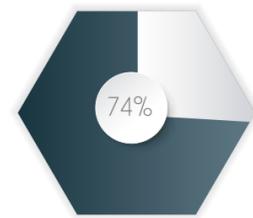
maintain the quality leap it is witnessing at the level of its business and expansion in the region.

The year 2015 saw a remarkable increase in the number of our human resources that reached 2,385 employees who joined the Corporation family to meet its growing business expansion. They contributed genuinely in upgrading the quality of the services rendered and ensuring the smooth running of its operations in such a way that goes beyond the expectations of the Corporation clients.

Details	2015
Result of employees satisfaction survey	74%

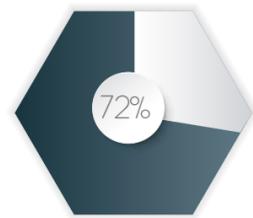
Details	2015
Result of employees happiness with their job	72.01%

Result of employees satisfaction survey



2015

Result of employees happiness with their job



2015

Number of employees per nationality	2015
Emirati citizens	2,597
Expatriates	17,040
<b>Total</b>	<b>19,637</b>

Number of employees per gender	2015
Male	14,928
Female	4,709
<b>Total</b>	<b>19,637</b>

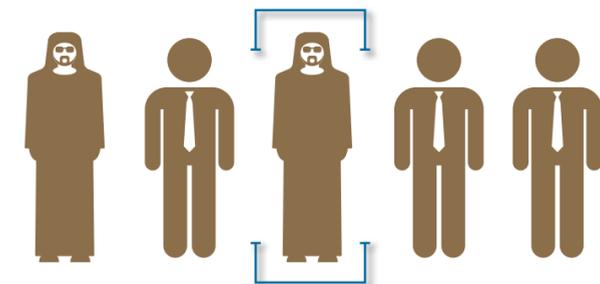
Number of employees per age category	2015
29 & under	4,748
30 - 39	7,450
40 - 49	4,874
50 - 59	2,259
60 & over	306
<b>Total</b>	<b>19,637</b>

Senior management category data		
Nationality/ region	2015	
	Male leaders	Female leaders
UAE	41	8
Arabic countries	10	-
Asian countries	2	-
Other countries	3	-
<b>Total</b>	<b>56</b>	<b>8 (12.5%)</b>

Year	2015
Turnover Rate	5%

Details	2015
Number of school buses supervisors	5,175

Details		Turnover Rate
Turnover Rate		5%
Per nationality	Emirati Citizen	10%
	Expatriate	4%
Per gender	Male	12.5%
	Female	
Per age	29 & under	10%
	30-39	7.6%
	40-49	5.6%
	50-59	3%
	60 & over	3%



**No. of male employees**

2014 2015  
13,046 14,928



**No. of female employees**

2014 2015  
4,206 4,709



**Staff turnover**

5%



**Staff turnover**

12.5%



**Management**

2014	2015	
36	41	UAE
8	10	Arabic countries
2	2	Asian countries
2	3	Other countries
48	56	Total



**Management**

	2014	2015
UAE	9	8
Arabic countries	0	0
Asian countries	0	0
Other countries	0	0
Total	9	8



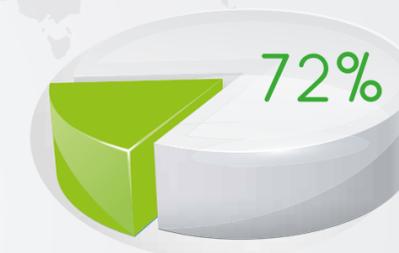
**Staff turnover Rate (Per agecategory)**

**No. of employees (per age category)**



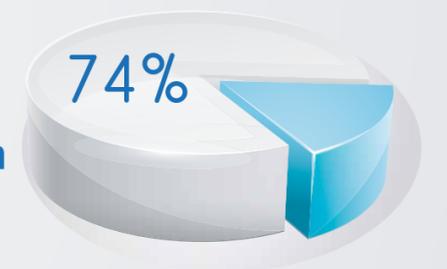
**Total Turnover Rate**  
**5%**

**Total No. of employees**  
2014 **17,252**  
2015 **19,637**



**Employees Happiness Rate**

**Employees Satisfaction Rate**



3,560  
Training Programmes

### Training System ... Developing Capacities

Looking back at the year just gone, 2015 was perhaps the most eventful year for Emirates Transport in developing and training its human resources. We saw the official launch of Emirates Transport Training Centre, and obtaining the necessary permits and credits from the concerned authorities to officially register the Centre as a certified training and evaluation entity for school bus drivers, allowing them to benefit from specialized lectures, training programmes and workshops especially for transport and safety supervisors. The Centre managed to complete the training of 2,614 drivers, and 3,595 bus supervisors from all branches in the Abu Dhabi Emirate (Abu Dhabi, Al Ain and the Western region), which positions the Center as the prime destination for this type of specialized training.

It was important also to launch the e-learning initiative, under the slogan «Click & Learn» which aims to train our employees through the implementation of a 24/7 electronic training programmes in Arabic and English. The initiative allows employees to access the system from any smart device, and from anywhere, and choose the appropriate self-

training programmes. More than 100 training programmes have been carried out for 150 employees as a pilot phase. The total number of courses and training programmes and workshops in the entire Corporation reached 3,560, in a way to meet the requirements of the quality management system training in accordance with the ISO standard (10015). The programmes covered areas of development generally as driving and management, and self-development in personal and behavioural skills, project management, and training in the areas of governance and audit and anti-corruption and the areas of social responsibility, as well as professional and specialized training in various areas of work with a special focus on transport safety standards improvement including traffic and professional awareness and occupational health and safety and traffic safety, civil defence and first aid. The training also included the improvement of the Corporate leadership cadres through the second row leaders 2015, in addition to organizing the Safe Driving Seminar for school transport drivers, to develop the drivers functional performance and technical skills.

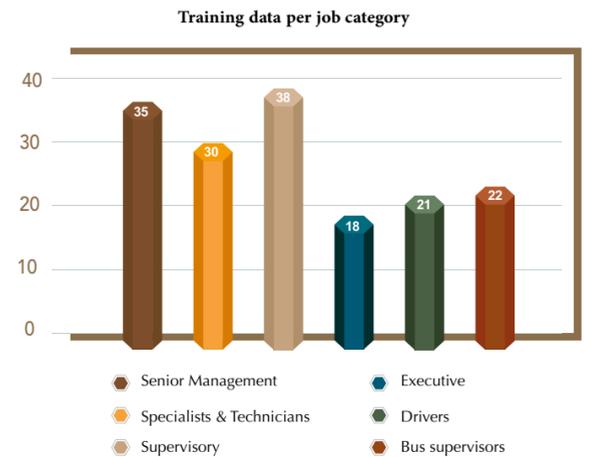
Training hours for different functional categories		
Category	2014	2015
Leadership	1,105	1,123
Specialist & Technical	1,368	1,554
Supervisory	2,279	2,702
Executive	141,434	167,517



Training data for drivers and bus supervisors				
Employee category	2014		2015	
	number	hours	number	hours
Drivers	3,811	77,136	4,075	92,912
School bus supervisors	3,055	54,250	4,437	97,373

Training data for technical & functional job categories		
Job categories	Trainees number	Trainees average per job category
Senior Management	31	97%
Specialists & Technicians	37	73%
Supervisory	56	79%
Executive class	8,221	86%

Training data per job category	
Functional category	Average training hours
Senior Management	35
Specialists & Technicians	30
Supervisory	38
Executive	18
Drivers	21
Bus supervisors	22



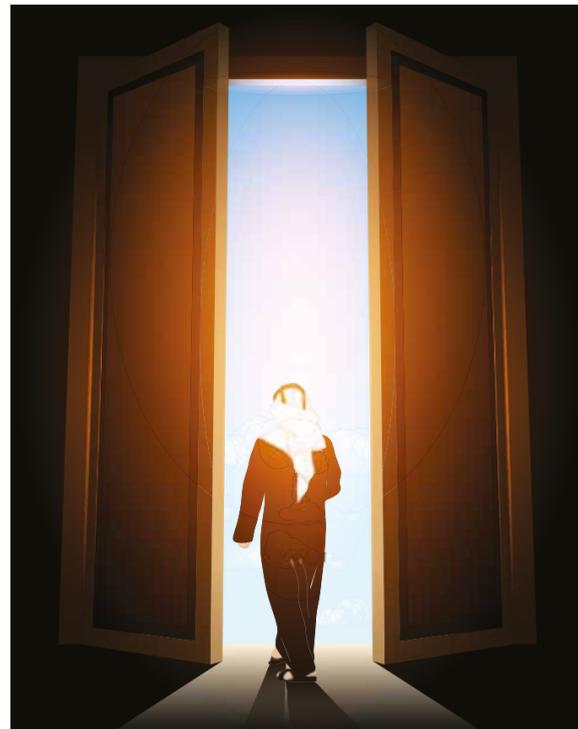
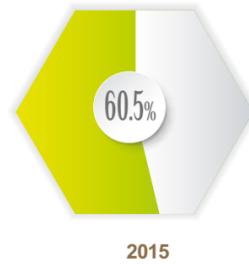
### Driven by Our Patriotism

Emiratization remains at the forefront of the Corporation's commitment to sustainable and comprehensive progress witnessed in all sectors in the UAE, with view to achieving its promising 2021 Vision. Building the individual and strengthening his professional competencies in an efficient manner in the public and private sectors is given most priority. That is why Emirates Transport is keen on employing national talents for the benefit of the nation and society, and provide them with opportunities to develop their skills through continuous education and various motivational programmes.

In 2015, the Corporation made great achievements in the Emiratization of the jobs of transport and safety supervisors, and school canteen supervisors, in collaboration with strategic partners: the Ministry of Education, the Abu Dhabi Education Council and the Khalifa bin Zayed Al Nahyan Foundation.

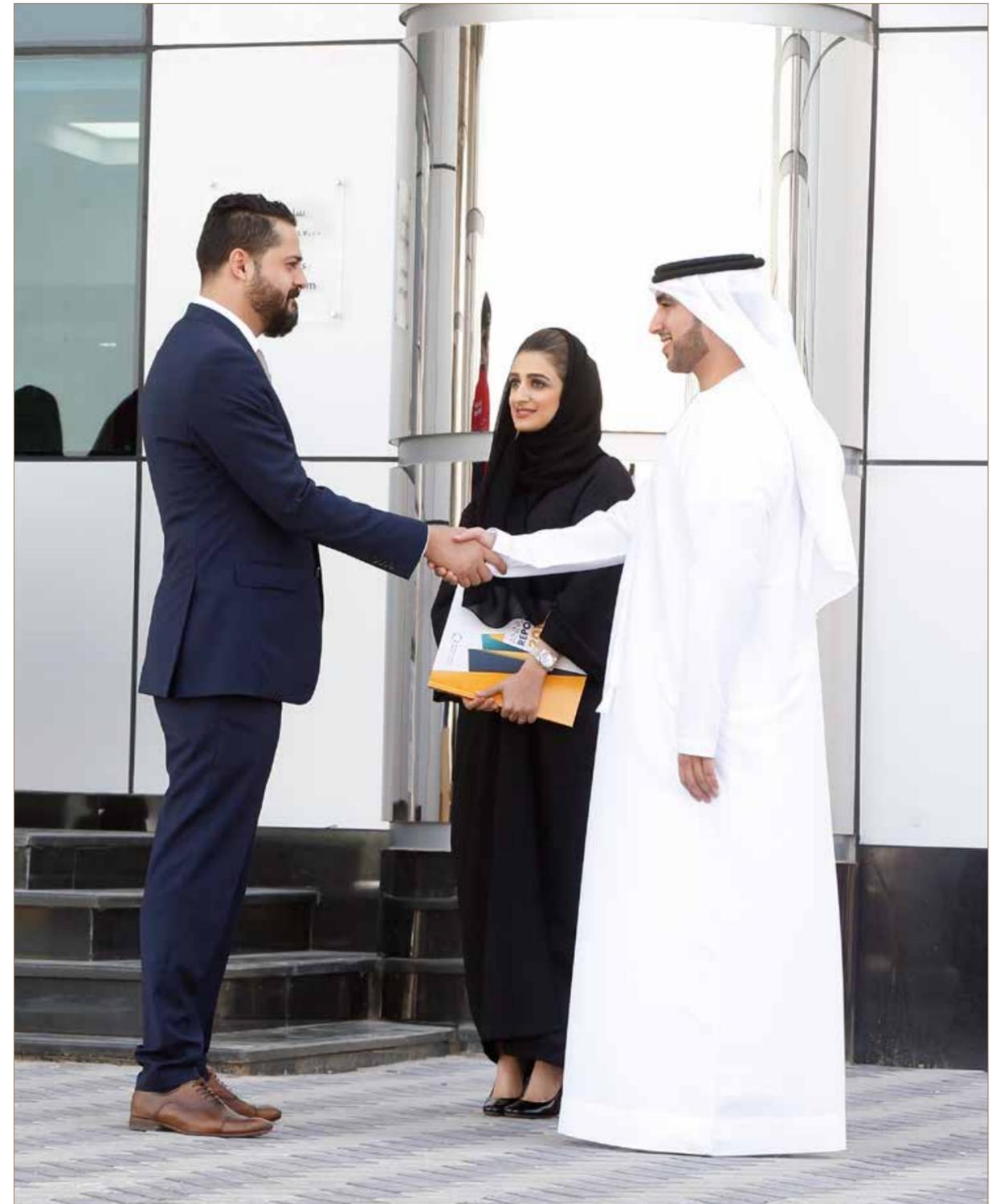
Thanks to its efforts in enhancing the Emiratization vision, Emirates Transport deserved to win the 2014 Ideas UAE Award, organized by the Dubai Quality Group, in the category of Emiratization and Empowering the Emirati Citizen.

Total Emiratization Rate



### Towards Greater Transparency

Emirates Transport continued during 2015 to enhance transparency in its working environment, by allowing more channels of communication for its employees to make them more involved in the work process and encourage them to contribute with their views and suggestions on various issues, especially the submission of observations and grievances and complaints. As such, more than 46 grievances have been submitted during the year, including objections to annual performance evaluations and remunerations, in addition to few cases of work-related disagreements with direct superiors. All the grievances were settled satisfactorily.



### Work Environment... Key to Success

Emirates Transport employees nearly 20,000 people, who constitute its most prized assets. The Corporation managed to create a work environment that was named among the Top 25 Best Workplaces in Asia, which came as a result of the dissemination of values of creativity, participation, cooperation and trust, and the instilling a culture of incentives, development, professionalism and quality in the corporation's work system.

Emirates Transport offers its employees an integrated package of stimulating programmes, among which was the first edition of the «White Points System», which aims to recognize and motivate distinguished drivers and encourage

them to abide by traffic regulations, enhance safety, and raise the level of their performances, as well as to reward their outstanding work. This is particularly important since this category accounts for about 60% of the total staff of the Corporation.

Indeed, the number of employees who were recognised through all incentive-based programmes, in 2015, reached 596 male and female employees, including employees who have spent 30 years in the organization and 93 work teams. The following table shows the programmes in detail with the number of beneficiaries:

Programme	Description	No. of beneficiaries
		2015
Afkaar (Ideas)	An internal online programme managed by the Department of Strategic Planning and Organizational Excellence that aims to encourage greater participation and creativity, and motivate employees to present their ideas and suggestions.	289 employees presented 3,082 ideas
ET Excellence Awards	An internal award aimed at encouraging and rewarding outstanding work performance of individuals as well as organizational units. The Awards celebrated its 10th anniversary in 2015 with a comprehensive update to bring it in line with the new standards of the 4th Generation of the UAE Government Excellence System, and standards of the Mohammed bin Rashid Award for Government Excellence.	81 winners, including individual employees, work teams and departments, were honour during the Awards ceremony.
Emirates Transport Awards for Increasing Revenues and Rationalization of Expenditures	A new internal award launched in early 2015 with the objective of engaging and motivating employees to develop and innovate new work mechanisms and practices, to create a positive competitive business environment within the Corporation leading to higher productivity.	9 winners out of 24 entries
Occupational Health & Safety 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 fourth edition was organized in 2015 under the theme «Safety Partners», with 300 events and activities, and the participation of 162 public and private entities.	Participations Employees: 50,000 participations External/general public: 32,000 participations
Well Done	A monthly programme to assess and appraise staff contributions, through special appreciation certificates.	950
Colleague Support	A social humanitarian initiative launched in cooperation with Dar Al Ber Charitable Society, through which employees are invited to offer financial support to a colleague in distress due to emergency cases, such as medical bills, living costs and help with children's tuition fees, etc.	110



Programme	Description	No. of beneficiaries
		2015
Thanks	Programme aims to honour achievements, and appreciate achievers who exerted noteworthy efforts in record time, with positive impact on business.	598
Risk & Internal Audit Event	The third edition of this event was organized in May and June of 2015, to coincide with the International Internal Audit Awareness Month. It included a set of educational activities, in addition to an online contest for employees.	350
Suggestions Week	Organized for the first time in 2014, coinciding with the International Ideas Week, under the title «Employee Engagement for Sustainable Corporate Creativity», with a series of brainstorm workshops and lectures, concluded by honouring a number of units and employees who presented outstanding ideas.	26 employees presented 58 ideas
League of Innovators	A specialized competition open to ET staff, considered the first of its kind on the federal level, in which competing teams are assessed on the best ideas in a particular subject. The first edition was launched in June 2014, with four cycles that lasted five months, during which about 648 ideas were presented in different fields (specified field for each competition).	131 employees competed in 13 teams of
Stars	A programme that aims to honour distinguished employees on a quarterly basis. The first edition was held in Q2/2013.	56
Achievement	Launched for the first time in Q2/2013, to honour achievements.	30
Ambition	A programme dedicated to recognise employees who obtain diplomas or other educational degrees while working at ET, with the aim of encouraging academic achievement and a culture of development and empowerment.	15
Markets	During which employees present their skills and artisanship, through an official exhibition organized twice annually in Abu Dhabi and Dubai.	* No events in 2015
Employees Umrah Trip	This programme aims to support religious and educational values and practices, develop cultural knowledge, and enhance social relations among employees, and overall help in creating a more cohesive and welcoming work environment.	627
Hajj Trip	This programme offers employees an opportunity to practice the Hajj ritual, a once in a lifetime religious obligation.	* No trips were organised in 2015.
Sports Day	An annual internal sporting and social initiative in which teams of ET employees compete in a football tournament organized during the first quarter of each year.	10 teams
Recreation Day for Employees	An annual event during which employees of various rank get together for fun and recreational activities, to support team spirit and improve social relations among employees.	137
Recreation Day for Female Employees	2015 saw the first meeting for female employees of Emirates Transport, organised in conjunction with International Women's Day, which falls on March 8 of every year. The event was held over two days, and included educational and awareness workshops, as well as cultural and recreational activities.	27

# Chapter 05

## **Chapter Five: Confident Steps Towards Sustainability**

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- 126 | **Initiatives to Reduce Emissions**
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## A growing contribution to social and environmental responsibility

Emirates Transport contribution in the areas of social responsibility started since the founding of the Corporation. Perhaps that early understanding stems from its orientation and the nature of its specialization and functions, especially at its beginnings, where it focused on the transport of public schools students and what that entails in terms of community practices and awareness roles. Over the past years, the Corporation's experience has evolved in these areas and varied significantly in parallel with the expansion and diversification of its business. Today, it has extended to various areas of social responsibility reflecting a deep understanding and a growing recognition that derive from Emirates Transport values which go hand in hand with the Government directions in this sector.

It is also in line with the sustainable economic development orientations, and derives its originality from the Emirati cultural and humanitarian heritage and its ethics. For the purpose of maintaining a continuous development and improvement in these areas, the Corporation has established a sophisticated policy for social responsibility, and put forward a strategic vision, a mission and accurate indicators to measure performance, and made of it a culture that has been strengthened for decades, supported by a strong faith from the higher leadership at the importance of the Corporation execution of its functions in a socially responsible manner. This has been included in its strategic objectives too.

The Social Responsibility Vision: Excellence in caring for the community, the environment, safety and employees, and the leadership in applying the international standards of social responsibility.

The Social Responsibility Mission: The Emirates Transport Corporation is committed to its national objectives towards serving the community through leadership in providing the best community services, caring about the employees, preserving the environment and promoting safety. It strives to be the best model in social responsibility for the various beneficiary categories from the Corporation's activities and services.

### Key Performance Indicators for corporate social responsibility:

The Corporation's efforts in the areas of social responsibility are regulated in accordance with a number of rules and limitations, and are being monitored and measured according to a number of key indicators that are reviewed

continuously in order to ensure its conformity with the Corporation trends and the National and developmental roles entrusted to it, the mission, strategies as well as the local needs. Those main Key Indicators constitute an accurate and systematic tool to assess efforts and initiatives and rectify them. The most important of these indicators are:

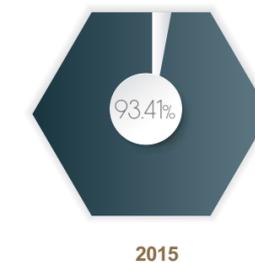
- The number of Social Responsibility initiatives.
- Categories of beneficiaries from The Corporation services in the areas of Social Responsibility.
- The number of direct beneficiaries of the Corporation services in the areas of Social Responsibility.
- The results of employees poll surveys to measure the degree of satisfaction of employees from the Corporation initiatives targeting them.
- The results of the community satisfaction survey.

### Community initiatives

In 2015, The Corporation won a number of awards in recognition of its advanced practices in the areas of corporate social responsibility, including winning the first place in the Arabian CSR Award in the category of Major Corporations and also the Dubai Chamber CSR Label for four consecutive sessions (2012-2015) and with a result of 81%. The Award was in appreciation of the Corporation efforts and initiatives aiming to promote community development in various fields.

The overall community satisfaction rate (according to Main Satisfaction Question) for community services provided by the Corporation was 93.41, which eventually exceeds the Corporation's target set at (91%).

Overall community satisfaction rate  
(according to the Main Satisfaction Question)



During 2015, the Corporation continued to perform its social tasks and initiatives it launched in the previous years in various areas of social responsibility, including:

**The National Bus Project:**

A project aiming to provide common transport for various governmental and semi-governmental agencies and non-profit organizations, educational Corporations and other entities. A hundred buses have been allocated in different Corporation branches to operate, and 325 entities benefited from 1,320 transport operations.

**- The community ads project:**

It is the free advertising spaces on buses provided by the Corporation for different stakeholders to promote their community events. In 2015, one 1,000 buses have been allocated for this purpose and have displayed 2,822 ads in favour of 12 different entities.

**- The financial and in-kind sponsorships programme to serve the community:**

The programme provided 20 financial sponsorships and 18 in-kind sponsorships distributed on different fields related to



community, humanitarian, students and cultural in addition to education, safety, environment, traffic awareness, charitable acts, innovation support, and empowerment of people with special needs.

**The Sustainability Report:**

In 2014, the Corporation issued its first Sustainability Report in Arabic and English and in printed and electronic

copies. This was included under the Annual Report of 2013 complying with the directive guidelines issued by the Global Reporting Initiative (GRI); the same approach was adopted for the 2014 annual report. The Corporation was keen that these reports reflect its vision in adopting the best management practices and following the highest disclosure, transparency and corporate governance standards, which consist a supreme act of responsiveness to the values of commitment it adopts towards the community and customers, as part of its quest towards achieving its strategic goals, and to contribute positively to achieving the vision of the UAE 2021.



**National Participation:**

Besides the usual community-based programmes; the Corporation participated in around 20 major community, national and humanitarian activities in 2015, covering all its branches and in collaboration with strategic partners and community stakeholders.

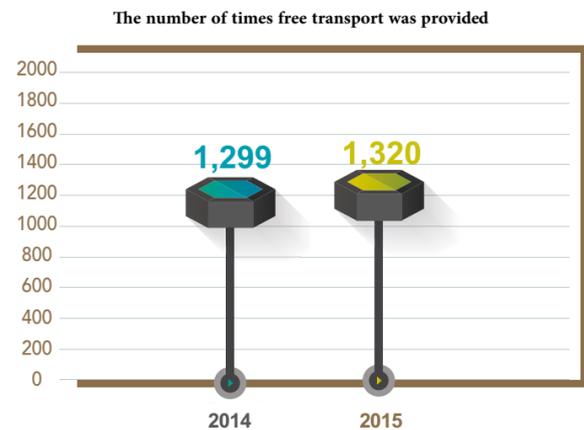
The most important of these initiatives are:

- The participation in the Cultural Convoy initiative in collaboration with the Ministry of Culture.
- The participation in the mobile library project in collaboration with the Zayed Giving Initiative.
- The participation in Zayed Day of Humanitarian Action.
- The participation in the Gulf Traffic Week 2015 under the slogan (your decision determines your destiny).
- Science Day activities.
- Martyr's Day activities.
- The UAE's 44th National Day activities.
- The launch of the traffic safety awareness campaign «Safety

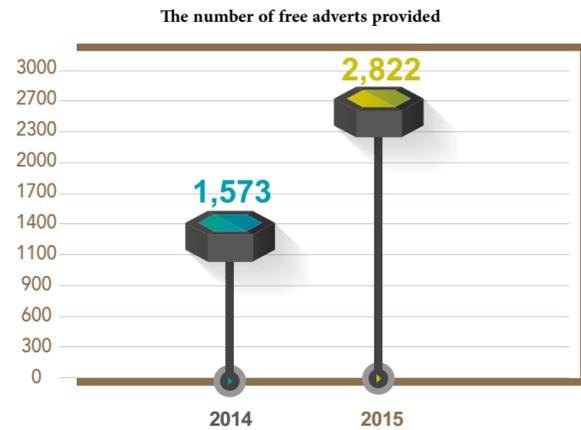
Points», in cooperation with strategic partners: the Ministry of Education, and the Abu Dhabi Education Council.

- «Their safety is important to us» awareness campaign designed for school students, in collaboration with the Ministry of Interior.
- The School Transport Week for the academic year 2015-2016 at the level of the Corporation branches.
- The launch of the 17th edition of the ET Traffic Safety and Education Awards.

Description	2014	2015
The number of times free transport was provided	1,299	1,320



Description	2014	2015
The number of free adverts provided	1,573	2,822



- Support the Golden Rule project to educate students on safety in a number of state areas and schools.
- Post a number of charity events and sponsorships during the holy month of Ramadan, including the «My Home in Paradise» initiative, and supplying Eid clothing to needy families in cooperation with «Dar Al Ber» society.
- Participation in the UAE's humanitarian compassion campaign «Tarahamu», by collecting material donations for the benefit of Syrian refugees affected by the storm «Houda» that hit the Levant area.
- Participation in the smoking awareness campaign «Make It The Last» in collaboration with the Ministry of Health as part of the National campaign to combat smoking.
- Participation in the «World Environment Day» under the theme «Seven Billion Dreams...One Planet...Consume with Care», through the distribution of 1,500 agricultural seedlings on the staff, and the dissemination of awareness and educational messages.
- Participation in the «Earth Hour» campaign.
- Participation in the celebrations of the «Emirati Women's Day».

### More initiatives to promote social responsibility

Besides the aforementioned; the Emirates Transport is keen on reinforcing its contributions in key areas of social responsibility practices related to the nature of its specialties and professional activities in particular, as well as those directed to its interior environment, partners and community such as:

- Promoting occupational safety, health and traffic safety. The safety of buses and vehicles fleet.
- Raising awareness about the principles of safety among school bus users.
- Reducing energy consumption (electricity and water).
- Monitoring and controlling fuel consumption.
- Reduce emissions (carbon) from vehicle exhaust and others.
- Safe disposal of solid and liquid wastes.
- Encourage recycling and reusing programmes.
- Reduce noise and control radiation.
- Commitment to the welfare of employees in accordance with the standard (SA 800).
- Provide a safe and healthy work environment.
- Incentives and certificates of appreciation for employees.

- Training and performance development for employees.
- Discounted rates for transport and technical services.
- Support students through training programmes and scholarships.
- Initiatives to support people with special needs and the elderly.

### Environment, safety and occupational health system

Given the nature of the Corporation services, its functions, and the quality of the beneficiaries, particularly school students, and the intensive awareness efforts undertaken for their interest; the system of environment, safety, occupational health and traffic safety forms an integral part of the Corporation's efforts in the areas of social responsibility. The policies and details of the various activities and initiatives, in addition to the progress achieved at this level have been displayed in the chapters of this manual previously.

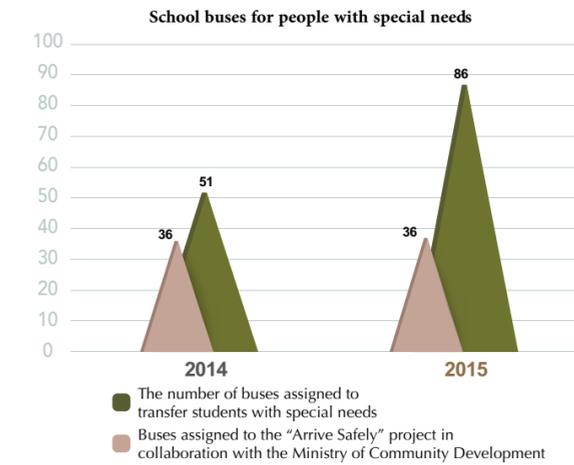


### School buses for people with special needs

The Corporation has supplied 122 buses of various sizes specially equipped to meet the needs of people with special needs. There was an increase of 40% from the previous year 2014, including 86 buses operating to transfer Government Schools students affiliated to the Ministry of Education and Abu Dhabi Education Council with the aim of integrating students with special needs and disabilities in schools. Another 36 buses operated under the shared community initiative, «Arrive safely» that was launched by the Corporation in collaboration with the Ministry of

Community Development in late 2013 targeting the transfer of disabled students from 5 centres affiliated to the Ministry. It is worth mentioning that the Corporation's role in the «Arrive Safely» initiative is not limited to the transfer process, but it goes beyond it towards complementary awareness initiatives. In 2015, for instance, the Corporation organised workshops to present the «Safety Points» programme for the students of the rehabilitation centres. These workshops tackled the most important safety rules that students should follow while using the bus in order to ensure their safety.

STATEMENT	2014	2015
The number of buses assigned to transfer students with special needs	51	86
Buses assigned to the «Arrive Safely» project in collaboration with the Ministry of Community Development	36	36
<b>Total</b>	<b>87</b>	<b>122</b>



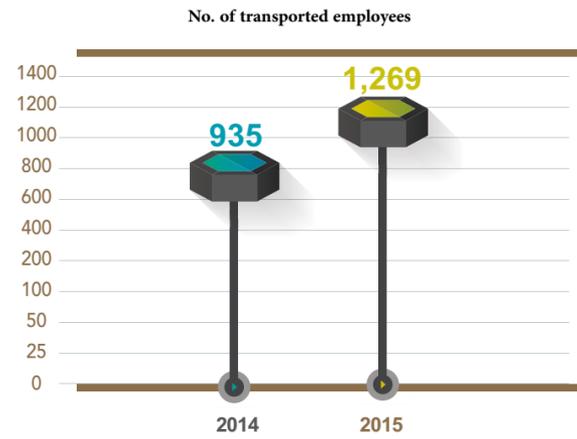
**Mass transit**

As part of its significant efforts in the field of environmental sustainability, and keeping up with the state's strategy to achieve green development; the Corporation has undertaken a number of environmental initiatives and enhanced current ones during 2015. This included substantially expanding its employee transport capacity, by more than a third compared with the year 2014. More employees are now benefiting from the services, with the increase of the number of buses to 17 compared to 2014, bringing the total number of staff transport buses to 46, in 2015. This is aimed to reinforce the internal environment, as well as encourage employees to adopt mass transit solutions considering its positive environmental effects in reducing the carbon footprint in general.

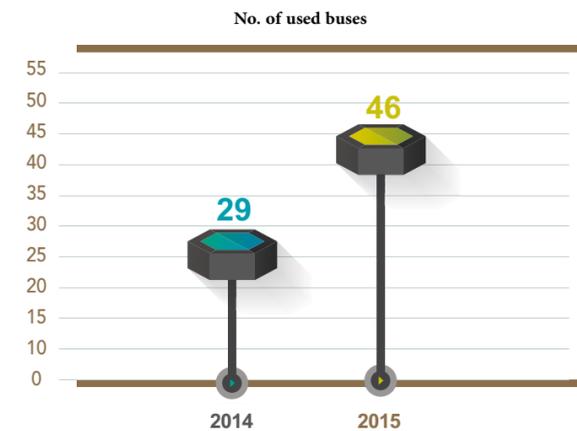
It is worth noting that the mass transit services provided by the Corporation provides through its fleet has valuable returns from an environmental perspective. School transport services alone contribute in reducing carbon emissions by almost 100 thousand tons of carbon dioxide throughout the school year (92 thousand tons of carbon reduction has been achieved, according to a study conducted by the Corporation last year in collaboration with the Dubai Excellence Centre to control carbon emissions, noting that the school transport fleet has grown between 2014 and 2015 by 11%. The reduction rate is expected to grow at a similar rate).



Transport for ET employees	2014	2015
No. of transported employees	935	1,269



Transport for ET employees	2014	2015
No. of used buses	29	46



**Vehicles converted to operate on natural gas**

Since its official inception in 2010, in cooperation with ADNOC, the Etihad Centre for Converting Vehicles to Operate on Compressed Natural Gas (CNG) was a milestone in the environmental efforts of Emirates Transport. It is the first environmental investment project launched by the Corporation and the reason for the Centre's success in view of the positive feedback it received from stakeholders, which encourages for the launching of more similar projects (Environmental investment). It was followed by the official launch of Tyre Retreading Unit in January 2013, and the Dry Wash project in November of the same year.

The Etihad Centre managed, since its inauguration until the end of 2015, to convert 5,000 vehicles of different customers, including 800 vehicles in 2015 alone. In 2012, the Centre also succeeded - and in cooperation with ADNOC Distribution- to create a binary system dedicated to buses operating with diesel. As such, the first bus was converted to operate with a double fuel system: 50% diesel and 50% compressed natural gas, which was the first of its kind worldwide at the time.

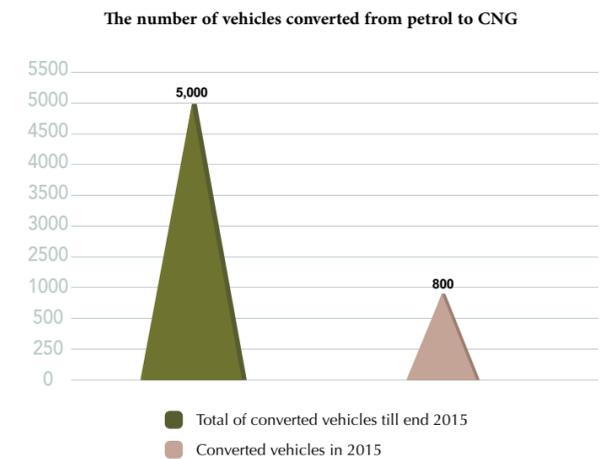
In 2015, this innovation was taken up to a new level as five buses were transformed and tested by the Emirates Authority for Standardization and Metrology and other parties, with view of disseminating the experiment at the state level, after it achieves success and accreditation. This innovation has acquired an international recognition reflected by a number of local and international awards. Most recently, the Corporation won the IdeasUSA Award during its 73rd edition.

The Centre reflects the Corporation's philosophy to a great extent. It has important economic benefits besides being environment friendly, and along with the two previous features it promotes security levels in the vehicles. The main environmental benefits of converting vehicles from operating on gasoline system to natural gas system include the following:

- Reduction of carbon dioxide emissions by 20-25%.
- Reduction of emissions of carbon monoxide by 50-80%.
- Reduction of nitrogen dioxide by 25-60%.
- Reducing of methane hydrocarbons by 50-80%.



Details	Total of converted vehicles till end 2015	Converted vehicles in 2015
The number of vehicles converted from petrol to CNG	5,000	800



Savings of  
**31,659,615**  
litres of water

### Tyre Retreading Unit

The Unit is an extension of the Corporation approach for environmentally friendly investment projects. It was officially launched in 2013, and managed in the first year of its launch to renew 1,370 tyres. The size of the business portfolio then expanded to 8400 tyres in 2014, and similarly in 2015. At the meantime, the Unit achieved a significant expansion in attracting strategic customers. Today, the Unit has 58 different clients, as well as business Centres in the Corporation itself.

Details	2014	2015
The number of retreaded tyres	8,400	8,400

### Electric Cars

The «Electric Cars» project demonstrates how keen Emirates Transport is on supporting and diversifying its options to meet the different needs of customers and also committed to encourage and support options with positive impacts on the environment. By the end 2015, the Corporation's fleet comprises of 108 electric cars (Including an electric bus that can accommodate up to 14 passengers); an increase of more than two-thirds compared with the year 2014.

Details	2014	2015
The number of electric vehicles in the Corporation's fleet	64	108

### Dry wash project

Also, on the environmental investment level; the Dry Wash Project completed its second year with a qualitative leap in the size of its business portfolio, for the benefit of the Corporations of governmental and private sectors as well as individuals, reaching a turnover of about 55%. This enabled them to provide 31,659,615 litres of water, and the same would have been consumed with the same number of washing operations through conventional means throughout 2015.

Details	2014	2015
The number of vehicles washed at «The Dry Wash Unit»	105,000	162,357



**265,070**  
tCO2e

### Carbon footprint... working together to protect our environment

Emissions of greenhouse gases resulting from the various activities of Emirates Transport reached 265,070 tons of carbon dioxide equivalent (tCO2e) during 2015, according to a study conducted by the Corporation in collaboration with the Carbon Dubai. The emissions concerned 3 main ranges:

**First range:** Includes direct emissions from the Corporation's fleet of vehicles, and its diesel generators located in remote areas, in addition to the offloading operations of the vehicles refrigerating units owned by the Corporation. The «first range» emissions consists the bulk of the carbon footprint by the Corporation, given that the transport sector is the main activity of the Corporation. The total emissions of this sector reached 258,285 tons of carbon dioxide equivalent, forming about 97.4% of total emissions, of which 221,623 tons are caused by the Corporation's fleet of vehicles alone, representing 85.81% of the first range or 83.6% emissions of the carbon footprint of the institution in general.

**Second range:** Includes indirect energy emissions resulting from the generation of purchased electricity and water (produced from desalination) consumed in all work sites, buildings and facilities affiliated to the Corporation. The total emissions of this range reached 6,785 tons of carbon dioxide equivalent.

**Third range:** Includes greenhouse gas released by office paper consumption and business travel though these emissions are insignificant in comparison with the first and second ranges.

It is worth noting that the increase in the carbon footprint of the Corporation, compared with the previous year, augmented to 13%. The first range resulting from vehicle fleet by 13% between 2014 to 2015, while the second band emissions increased by 6% during the same period. There is no doubt that the overall increase in the carbon footprint is due to the growing size of the Corporation's fleet, however it is striking that the rate of the carbon increase was less

Statement	2015
Water consumption (Gallon)	28,531,042.57

than the increase in fleet size (number of vehicles), which amounted to 18.9% between the two years.

This highlights the important efforts of advanced environmental solutions that the Corporation adopts on more than one level to reduce the carbon footprint in spite of the expansion of its business and the growth of its fleet, as displayed in the attached tables.

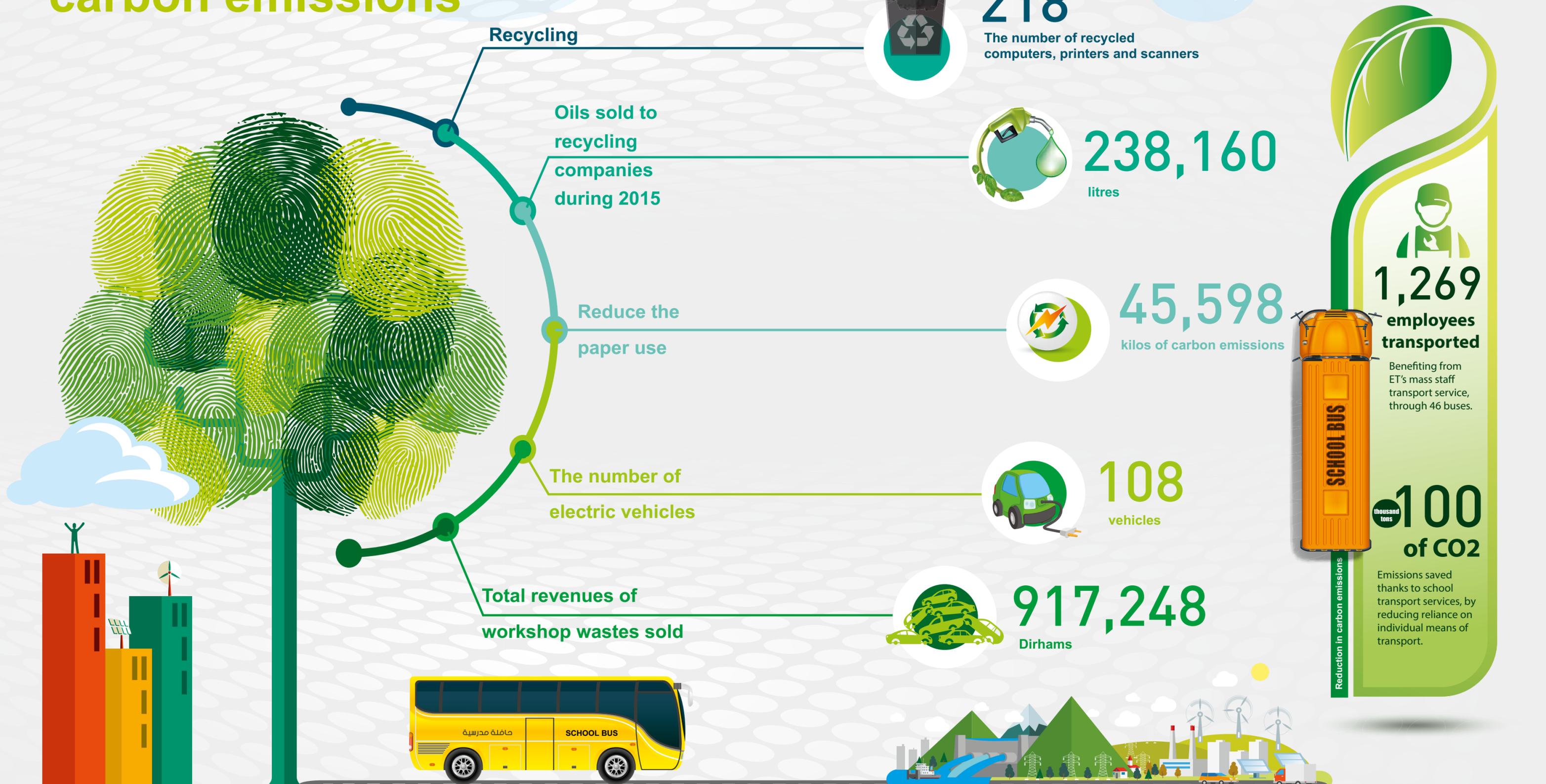
The Emirates Transport has been classified as one of the best players in terms of environmental sustainability, according to a report published by the International Consultancy Firm KPMG.

The report reflected on the Corporation's best sustainability practices in both the United Arab Emirates and the Sultanate of Oman, celebrated by a number of important awards as a recognition for its quality projects and initiatives towards the environment. Among these awards: The Award of IdeasUSA, the Award for IdeasUK, the Dubai Award for sustainable transport, and the Arab Ideas Award, in addition to leading the public sector category for the second time in a row during the 8th session of the Arabia Corporate Social Responsibility Awards

The carbon footprint and the growth in the Corporation's fleet		
Details	2014	2015
The carbon footprint (Tons of carbon dioxide emissions tCO2e)	234,173	265,070
Corporation's fleet	16,699	19,846

Electrical energy consumption		
Details	2014	2015
Energy consumption (megawatt)	10,582	11,300
Electricity (Giga joule)	38,095.2	40,680
(Tons of carbon dioxide emissions tCO2e)	5,323	5,771

# Initiatives to reduce carbon emissions



  
**1,269**  
employees transported

Benefiting from ET's mass staff transport service, through 46 buses.

**100**  
thousand tons  
of CO2

Emissions saved thanks to school transport services, by reducing reliance on individual means of transport.

Reduction in carbon emissions

### Initiatives to reduce carbon emissions

Besides the environmental investment projects; the Emirates Transport intensified its efforts in 2015 to reduce the carbon footprint in line with the long term national initiative launched by His Highness Sheikh Mohammed bin Rashid Al Maktoum, the UAE's Vice President, Prime Minister and Ruler of Dubai, under the slogan of «Green Economy for Sustainable Development».

A number of quality initiatives have been put into practice on different levels, such as the device that supplies power for the Corporation's vehicle engines which places it at the forefront of these initiatives. The initial study was completed in 2014 and the work is still under way to complete the infrastructure for the project, including the supply of necessary equipment to measure gas emissions from vehicle engines.



### Recycling

The Corporation also collects used oil in its fleet and delivers it to recycling companies, as well as the remnants of technical workshops, and office electronic devices (computers, printers, scanners, etc.). Below are some of the overall results of the efforts of recycling during 2015:

Statement	Quantity
Amount of vehicles oils sold to recycling companies during 2015	238,160 litres
Total revenues of workshop wastes sold to companies during 2015	917,248 litres

Details	2014	2015
The number of recycled computers, printers and scanners	166	218

### Reduce the paper use

The Corporation has implemented a number of initiatives to reduce the consumption of non-renewable resources, especially initiatives that aim to reduce paper use, including: electronic meetings initiative, issuing minutes of meetings through electronic internal systems. The Corporation also tried to limit the distribution of electronic tablets on employees to meet their needs only, and reduce paperwork correspondence. Also, the Corporation continues to work on the «Print Management Services» initiative which was launched in 2014 in order to reduce paper, inks and electric power consumption. The attached table shows the benefits of this initiative:

N0	Details
1	Annual saving of 806,400 UAE dirhams by reducing ink costs and cut down on printers.
2	Continuous saving of 5-10% per annum in the price of inkjet printers.
3	Annual reduction rate of 45,598.72 kg of carbon emissions from the printers.
4	An annual reduction rate of 47,873.50 watts of power consumption in printers and scanners.
5	Reducing the use of paper by 5,290,950 papers annually.

### Green buildings...

Emirates Transport seeks to embrace sustainability practices in its various activities, including sustainability and green buildings applications and requisites in various assets and facilities belonging to the Corporation, as per the requirements of local and international standards, and in line with the commitment to Institutional Identity with the aim to make these assets more efficient in energy and water consumption. An important system named «Lulu – 1» was applied in all projects related to the construction of new sites, or the upgrading of existing sites, which amounted to more than 14 projects during 2015.

### Training and awareness of workers

At the awareness and environmental education level, Emirates Transport has implemented a number of environmental impact programmes over the past year; as it was keen to participate in a number of events and programmes hosted by strategic partners, such as the distribution of 1,000 seedlings to employees, in collaboration with the Environment Agency in Sharjah in a step to encourage agriculture and landscaping. Other related activities like sending awareness e-mails, organizing electronic contests through the

Corporation's social media portals, and participating in the Earth Hour were taken into consideration as well.

At for the training of workers in these areas, the Corporation has organized a specialized professional course for 18 trainees to train them and appoint them as head auditors for environmental management system, in accordance with the International Standard ISO 14001. This is to add to the implementation of regular workshops for all technicians and drivers including raising awareness about optimal methods in reducing fuel consumption.

The Corporation's periodic magazines and publications also focus on education and environmental awareness, especially those addressed to school students, and those associated with the activities and events, as well as the dissemination of information materials and news reporting in the local and regional newspapers specialized in environmental and sustainability matters. Based on these efforts, the Emirates Transport has been selected as one of the best players at the state level in the field of environmental sustainability and dissemination of leading practices by the KPMG firm and by the Arabic Network for Corporate Social Responsibility.



**Together for the consolidation of the volunteerism**

Volunteer work consists an integral part of the culture of social responsibility at the Emirates Transport. A considerable number of volunteer programmes have been delivered during 2015 in collaboration with a number of institutions and related entities. Around 2,465 male and female staff

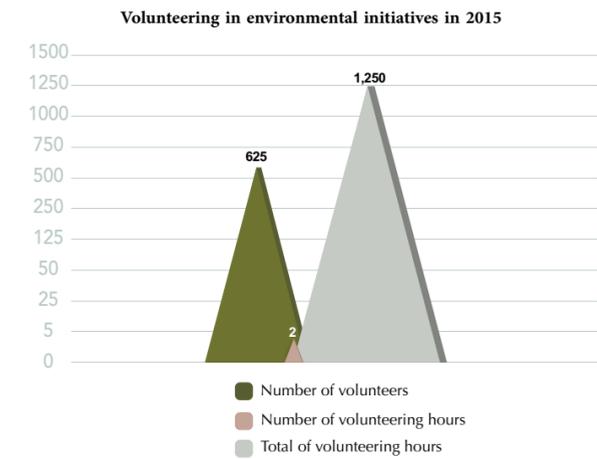
volunteers took part covering different sectors namely the humanitarian, community and environmental awareness areas.

The following table displays the most important volunteering events implemented in 2015:

Activity	Number of participants	Number of volunteering hours	Total volunteering hours
The second environmental marathon in Abu Dhabi	230	5	1,150
Charity campaign for the UAE Red Crescent Authority	20	5	100
Distribution of awareness posters in the Western Region	20	3	60
«Waste-Free Western Region» campaign	150	4	600
Waste recycling campaign in the Western Region	50	2	100
Clean Up the World campaign	25	1	25
The 1,000 volunteers for the UAE environment	60	1	60
The 1,000 meal distribution at petrol stations	50	5	250
«Safe Ramadan» campaign in collaboration with the Ihsan Charity	10	5	50
Volunteer drivers to drive community events buses	1,320	5	6,600
Participation of school drivers in the transfer of worshipers at Sheikh Zayed Mosque in Abu Dhabi	5	3	15
Contribution of school drivers in the transport and distribution «Amana» campaign meals in collaboration with the Khalifa Bin Zayed Foundation for Humanitarian Programmes	35	3	105
Participation of school drivers in the transfer of worshipers at Sheikh Zayed Mosque in Abu Dhabi	25	3	75
The Arab Orphan initiative	2	3	6
Iftar project - in collaboration with Khalifa Humanitarian Foundation Programmes	70	90	6,300
Iftar meals distributed to motorists in Abu Dhabi	15	90	1,350
Distribution of awareness flyers in cooperation with Abu Dhabi Education Council on 113 schools in the Emirate of Abu Dhabi	118	21	2,478
Clean Up the World campaign in Dubai	110	3	330
Breast Cancer Symposium in collaboration with Ras Al Khaimah Medical District	80	3	240
World Diabetes Day seminar in collaboration with Ras Al Khaimah Medical District	70	5	350
<b>Total</b>	<b>2,465</b>	<b>300</b>	<b>20,244</b>

Through the reviewing of the initiatives and volunteer activities, we concluded that the total of initiatives came as follows:

Details	Number of volunteers	Number of volunteering hours	Total of volunteering hours
Volunteering in environmental initiatives in 2015	625	2	1,250





### A future of opportunities and challenges

Emirates Transport started holding meetings at various administrative levels, and with the stakeholders representatives, particularly clients and strategic partners in order to set the fundamentals and develop the next five-year strategic plan 2017 - 2021, according to an advanced investment approach that goes along with the orientations of the Federal Government. The next strategic plan will be the fourth in the order of the strategic plans set by the Corporation, and the first as a five-year plan, while the previous strategic plans will be limited to three years for each.

Based on its long experience spanning more than 34 years, Emirates Transport is looking forward to its future with great confidence. It utilizes its new strategic plan to support its

leading position, enhance its market competitiveness and financial position, and contribute further to boost the local economy and expand its horizons, especially that it has achieved positive results in terms of the five investment targeted through its strategy and investment plans 2014 - 2016.

With more determination, Emirates Transport aspires to continue its quest for qualitative achievements. That is why it chose the «Year of Challenge» to be its theme for the year 2016, implying a collective work to achieve an unprecedented growth in profits and achievements, through expanding its current scope of work and entering new sectors in the field of transport, communications and integrated services. The list of projects for 2016 includes a number of projects and expansions in the following areas:

- Buses assembly.
- Tyre retreading factory.
- Cargo services through medium-size trucks.
- Green cars and green leasing.
- The development of e-auction.
- Limousine transport for individuals.
- VIP transport service.
- Development of workshops and work sites in the Corporation.
- Emirates Transport Training Centre in the Northern Emirates.
- Rental of vehicles for individuals.
- Partnership with SAED.
- Launch of Luxury Cars Centre operations in Al Quoz, Dubai.

Finally, Emirates Transport clearly realizes that its sincere efforts would not have been successful without the wide participation of different concerned groups from governmental and private sectors, whether they are partners, customers, suppliers, employees or other categories. For this reason, the Corporation is keen on joining hands with sincere people in this generous country, for the sake of achieving the aspirations of its leadership and its people to achieve sustainable development goals in the short, medium and long terms.



General Standard Disclosures			
Disclosure Ref	Definition	Page / Direct Answer	External Assurance Reference
<b>Strategy and Analysis</b>			
G4-1	Statement from the Director General	10 to 13	-
G4-2	Description of key impacts, risks, and opportunities.	42 & 43	-
<b>Organizational Profile</b>			
G4-3	Name of the organization	Cover Page	Yes, Page 31
G4-4	Primary brands, products, and/or services	17 to 27	Yes, Page 31
G4-5	Location of organization's headquarters	17	Yes, Page 31
G4-6	Number of countries where the organization operates	17	Yes, Page 31
G4-7	Nature of ownership and legal form	19	Yes, Page 31
G4-8	Markets served	17 to 27	Yes, Page 31
G4-9	Scale of the reporting organization	31	Yes, Page 31
G4-10	Number of Employees	100 & 101	Yes, Page 31
G4-11	Percentage of Employees covered by CBA	No CBA in the UAE	Yes, Page 31
G4-12	Organization Supply Chain	94 & 95	Yes, Page 31
G4-13	Significant Changes to the Organization Structure	34	Yes, Page 31
G4-14	Precautionary Approach	39	Yes, Page 31
G4-15	Externally Developed Economic, Environmental and Social Charters	38 to 41	Yes, Page 31
G4-16	Memberships of Associations	52	Yes, Page 31
<b>Identified Material Aspects and Boundaries</b>			
G4-17	Entities Included in the Organization Consolidated Financial Statements	31	Yes, Page 31
G4-18	Report Content and Aspect Boundaries	31	Yes, Page 31
G4-19	Material Aspects	39	Yes, Page 31
G4-20	Material Aspect Boundary within the Organization	39	Yes, Page 31
G4-21	Material Aspect Boundary outside the Organization	39	Yes, Page 31
G4-22	Effect of Re-Statement from Previous Report	No Re-Statement	Yes, Page 31
G4-23	Significant Changes in Scope and Aspect Boundaries	No Significant Changes	Yes, Page 31
<b>Stakeholder Engagement</b>			
G4-24	List of Stakeholders	87 to 89	Yes, Page 31
G4-25	Basis for Identification and Selection of Stakeholders	87 to 89	Yes, Page 31
G4-26	Approach to Stakeholder Engagement	87 to 89	Yes, Page 31

General Standard Disclosures			
Disclosure Ref	Definition	Page / Direct Answer	External Assurance Reference
G4-27	Key Topics Through Stakeholder Engagement	87 to 89	Yes, Page 31
Report Profile			
G4-28	Reporting Period	31	Yes, Page 31
G4-29	Most Recent Report	31	Yes, Page 31
G4-30	Reporting Cycle	31	Yes, Page 31
G4-31	Contact Point Regarding the Report	31	Yes, Page 31
G4-32	Report the «In Accordance» Option Chosen	31	Yes, Page 31
G4-33	Policy on External Assurance	31	Yes, Page 31
Governance			
G4-34	Governance structure of the organization	35 & 36	Yes, Page 31
G4-35	Process for Delegating Authority	38 & 40	Yes, Page 31
G4-36	Executive Level Position for Economic, Environmental and Social Responsibility	35 to 41	Yes, Page 31
G4-37	Process for Consultation with Stakeholders on Economic, Environmental and Social Responsibility	35 to 41	Yes, Page 31
G4-38	Composition of Highest Governance Bodies and Committees	35 to 41	Yes, Page 31
G4-39	Highest Governance Body	35 to 41	Yes, Page 31
G4-40	Nomination and Selection for the Highest Governance Body	35 to 41	Yes, Page 31
G4-41	Process for the Highest Governance Body to Ensure Conflicts of Interests are Avoided and Managed	35 to 41	Yes, Page 31
G4-42	Role of Governance Bodies in Development of Vision or Mission	35 to 41	Yes, Page 31
G4-43	Measures Taken to Develop the Highest Governance Body on Economic, Environmental and Social Topics	35 to 41	Yes, Page 31
G4-44	Evaluation of Highest Governance Body performance on Economic, Environmental and Social Topics	35 to 41	Yes, Page 31
G4-45	Role of Highest Governance Body in Identification of risks and opportunities on Economic, Environmental and Social Impacts	35 to 41	Yes, Page 31
G4-46	Role of Highest Governance Body in Effectiveness of risks and opportunities on Economic, Environmental and Social Impacts	35 to 41	Yes, Page 31
G4-47	Frequency Review of Highest Governance Body	35 to 41	Yes, Page 31
G4-48	Highest Committee which Review the Organization's Sustainability Report	35 to 41	Yes, Page 31
G4-49	Process for Communication Critical Concerns to the Highest Governance Body	42 to 45	Yes, Page 31
G4-50	Nature and Number of Critical Concerns Communicated	42 to 45	Yes, Page 31
G4-51	Remuneration Policy for the Highest Governance Body	40	Yes, Page 31
G4-52	Process for Determining Remuneration	40	Yes, Page 31
G4-53	Stakeholders Views on Remuneration	40	Yes, Page 31
G4-54	Ratio of Compensation for Highest Paid Individual and All Employees	Confidential	Yes, Page 31
G4-55	Ratio of Percentage Increase for Highest Paid Individual and All Employees	Confidential	Yes, Page 31

General Standard Disclosures			
Disclosure Ref	Definition	Page / Direct Answer	External Assurance Reference
Ethics and Integrity			
G4-56	Code of Conduct and Ethics	44 & 45	Yes, Page 31
G4-57	Internal & External Mechanism for Advice on lawful Behaviour	44 & 45	Yes, Page 31
G4-58	Internal & External Mechanism for Advice on un- lawful Behaviour	44 & 45	Yes, Page 31
Material Aspect	DMA and Indicator Definition	Page / Direct Answer	External Assurance Reference
Economic			
Economic Performance			
G4-DMA	Reasons for Materiality & its Impacts	63	Yes, Page 31
G4-EC1	Direct economic value generated & distributed	63 to 65	Yes, Page 31
G4-EC2	Financial Implications & Other Risks & Opportunities Due to Climate Change.	63 to 65	Yes, Page 31
G4-EC3	Coverage of the Organization's Defined Benefit Plan Obligations.	63 to 65	Yes, Page 31
G4-EC4	Financial Assistance Received from Government.	63	Yes, Page 31
Market Presence			
G4-DMA	Reasons for Materiality & its Impacts	39	Yes, Page 31
G4-EC5	Range of Ratios of Standard Entry Level Wage Compared to Local Minimum Wage	Confidential	Yes, Page 31
G4-EC6	Proportion of Senior Management Hired from the Local Community	103	Yes, Page 31
Procurement Practices			
G4-DMA	Reasons for Materiality & its Impacts	94 & 95	Yes, Page 31
G4-EC9	Proportions of Spending on Local Suppliers	94 & 95	Yes, Page 31
Environmental			
Materials			
G4-DMA	Reasons for Materiality & its Impacts	115	Yes, Page 31
G4-EN1	Materials used by weight or volume.	118	Yes, Page 31
G4-EN2	Percentage of materials used that are recycled input materials.	118	Yes, Page 31
Energy			
G4-DMA	Reasons for Materiality & its Impacts	123 to 129	Yes, Page 31
G4-EN3	Energy Consumption within the Organization	123 to 129	Yes, Page 31
G4-EN4	Energy Consumption outside the Organization	123 to 129	Yes, Page 31
G4-EN5	Energy Intensity	123 to 129	Yes, Page 31
G4-EN6	Reduction of Energy Consumption	123 to 129	Yes, Page 31
G4-EN7	Reduction in Energy Requirements	123 to 129	Yes, Page 31

General Standard Disclosures			
Disclosure Ref	Definition	Page / Direct Answer	External Assurance Reference
<b>Effluents and Waste</b>			
G4-DMA	Reasons for Materiality & its Impacts	118 to 127	Yes, Page 31
G4-EN22	Total Water Discharge by Quality and Destination	123 to 127	Yes, Page 31
G4-EN23	Total weight of waste by type and disposal method.	118 to 127	Yes, Page 31
G4-EN24	Total number and volume of significant spills.	123 to 127	Yes, Page 31
G4-EN25	Weight of transported, imported, exported, or treated waste deemed hazardous	123 to 127	Yes, Page 31
G4-EN26	Identity, size, protected status, and biodiversity value of water bodies and related habitats significantly affected	123 to 127	Yes, Page 31
<b>Compliance</b>			
G4-DMA	Reasons for Materiality & its Impacts	118 to 127	Yes, Page 31
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.	118 to 127	Yes, Page 31
<b>Overall</b>			
G4-DMA	Reasons for Materiality & its Impacts	118 to 127	Yes, Page 31
G4-EN31	Total environmental protection expenditures and investments by type	118 to 127	Yes, Page 31
<b>Social: Labour Practices and Decent Work</b>			
<b>Employment</b>			
G4-DMA	Reasons for Materiality & its Impacts	100 & 101	Yes, Page 31
G4-LA1	Total number & rate of employee turnover by age group, gender & region	102 & 103	Yes, Page 31
G4-LA2	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by major operations.	100 & 101	Yes, Page 31
G4-LA3	Return to work and retention rates after parental leave, by gender	103	Yes, Page 31
<b>Labour Management / Relations</b>			
G4-DMA	Reasons for Materiality & its Impacts	100 & 101	Yes, Page 31
G4-LA4	Minimum notice period(s) regarding significant operational changes, including whether it is specified in collective agreements.	100 to 103	Yes, Page 31
<b>Occupational Health and Safety</b>			
G4-DMA	Reasons for Materiality & its Impacts	46 to 51	Yes, Page 31
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 programs.	102 to 105	Yes, Page 31
G4-LA6	Type and Rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities by region.	46 to 51	Yes, Page 31
G4-LA7	Workers with High Risks of Disease related to their Occupation	46 to 51	Yes, Page 31
G4-LA8	Health & Safety topics covered in formal agreements with trade unions.	No Trade Unions	Yes, Page 31

General Standard Disclosures			
Disclosure Ref	Definition	Page / Direct Answer	External Assurance Reference
<b>Training and Education</b>			
G4-DMA	Reasons for Materiality & its Impacts	106	Yes, Page 31
G4-LA9	Average hours of training per year per employee by gender and employee category.	106 & 107	Yes, Page 31
G4-LA10	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings.	106 & 107	Yes, Page 31
G4-LA11	Percentage of employees receiving regular performance and career development reviews.	106 & 107	Yes, Page 31
<b>Diversity and Equal Opportunity</b>			
G4-DMA	Reasons for Materiality & its Impacts	100 to 102	Yes, Page 31
G4-LA12	Composition of governance bodies and breakdown of employees per category according to gender, age group, minority group membership, and others.	102 & 103	Yes, Page 31
<b>Equal Remuneration for Men and Women</b>			
G4-DMA	Reasons for Materiality & its Impacts	100 & 101	Yes, Page 31
G4-LA13	Ratio of basic salary of men to women by employee category.	102 & 103	Yes, Page 31
<b>Labour Practice Grievance Mechanism</b>			
G4-DMA	Reasons for Materiality & its Impacts	108	Yes, Page 31
G4-LA16	Number of Grievances about Labour Practices	108	Yes, Page 31
<b>Social: Human Rights</b>			
<b>Investment</b>			
G4-DMA	Reasons for Materiality & its Impacts	100 & 101	Yes, Page 31
G4-HR1	Percentage and total number of significant investment agreements that include human rights clauses or have undergone human rights screening.	100 to 111	Yes, Page 31
G4-HR2	Total Hours of Employee Training on Human Rights Policies	106 to 108	Yes, Page 31
<b>Non-Discrimination</b>			
G4-DMA	Reasons for Materiality & its Impacts	100 & 101	Yes, Page 31
G4-HR3	Total number of incidents of discrimination and actions taken.	106 to 108	Yes, Page 31
<b>Security Practices</b>			
G4-DMA	Reasons for Materiality & its Impacts	100 to 111	Yes, Page 31
G4-HR7	Percentage of security personnel trained in the organization's human rights policies or procedures that are relevant to operations	100 to 111	Yes, Page 31
<b>Human Rights Grievance Mechanism</b>			
G4-DMA	Reasons for Materiality & its Impacts	108	Yes, Page 31
G4-HR12	Number of grievances about human rights impacts filed, addressed, and resolved through formal grievance mechanisms	Nil	Yes, Page 31

General Standard Disclosures			
Disclosure Ref	Definition	Page / Direct Answer	External Assurance Reference
<b>Social: Society</b>			
<b>Local Communities</b>			
G4-DMA	Reasons for Materiality & its Impacts	108	Yes, Page 31
G4-SO1	Percentage of operations with implemented local community engagement, impact assessments, and development programs	115 to 129	Yes, Page 31
G4-SO2	Operations with significant actual or potential negative impacts on local communities	115 to 129	Yes, Page 31
<b>Anti-Corruption</b>			
G4-DMA	Reasons for Materiality & its Impacts	44	Yes, Page 31
G4-SO3	Total number and percentage of operations assessed for risks related to corruption and the significant risks identified	44 & 45	Yes, Page 31
G4-SO4	Communication and training on anti-corruption policies and procedures	44 & 45	Yes, Page 31
G4-SO5	Confirmed incidents of corruption and actions taken	Nil	Yes, Page 31
<b>Social: Product Responsibility</b>			
<b>Customer Health &amp; Safety</b>			
G4-DMA	Reasons for Materiality & its Impacts	90	Yes, Page 31
G4-PR1	Percentage of significant product and service categories for which health and safety impacts are assessed for improvement	90 to 93	Yes, Page 31
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 31
<b>Product Service and Labelling</b>			
G4-DMA	Reasons for Materiality & its Impacts	90	Yes, Page 31
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 93	Yes, Page 31
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 31
G4-PR5	Results of surveys measuring customer satisfaction	93	Yes, Page 31
<b>Customer Privacy</b>			
G4-DMA	Reasons for Materiality & its Impacts	90	Yes, Page 31
G4-PR8	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data	Nil	Yes, Page 31