



ANNUAL REPORT

2017

INVESTMENT & SUSTAINABILITY
A COMMITMENT TO BE THE BEST

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A COMMITMENT TO BE THE BEST

"2017 was a year of work, development and achievement which placed our State at the forefront of global economic, competitiveness and development indicators. This progress is an assertion of efforts by the federal and local governments to create innovative working environments and facilitate conditions for the business sector so it can boost and support the State's policy to diversify its economic base."



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

"We have every right to boast that we are one of the most advanced countries in the world. If in the past decades we have accomplished the phase of establishment, construction, empowerment and enhancement, today we are heading into a new phase, the headline of which is (Emirates of the future)."



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

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

CHAIRMAN'S MESSAGE

The issuance of this annual report, on the achievements and results of ET for 2017, coincides with the launch of ET's first five-year Strategic Plan 2018-2022, through which we aim to strengthen the Corporation's leading position in the transport, leasing and auto services sector by focusing on efficiency and quality in the services and procedures.

We will also aim to achieve a sustainable growth based on targeting a range of new investment opportunities in this sector, while more attention will be emphasised on the development of key businesses and activities, directing them towards automation and transport technology, and working to promote more innovation and the building of new capabilities.

During the past year, and under the supervision of the Board of Directors, the Corporation witnessed the preparation and implementation of a series of strategic transformation programmes and projects aimed at ensuring the sustainability of growth and maintaining the achievements of the past decades.

In such projects and programmes, we focused on restructuring, cost management and enhancing the efficiency of the Corporation's human resources. We aim at continuing to launch innovative services to our customers in response to the growing trend in mass transport, individual mobility and enhancing efficiency, and to help them enjoy better lives and faster services. As well as confirming the interest in our partners and customers' base from institutions, entities, corporations and companies in the public and private sectors.

We are working together to make innovation deeply rooted in the work and culture of Emirates Transport in the

coming years which is clearly reflected in our new strategy, moving forward.

Continuing our previous successes, Emirates Transport achieved total revenues of AED 2.55 billion in 2017, an increase of AED 163 million compared to 2016, and as such achieving an annual growth rate of 6.8%. Similarly, the Corporation managed to increase its profits last year by 34% compared to 2016.

Indeed we are proud of these growing results which reflect the Corporation's strong financial performance, as well as the success of the development projects that we started last year. It makes us more confident and optimistic about the abilities of ET's leadership and workforce to achieve better results in 2018 through the development and improvement efforts carried out by the various departments, divisions, business units and branches of Emirates Transport. We also look forward to the Corporation's increasing efforts in the areas of social responsibility, strengthening the relationship with partners and society, working on strengthening the safety mechanism system in the services provided, and consolidating governance and transparency practices.

This year, declared as "Zayed Year", as we celebrate the 100th anniversary of the birth of Sheikh Zayed Bin Sultan Al Nahyan, the founder of this spectacularly successful state, and who has left a deep rooted legacy for the present and future generations and inspired everyone to realize their dreams and aspirations, we would like to reaffirm our full and deep commitment to follow on his footsteps and values and to attain his vision to complete the achievements and successes towards making a future worthy of all UAE citizens.



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

A new phase to enhance successes

Emirates Transport is one of the most prominent institutions operating in the transport sector locally and regionally. This leadership, which conforms with the Corporation's vision and strategy, is the main locomotive in empowering the activities and businesses to achieve the desired success and to continue the accomplishments achieved over the past decades, since ET's establishment in 1981, supported by advance practices in corporate governance, risk management, innovation and quality in service activities.

During 2017, we witnessed positive results that reinforce the Corporation's achievements in the past years, such as the rapid financial growth, as well as the strategic, operational and social successes, which were consistent with the efforts exerted and the adopted objectives.

The total revenues achieved by the Corporation's subsidiary business centres and units during the previous year amounted to AED 2,558 million, an increase of AED 163 million compared to the AED 2,395 million achieved in 2016. The overall annual revenue growth rate achieved was 6.8%, while profits increased by 34%. Meanwhile, liquidity reached AED 445 million, assets exceeded AED 3,424 million, capital and reserves were maintained at AED 600 million while return on investment increased to 81%.

ET continued to perform its functions in the School Transport Division, which remains the main focus of the Corporation's interests, as it constitutes one of its largest divisions in terms of labour and revenues. Indeed, the revenues of this division increased by 2.5% compared to 2016, which alone accounted for 41.5% of the overall revenues of ET. Meanwhile, revenues from the commercial transport, leasing and logistics sectors accounted for

39% of the ET's revenues last year, totalling AED 1,002 million.

The Auto Services Division achieved a significant leap in the level of its business and revenues during 2017, achieving total revenues of AED 265.5 million, with an annual growth of 8.5% compared to 2016.

In terms of our operations, the Corporation provides its integrated services in the transport, leasing and auto services divisions through 8 main services and 26 sub-services. The customer data-base of the Corporation reached 2,480 non-individual clients, an increase of 82% compared to 1,360 at the end of 2016. This includes a number of active customers in the public and private sectors, involving a range of ministries, institutions, authorities, entities, corporations and various other national companies, in addition to many private sector companies. 2017 also witnessed the conclusion of 143 new and renewed major contracts.

In the School Transport Division, the total number of transported students stood at 242,000 students per day, with 296,000 allocated seats in 5,765 school buses. These buses travelled 75 million kilometres to transport the students to 714 public and private schools in different cities and regions in the state.

In total, the number of the Corporation's fleet reached 24,898 vehicles, while the total number of employees was 23,752, including 8,683 drivers in the transport and leasing division, 5,641 school bus drivers, 5,877 bus supervisors, 2,465 auto technicians, in-addition to 1,086 male and female employees in the administrative categories representing 4.6% of the total employees at the Corporation.

In the field of experience and knowledge exchange, 23 strategic meetings were held with the partners by ET's senior management and the Strategic Relations Team to introduce the Corporation services and to note their comments and suggestions for the development of the services provided. As well as the implementation of 7 marketing visits, 14 benchmarking visits, 1,859 visits by the various teams from ET's business centres. In addition to participation in a number of events and activities organized by our partners, including exhibitions, forums and conferences.

At the level of partnerships, the Corporation concluded 10 memorandums of partnership and understanding with a number of entities and institutions to help us build sustainable cooperation in the work market and to enhance our efforts to provide an added value to our business and activities and employ it to achieve the investment and community objectives of the Corporation. In all, ET was represented in 12 conferences, locally and internationally.

During the past year, the Corporation witnessed intensive activities in various work sites, and related constructions, in response to service expansion and to ensure the optimal performance of the business, in light of the current requirements and future growth rates. The Corporation concluded 11 different construction projects with the highest engineering standards and technical specifications, without ignoring the objectives of increasing efficiency and taking into account criteria of sustainability and environmental conservation in the design of these sites via the application of the best global practices and stipulations in the field of green buildings and sustainability requirements.

In a similar context, the list of suppliers for ET's products and services increased to 840 local and external suppliers, including 10 suppliers from outside the state. The

total value of procurements during last year amounted to AED 923 million, while the supplier satisfaction rate during last year stood at 88% and the happiness index rate was 87.6%.

As an organisation that employs a diverse range of employees from different nationalities, expertise, competencies and professional levels, and in line with the nature of the work and services provided; we at ET exert continuous efforts to develop the competencies, skills and capabilities of our human resources. In this regard, 183,000 training hours were held in 2017 through 114 programmes and training courses. Some of these programmes and courses were organized internally through ET Training Centre and the ET Driving Institute, while other sessions were held in cooperation with a number of partners in areas of common interest such as health and safety, community awareness and so on.

The ET Excellence Award, organized annually by the Corporation, honoured 106 employees, working-teams, and outstanding centres and departments, an increase by 37% on the number of winners compared to the previous edition of the award.

The award is part of the Corporation's efforts to promote happiness and positivity at the work environment, which was reflected in its adoption of happiness as a corporate core value. This trend has been translated through the working agenda of ET's "Happiness and Positivity Initiative", which is based on 7 main themes, including 26 major initiatives concerning employees, and 6 quality initiatives to delight customers.

Social responsibility is of major interest to the Corporation, providing financial and in-kind sponsorship for community services in the amount of AED 2.5 million for 22 governmental and community organizations. The areas of support included education, innovation, safety,

health, transport, communications and others. In addition, 140 buses were allocated for transporting people with disabilities, 100 buses provided community transport services, 1,000 buses within the "community ads" project. In addition to issuing and distributing 185 thousand printed publication for students, conducting 150 awareness lectures for school students, 23 initiatives were held for community service, 465 male and female employees participated in 33 programmes and voluntary community initiatives.

The Corporation continued to organize the ET Awards for Traffic Safety and Education, with the last session receiving more than 1,195 entries in various categories and the winners were honoured in a special ceremony.

In conjunction with the Year of Giving, 18 initiatives were implemented across the Corporation's departments and branches across the UAE, in cooperation with ET's strategic partners and various community organizations.

In addition, the Corporation has been actively involved in a number of community, national, humanitarian and cultural events, including the Cultural Convoys Initiative, the Mobile Library Initiative and the Cultural Forum for Reading and Books, in addition to the participation in the Gulf Traffic Week 2017 and a donation campaign. There were also 62 awareness lectures held for school students, celebrating International Women's Day, Mother's Day, UAE Women's Day, as well as Ramadan events and initiatives, 46th National Day event, Science Day and Martyr's Day.

During last year, the Corporation received 9 local, regional and international awards. The Corporation won the best Innovation Award for Traffic Safety in the Government Sector at the 2017 Middle East Road & Bridges Award; Dubai Sustainable Transport Award in the category of Safe Transportation, and two categories at the Arab Award for Social Responsibility; The Arabian Eagle Award, as well as

winning the category of creativity in the field of voluntary and humanitarian work at the UAE Ideas Award; winning the Community best practices category at Rakez Award for Business Excellence, and winning the BIZZ Business Excellence Award in the leadership category, and the Distinguished Corporation category.

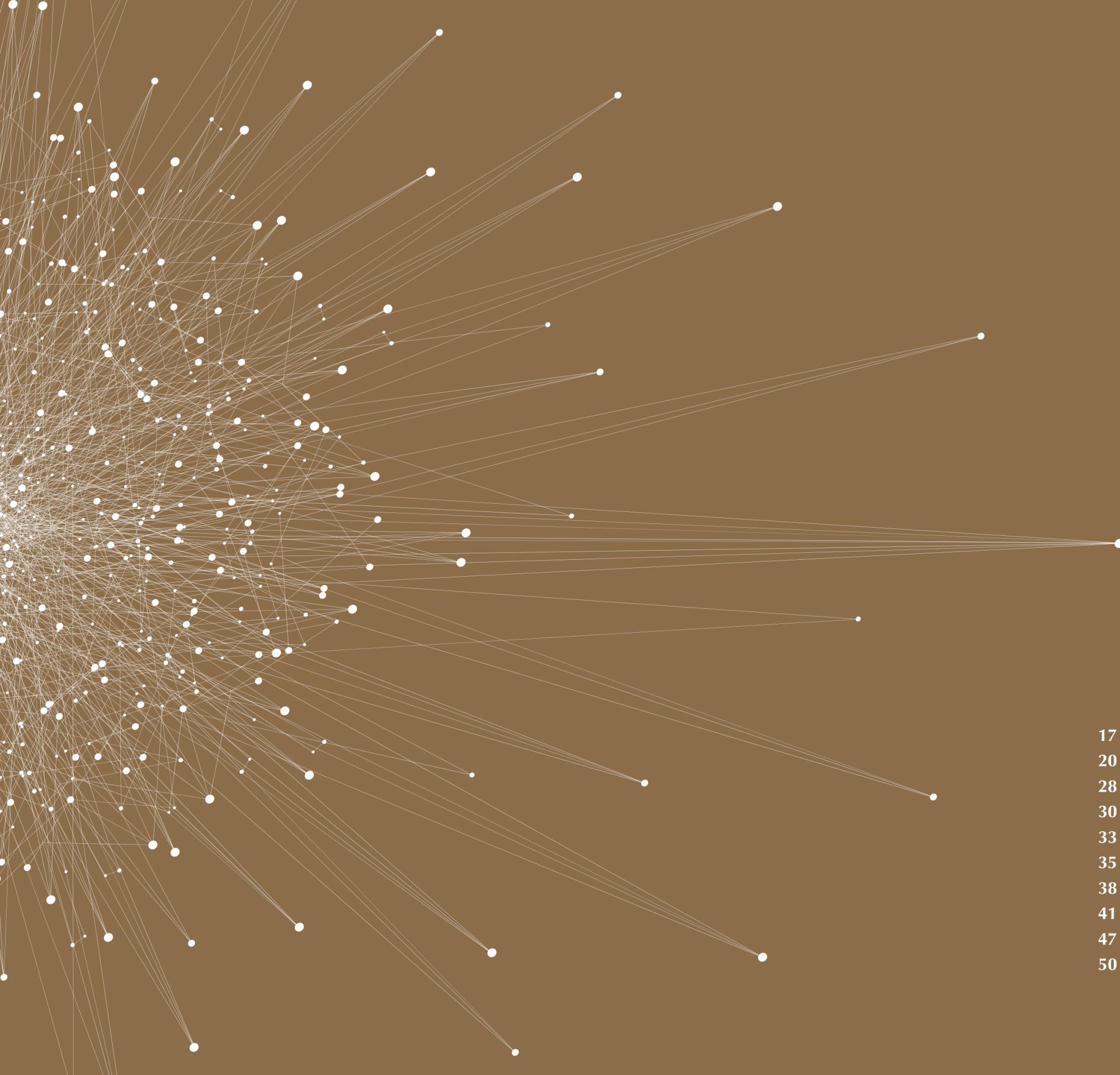
On the environmental level, the Corporation modified about 1,000 vehicles to operate on compressed natural gas for its customers, as well as continued to reduce the carbon footprint per vehicle on carbon dioxide (tCO2e) to 10.9 tonnes compared with 12.2 tonnes in 2016, indicating the evolution of our operations, which also contributed in reducing costs by a total of AED 2.5 million.

Looking at the satisfaction survey conducted by the ET Polls Centre during 2017, the customer satisfaction rate was 86.8%, the employees' satisfaction rate was 69.4%, the community satisfaction rate was 98%, and the partners' satisfaction rate was 89.2%. We shall continue our aim towards further improvement and development in these results as a high priority for us.

Finally,

Before these accomplishments and other achievements that were not mentioned; we started 2018 with more confident, optimistic and ambitious steps via the launch of the five-year Strategic Plan 2018-2022 which was adopted by the Board of Directors. It carries promising objectives that keep abreast of the changes in the work market, technological innovations and the developments in the transport sector in the state, and is able to guide our efforts towards the optimal path, supported by the strategic development projects and programmes that started at the end of last year, including mainly the restructuring projects, cost management and human resources development within the new strategic transformation mechanism system project for the Corporation.

Best regards,



Towards 2018-2022 Strategy

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50	Winners' Podiums



Emirates Transport: An Introduction

Emirates Transport is a federal government corporation, with financial and administration independence. It was established pursuant to Federal Law No. 17 of 1981, as “Emirates General Transport and Services Corporation” 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 operating under the umbrella of “Emirates Investment Authority”.

Despite its prominence in the school transport sector, Emirates Transport has witnessed huge investment growth and diversification in its services during its 36 year history. The Corporation experienced several phases, key stages and qualitative achievements which resulted in extended, diversified services

that are now available to its customers (both businesses and individuals). ET’s services were extended to include private sector transport and leasing, and auto and logistical services, amongst other things.

ET continues to witness a steady growth, making it the largest federal corporation in the United Arab Emirates, particularly in terms of the number of its human resources, which stood at 23,752 employees by the end of 2017. In addition, the Corporation boasts a large fleet, numbering 24,898 vehicles, and a vast infrastructure with its headquarter in Umm Al Ramool, Dubai, as well as 43 working sites throughout the UAE, all working together to achieve the happiness of its customers and to support the construction, economic and social development process witnessed in the United Arab Emirates.

Business Centres and Units... Higher Aspirations

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 wishing to obtain such service through ET’s nine branches across the UAE.
	School Services Centre	Specialized in providing various services for government and private schools, such as qualified transport and safety supervisors to escort students on school buses, in addition to admin assistants and office juniors, as well as providing school canteens services.

Division	Centre	Details
 Transport and Leasing	Government Transport Centre	Provides transport and leasing services for federal and local government entities by providing vehicles for various uses, with or without qualified drivers.
	Abu Dhabi Centre for Transport and Leasing	Provides all types of transport and leasing services, managing and operating mass transport and long-term leasing services to many Corporations and leading companies in Abu Dhabi, Al Ain and the Western Region.
	Emirates Centre for Transport and Leasing	Provides all types of transport and leasing services, managing and operating mass transport for various Corporations and leading companies in Dubai, Sharjah, Ajman and the Central Region.
	RAK Transport and Leasing Centre	Provides a diversified range of transport and leasing services in the Emirate of Ras Al Khaimah.
	East Coast Centre for Transport and Leasing	Provides a diversified range of transport and leasing services across the East Coast, including the eastern region of Sharjah.
	Emirates Cars Centre	Responsible for managing and operating taxi services, tourist transport services, and car leasing. The Centre has three subsidiary units: Emirates Limousine which provides luxurious limousine service throughout the UAE. The service is available via the smart application and online at www.emirateslimo.ae. The Car Leasing Unit and Abu Dhabi Airport Taxi Services; in addition to “ET Taxi” which was launched in October 2017.

Division	Centre	Details
 Auto Services	Abu Dhabi Centre for Auto Services	Provides auto services, vehicles' maintenance and repair services, and management of auto workshops for Abu Dhabi and affiliated areas.
	Emirates Centre for Auto Services	Provides auto services, vehicles' maintenance and repair services, and management of auto workshops for Dubai, Sharjah, Ajman and the Central Region.
	Ethad CNG Vehicles Conversion Centre	Specialized technical Centre for converting vehicles to run on natural gas, in addition to providing auto repairs and maintenance services for vehicles operating using the dual fuel system.
	Auto Inspection Centre	Provides auto inspection services for heavy vehicles in Abu Dhabi, Al Ain and the Western Region.
	Al Wataneya Auctions Centre	Organizes auctions and related sale services for the Corporation's used vehicles, as well as vehicles of government and private sector entities. The Centre holds its auctions at Abu Dhabi and Sharjah; as well as online via the centre's website www.alwataneya.ae and smart application.
	RAK Auto Services Unit	A specialized unit that provides a diversified range of periodical auto maintenance services, and repairs to buses and light vehicles in Ras Al Khaimah.
	East Coast Auto Services Unit	A specialized unit that provides a diversified range of periodical auto maintenance services, and repairs to buses and light vehicles in Fujairah and the East Coast.
	Specialized Auto Services Units	Includes a number of units that provide specialized technical services such as road side assistance, dry washing, tyre renewal, Emirates Luxury Cars Maintenance Unit and the smart service unit for exchanging tyres.

Division	Centre	Details
 Logistics Services	ET Centre for Logistic Services	The Centre provides a wide range of services including shipping and customs clearance, land transport and freight trucks leasing services including refrigerated transport trucks and petrol deliveries. It manages, operate, maintain and repairs tankers for the transport of liquid sulphur and petrol, as well as various oil and gas transport services for government and private companies.
	Emirates Transport Driving Institute	Provides driving lessons for light and heavy vehicles, including buses, in addition to providing specialist training for bus drivers and transport and safety supervisors through Emirates Transport Training Centre, which was launched in mid-2015 per the highest quality and efficiency standards.
	Valet Parking and Motorcycle Leasing Centre	Provides leasing services of motorcycles and golf carts, to several public and private sectors clients, in addition to valet parking services for hotels, hospitality and tourism sector.

Subsidiary Companies

NAME	DETAILS
Speed Trans	A company equally owned by Emirates Transport and Ajman Public Transport Corporation. It manages and operates taxis, and provides vehicles and bus leasing services in the Emirate of Ajman.
Emirates Model Building Maintenance Company (EMBM)	A joint venture project between Emirates Transport and Al Ghurair 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 (Etisalat subsidiary) that specializes in providing facilities management services.
Reyama Taxi	A company equally owned by Emirates Transport and Fujairah Transport Corporation, it manages and operates taxis and provides vehicles and bus leasing services in the Emirate of Fujairah.
Emirates Transport Technology Solutions (ETTS)	A joint venture project with Al Fursan Company in Abu Dhabi, specializes in transport technology systems and related solutions including vehicle tracking systems for Land Transport Department, smart traffic system applications, traffic routes and tariff management systems and remote satellite tracking systems.
Saudi-Emirati Integrated Transport Company (SEITCO)	Established in partnership with the Saudi Public Transport Company (SAPTCO), specializing in school transport and related services.



Our Services ... Constant Growth

The business centres and auto technical units provide the Corporation's services to a wide range of customers, each according to its specialty. Emirates Transport is renowned for its investment vitality, which is reflected in monitoring the opportunities and needs in the markets and the speed in responding by introducing new services. These services were categorized during 2017 into 34 services (8 primary and 26 secondary) as well as services provided by subsidiaries and affiliated companies, as shown in the attached table.



School Transport Division

- Primary**
 - Transport for school students (Public & Private).
 - Provision of supervision services on school buses.

- Secondary**
 - Transport for students (Recreational/events).
 - Transport for students (evening centres).
 - Transport for students (summer centres).
 - Bus leasing to transport school students on a regular daily basis (private education).
 - Provision of assistants' services.
 - Provision of office assistants.



Transport & Leasing Division

- Primary**
 - Leasing of buses/vehicles/motorcycles, (with/without driver), to government and private entities.
 - Public Transport

- Secondary**
 - Limousine services.
 - Taxi services.
 - Company transport.
 - Logistics Transport.
 - Petrochemical materials transport.
 - Customs clearance.
 - Refrigerated transport.
 - Provision of driver services.
 - Valet parking services.



Auto Services Division

- Primary**
 - Maintenance and repair of buses, vehicles & motorcycles.
 - Auctions of used vehicles and scrap items.
 - Auto inspection of heavy trucks at ET sites.

- Secondary**
 - Roadside assistance.
 - Renewal of vehicle registration.
 - Bodywork repairs and adjustments.
 - Tyre retreading.
 - Bus body repairs.
 - Maintenance of luxury vehicles.
 - Dry car wash.
 - Converting vehicles to operate on natural gas.





Corporate Services Division

Secondary - Provision of advertising space on ET's buildings, buses and vehicles.

Logistics Services Division

Primary - Driving school.

Secondary - Training services.



Support Services Division

Secondary - Sites Leasing.



Vision

Integrated transport and sustainable growth.

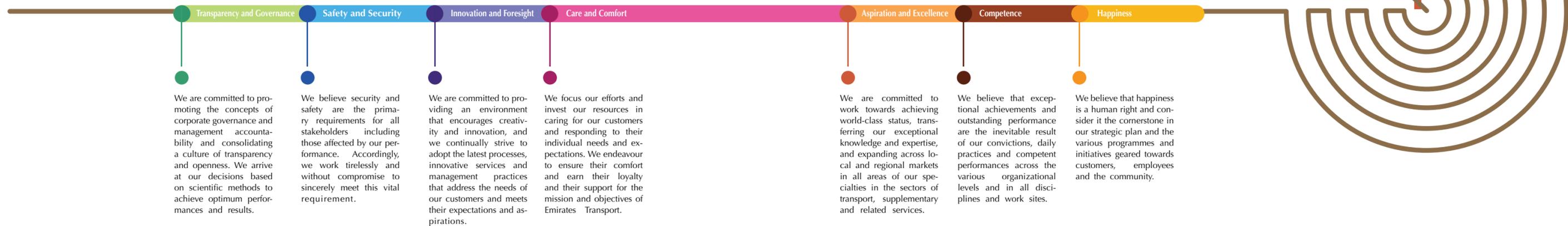
Mission

We are committed to providing services of transport and leasing, school transport, auto maintenance and repairs and logistics, in accordance with the highest occupational health and safety, and environmental standards for our partners and customers, be they individuals or institutions. We also strive to enhance our financial resources within the framework of corporate governance, risk management and shrewd investment.

Strategic Goals - (2018-2022)

- Enhance the leading position of Emirates Transport by focusing on efficiency and quality.
- Achieve sustainable growth by targeting new investment opportunities in the provision of transport management services.
- Develop business and key activities and direct them towards automation and transport technology.
- Promote innovation and building new capabilities.

Values





Excellence ... From Slogan to Implementation in 2017

After successfully concluding the 'Year of Challenge' in 2016, we chose 'Year of Excelling' to be our slogan for 2017 which forms a general framework for the efforts of all employees and work teams in the Corporation. In his new year address, the General Manager urged all ET employees to continue the distinguished journey of excellence and professionalism, stressing that successful human resources is the real wealth of the Corporation and that such wealth, along with many other enablers and capabilities, is what will assist ET to achieve its new targets, attain the desired positive change and surpass past achievements.

Moreover, the Year of Excelling formed a successful launching pad to the strategic transformation framework adopted by the Corporation during the past year, particularly with the launch of the Strategic Plan 2018-2022, which represents a qualitative leap in the Corporation's march towards its investment objectives and the performance of its economic and community roles.

Scope and Framework

For the sixth successive year, Emirates Transport publishes its annual comprehensive report, a combination of the usual annual report along with the sustainability report which was first published in 2012 and became part of its corporate values, as it translates its commitment to the values of transparency, disclosure and governance.

This report provides an accurate and detailed overview of the most important financial, investment, operational and managerial results and achievements in all organizational units and subsidiary business centres and subsidiary companies, both inside and outside the UAE, and covers the period from 01 January 2017 to 31 December of the same year. The report also highlights the achievements in the areas of sustainability and social responsibility initiatives and activities across the same year.

This report is published in both Arabic and English and adopts the same methodology as previous reports. 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)

2017

Key Numbers

2,558
million AED ET Revenue

244.2
million AED net profit

81%
return on capital (ROC).

Finances

3,424
million AED overall assets

923
million AED total procurement

143
new and renewed contracts

242,805
transported students

295,995
seating capacities on school buses

75,000,000
kilometres covered by school buses

School Transport

645
government schools served

69
private schools served

23,752
total number of employees

182,000
training hours for employees

Human Resources

14,325
total drivers

5,641
school bus drivers

5,877
school bus supervisors

2,465
auto and technical staff

24,898
vehicles

5,765
school buses

Fleet

4,848
vehicles sold through auctions

1,010
vehicles modified to operate on Compressed Natural Gas (CNG).

140
vehicles dedicated for special needs transport

100
buses provided community transport services

1,000
buses for the "Free Community Advertising" project

Communal Services

185,000
awareness publications for students

150
awareness lectures for students

23
community initiatives and events

465
employees participated in voluntary events

3,773
ET clients

86.8%
customer satisfaction rate

88%
supplier satisfaction rate

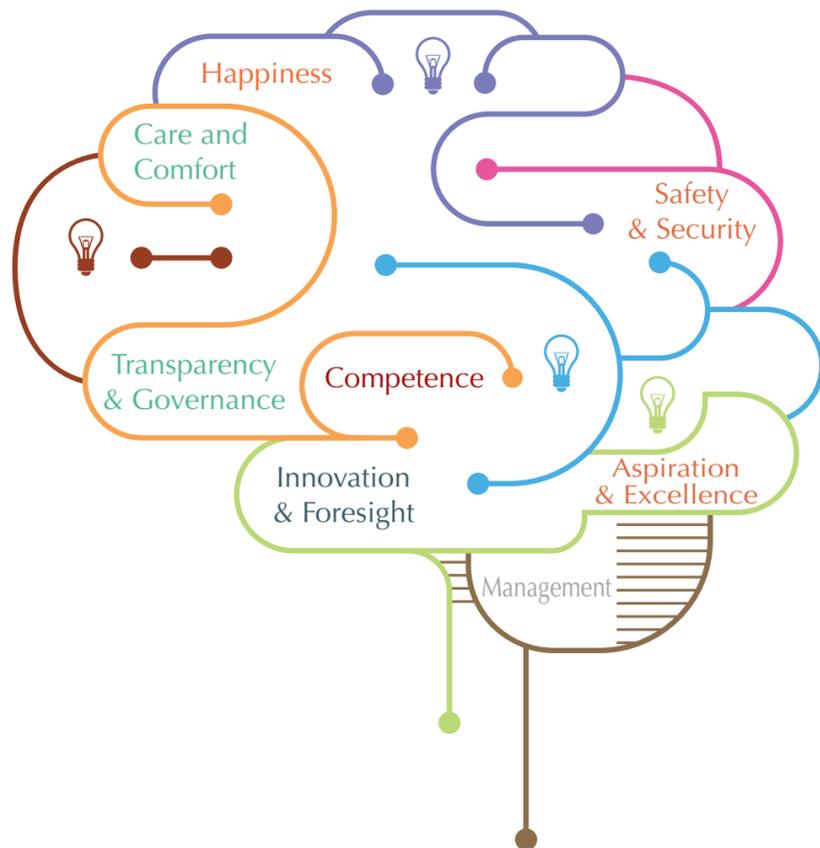
Stakeholders

69.4%
employee satisfaction rate

98%
community satisfaction rate

89.2%
partner satisfaction rate

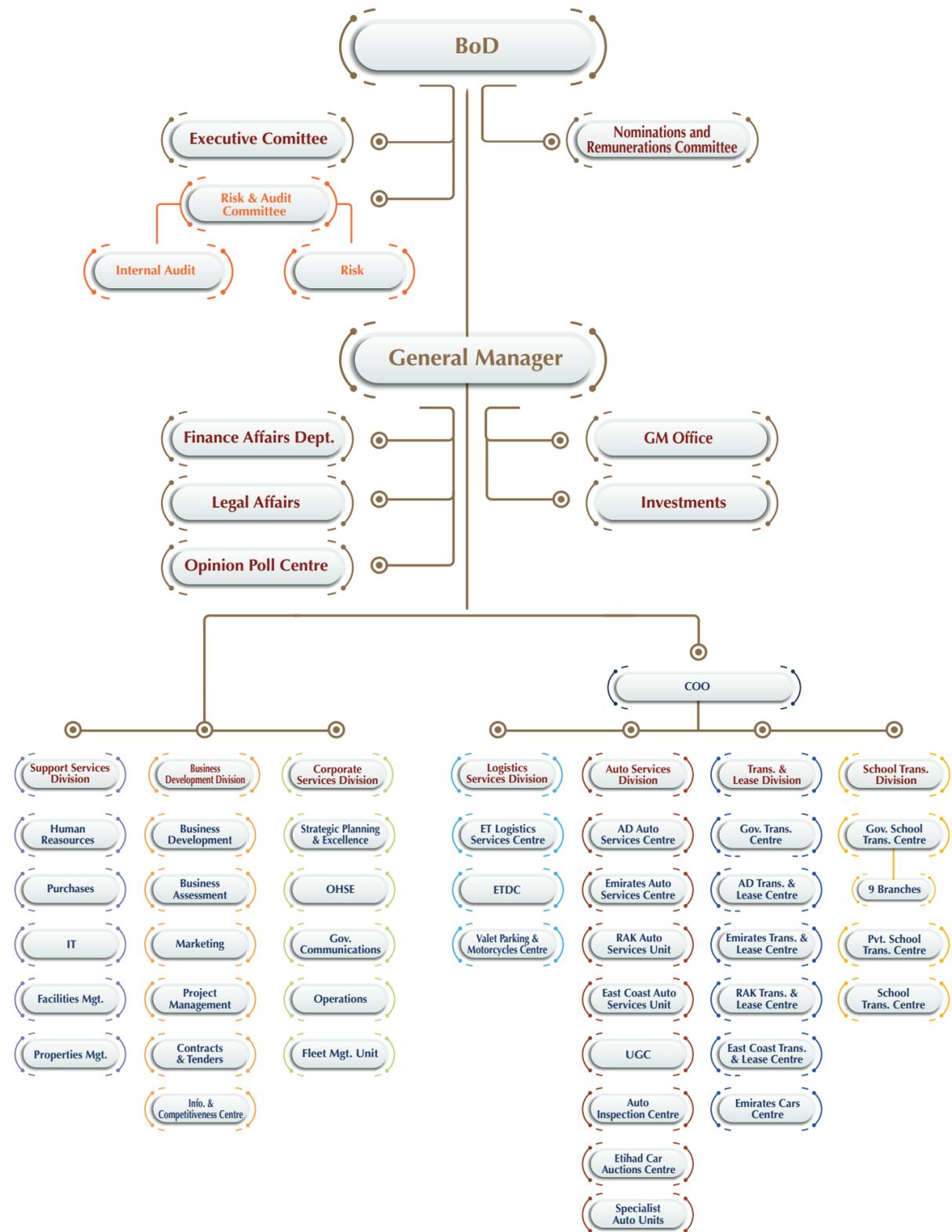
86%
overall satisfaction rate with school transport services



Updating the organizational structure

In 2017, Emirates Transport introduced specific changes to its organizational structure to help facilitate the changes needed to implement its Strategic Plan 2018-2022. The most prominent of these was the creation of a new senior executive position 'Chief Operation Officer', in line with the best international practices

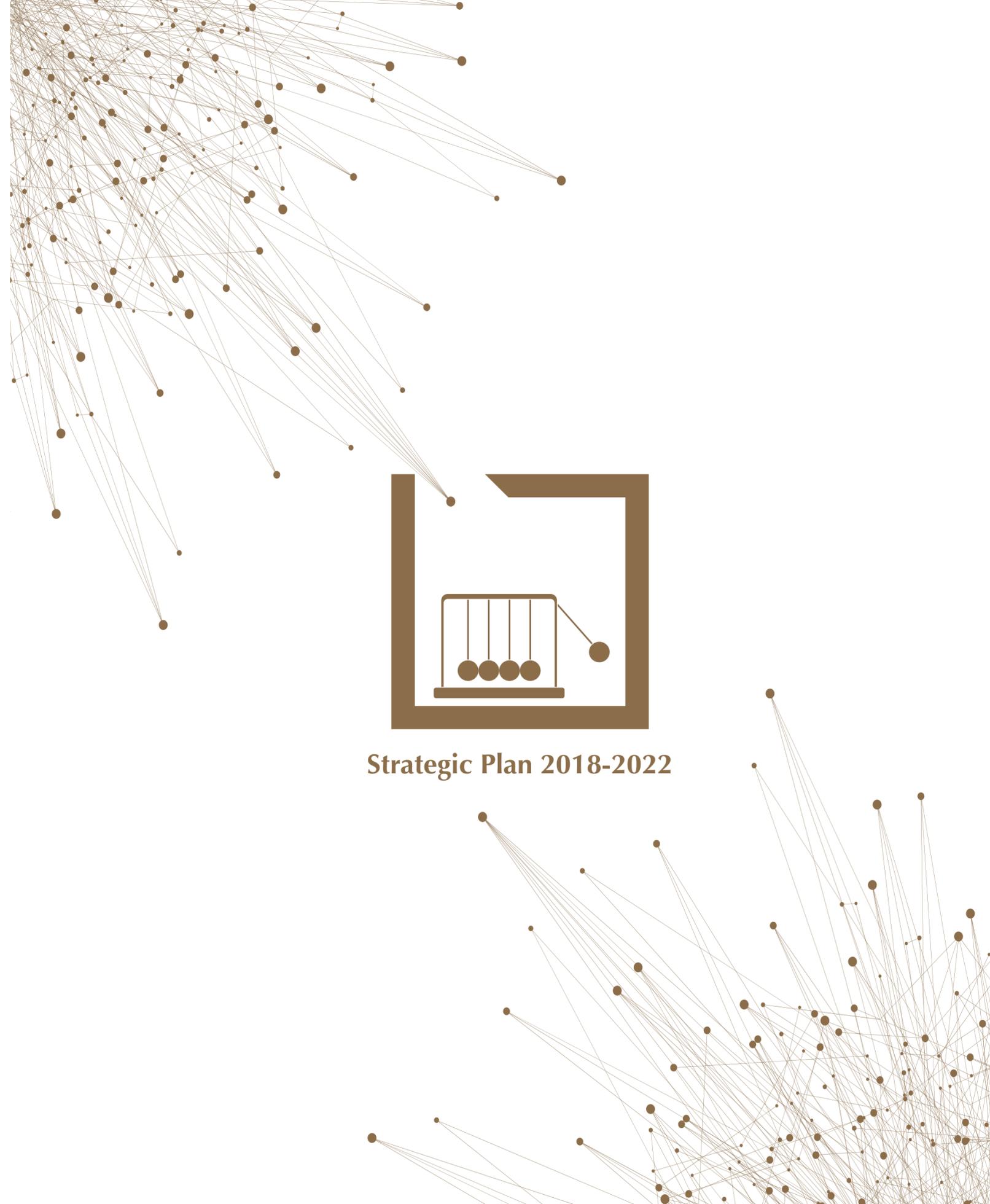
in this field, and to bolster and control operations at all revenue-driven divisions at the Corporation. Specifically, the new role will supervise performance indicators, operational efficiency and productivity with the overall objectives of consolidating and improving the financial position of the Corporation.



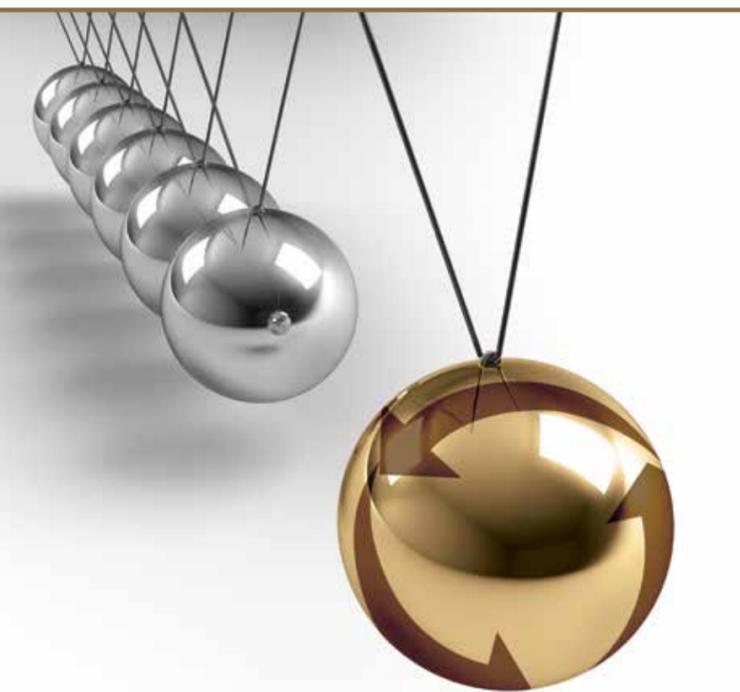
Executive Management



General Manager
H.E. Mohammed Abdullah Al Jarman



Strategic Plan 2018-2022



in line with the directives of the new Board of Directors, while taking into consideration the UAE's strategic plans, the UAE 2021 Vision, market trends, expected growth rates, business continuity and other related indicators.

The new five-year plan defines the financial and investment plan for the next five years and sets out a roadmap for implementation through a series of initiatives that ensure mobilization of all resources, the provision of necessary inputs and the synchronization of all organizational units to achieve the desired goals. Utilizing the Corporation's strength elements, especially the reputation, expertise and its dominant position in the transport and leasing sector within the government transport market. In addition to the remarkable growth achieved over the last five years, with revenue increasing by AED 1.1 billion at an compound annual growth rate of 15% between 2013 and 2017.

The new strategy aims at enhancing the financial and competitive position of the Corporation via service improvement and efficiency initiatives such as reinforcing digital transformation, automation of operations and finance, focusing on adopting modern transport technologies, raising the level of safety in transport services, providing more intelligent services, and capturing investment opportunities by penetrating new markets in line with the Corporation's capabilities and strategic directives. In addition, the strategy will target enhancing operational efficiency of business units, optimizing asset utilization, implementing operational restructuring and changing of management programmes. It will also strengthen capabilities, talents and strategic partnerships, aid in the expansion in service provision to individuals and on-demand services, in addition to various cost reduction initiatives, while increasing operational margins, revenue growth and net profits.

At the strategic level, 2017 witnessed the implementation of the new organizational structure, the launch of central operations, the adoption of the Corporation's digital transformation, the completion of the 2017 operational plans for all organizational units and the re-publication of the ET Performance Indicators Guide.

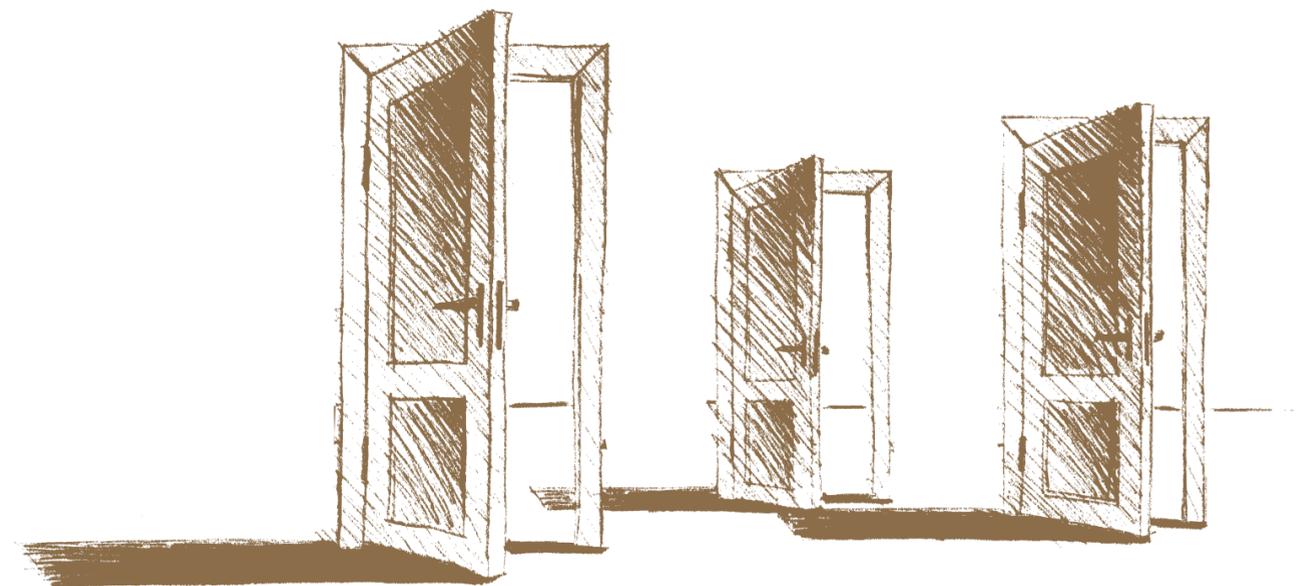
Governance, transparency and quality... Organizational pillars

Transparency and governance are at the forefront of ET's updated corporate values, as the Corporation affirms its commitment to promoting the concepts of governance and administrative accountability, and works to enhance the culture of transparency and openness and making decisions on scientific bases that ensure achieving the best performances and results.

In this context, the new Board of Directors held five periodic meetings to discuss the issues on its agenda. Meanwhile, the Board's sub-committees (Executive Committee, Audit and Risk Management Committee, Nominations and Remuneration Committee) continued their periodic meetings during 2017. The Audit and Risk Management Committee held eight

meetings and the Executive Committee for Internal Audit held six meetings, in addition to forming a team for attaining a business continuity ISO certification which held a number of meetings related to the establishment of business continuity activity. There was also the approval of ET's key operational risks list by senior management, and conducting risk analysis studies for a number of new contracts and projects.

2017 witnessed the issuance of 137 regulatory decisions by the GM in various areas of work, including 5 related to internal audit and risk management, 41 in business procedures, 31 in business organization and management and 18 regarding the strategic aspects, as well as another 42 decisions in various other fields.



Strategic Plan 2018-2022

Following the conclusion of the Strategic Plan 2014-2016, and the enlisting of the Corporation under the umbrella of the Emirates Investment Authority, the Executive Committee held a series of meetings to review and update the Strategic Plan 2018-2022 after the adoption of appropriate recommendations from the Board of Directors. Accordingly, a comprehensive vision to the Corporation's strategic transformation has been developed to ensure the sustainability of growth and to maintain the leading position of ET in the local markets. The new Strategic Plan focuses on developing strategic initiatives to empower the subsequent growth,



Publications to promote awareness and governance:

Emirates Transport continued its awareness-raising process, to enhance its efforts in the areas of governance and transparency, by publishing several printed and electronic materials, mainly targeting its internal environment. The below table show the main publications in this regard:

Annual Report 2016

ET has been issuing a comprehensive annual report as part of its disclosure, transparency and governance efforts. Last year witnessed the publication of its fifth annual report “Pioneering Steps Towards Promising Horizons”, in paper and electronic versions and in both Arabic and English language. It included the Corporation’s regular annual report for the fourth year in a row and its third sustainability report compiled together. It was approved by the Global Reporting Initiative (GRI), following the completion of all materiality disclosure requirements in accordance with the G4 standard disclosure package.

ET Magazine

A quarterly magazine issued by the Corporation in both Arabic and English language, distributed to partners and customers from government and private entities, as well as employees. An electronic version is available for browsing and download on the Corporation’s website. 4 issues were published in 2017.

Salamty Magazine

A quarterly magazine for school students and children, issued in both Arabic and English language. In 2017, the magazine was updated and the 17th edition was published in a new format.

Honesty (AMANA)

An awareness newsletter, available in Arabic, English and Urdu language, focuses on aspects of internal auditing, combating fraud and corruption. 2 issues were published in 2017.

ET Doctor

An internal awareness electronic newsletter issued periodically by ET’s Internal Audit Department, it deals with the internal audit aspects, 2 issues were published during 2017.

Legal Extracts

Electronic Legal Awareness Bulletin.

Guide to Policies and Procedures of Risk Management Department

Printed in Arabic and English language and covers the processes and methodologies of risk management in Emirates Transport.

Key Risk Indicators Guide

A printed guide in Arabic language, identifying key indicators for each of the main risks to the Corporation.

Complaints and Grievances Manual

A guidance manual available in Arabic, English & Urdu.

Customers Service Code

Available in Arabic and English.

Employee Handbook

Dedicated employees’ manual designed to increase functional knowledge and awareness, available in Arabic, English and Urdu.

Code of Ethics

Printed and published in Arabic, English and Urdu, and distributed to all concerned groups.

Suppliers Manual

A manual dedicated to suppliers and aims to raise their awareness and knowledge of the Corporation’s activities and provide the highest levels of transparency and objectivity and is available in Arabic and English language.

Code of Ethics for Emirates Transport Suppliers

A manual distributed to suppliers and is available in both Arabic and English.

Awareness leaflet (Information Security Bulletin)

An awareness e-newsletter published in Arabic and English lan-

guage by the Corporation’s Information Systems Department, distributed periodically via e-mail to employees and concerned with increasing awareness of the security aspects of information systems and electronic risks for employees.

“Summaries”, “Administrative Choices” and “Relationships”

Short periodical editions of administrative books and recent references issued by the Arab Scientific Media Company “Shuaa”, published by the Corporation internally and addresses various aspects of management and development.

Insurance Extracts

Internal periodic electronic bulletin to raise awareness of insurance issues.

Monthly E-Newsletter for Employees

A monthly electronic newsletter distributed via e-mail to employees, provides a summary of activities, initiatives and news for each month, in addition to some articles and articles, guidance and awareness and it issued 12 e-bulletins in 2017.

The Corporation also issued a number of printed and electronic publications as part of its social programmes such as the ET Awards for Traffic Safety and Education 2017/2018, ‘Safe Driving in Ramadan’, ‘Stress Management Manual for Drivers’, in addition to a new version of the ‘Integrated Management System’, an awareness publication on the ‘Health and Safety Risk Assessment Process’ and a guideline for auto workshop staff in three languages.

Advanced risk management

2017 was characterized by broad activities in the field of risk management, with the GM issuing three decisions in this regard:

- GM Decision No. 57 for 2017, regarding the reassignment of the roles of Risk Managers and their functions in their various departments and business centres.
- GM Decision No. 65 for 2017, regarding the formation of a working group to study the requirements for obtaining ISO 22301: 2012 for Business Continuity Management.
- GM Decision No. 115 for 2017, regarding the issuance of the Guide to the Top Ten Operational Risk Indicators.

Meanwhile, the Corporation renewed ISO 31000: 2009 certification (Risk Management System) after the completion of audits by the British Institute of Standardization (BSI). Also, the register of the Main Operational Risk Indicators was completed, which included the top 10 key risks indicators and their related recommendations, in addition to identifying the risk managers in the departments and business centres. A number of workshops and meetings were also held with all the Corporation's units to raise awareness of the main risks and means of addressing them, as well as following up the implementation of the recommendations regarding the main risks with all concerned units and submitting the follow-up results to the Board of Directors and Senior Management, and contributing in activating the business continuity at Emirates transport.

The Risk Management Executive Committee has implemented the following:

- Continuous follow-up on the recommendations of the Audit and Risk Management Committee.
- Continuous follow-up on the issued recommendations.
- Follow up and support Risk Management Department during the preparation stages of the new Operational Risk Register (reasons / assessment / recommendations along with target completion dates).
- Follow-up of main Operational Risk Management Processing Plans.

The Business Continuity Committee has implemented the following:

- Conducting benchmarking projects with various bodies such as the Telecommunications Regulatory Authority (TRA) and the Municipality of Al Ain.
- Continuous follow-up on the recommendations of the Business Continuity Committee.
- Preparation of the business continuity policy in the Corporation and approval by the National Emergency and Crisis and Disaster Management Authority.

The Department of Risk Management continued its efforts by preparing the Business Continuity Guide, the Risk Tolerance Manual, and the Key Risk Indicators Guide.

In terms of training and awareness related to risk management and governance that took place during 2017, awareness workshops were held with the departments and units to identify the key risks in the Corporation, a risk assessment workshop to rank the top 10 risks, and meetings with the implementation units to assist and support them in executing the recommendations. These efforts have resulted in the updating and classification of the 10 major risks, and these risks are as follows:

- 1- Automation of key processes and the delays in launching e-projects (very high).
- 2- Debt collection from clients (very high).
- 3- Market share and increased competition (high).
- 4- Control of fuel consumption (fuel cards) (high).
- 5- Vehicles misuse and protection (fleet management) (High).
- 6- Fluctuations in fuel and insurance prices (high).
- 7- Control of cash transactions (high).
- 8- Rates of profits from new projects and subsidiaries (High).
- 9- Value of procurements by direct order and control procedures (high).
- 10- Effective selection of drivers and familiarity of employees (drivers, technicians and bus supervisors) with safety requirements (high).

Greater transparency

No case of fraud was recorded during 2017 in the Corporation, which reflects its success in embracing a mature business environment characterized by an advanced level of transparency and governance, an issue the Corporation has continuously sought to strengthen and maintain via several practices and activities over the past year, which saw the Executive Internal Audit Committee hold 6 meetings and the Audit and Risk Management Committee hold 8 meetings. Meanwhile, the GM issued 5 resolutions regarding Internal Audit and Risk

Management, while the Internal Audit Department issued 16 reports, 20 follow-up reports and 3 specialist assignments related to its work.

As part of its corporate efforts to strengthen governance, transparency and anti -corruption, ET held and participated in 12 training programmes during 2017, with total duration time of 1,087 hours, benefiting 119 male and female employees, as well as the awareness activities, newsletters and messages sent to the employees.

Titles/names of implemented programmes related to transparency, governance and anti-corruption during 2017	Duration of each programme (hours)	Number of attendees
The impact of VAT on corporate governance	14	7
Inventory adjustments and accounting errors	12	1
Senior Quality Management System Auditor 9001: 2015	525	15
Workshop on best practices in the electronic services index	20	5
Training workshop for Smart Reporting System	24	8
Preparation and implementation of financial budgets in the public sector	30	3
IT Governance	16	2
Customer complaints results workshop	370	74
8th Regional Internal Audit Conference	24	1
Human Resources and Financial Affairs Workshop	4	1
Information Security System	13	1
Certified fraud examiner	35	1
Total	1,087	119

Reinforcing the system of innovation

Innovation has always been an essential element in the perspective of ET, it has been an integral core part of its corporate values for years. Lately, however, it has received the utmost attention from the leadership and employees in response to the announcement of 2015 as the Year of Innovation in the UAE and the launch of the periodic event "UAE Innovation Month". Over the past years, ET has launched numerous initiatives throughout the Corporation. Many events and training workshops were organized, aiming at fostering innovation as a way of thinking, and encouraging creative thinking within the context of daily work.

In this context, the concepts of innovation and future developments were incorporated into ET's updated values as an affirmation of its commitment and continuation to provide an

environment that encourages creativity and innovation. ET is constantly seeking to adopt the latest processes, innovative services and practices, that will address the needs of the customers and respond to their expectations and aspirations. This was translated into an innovation and creativity system (to be launched in the second quarter of 2018), a memorandum of understanding executed with Hamdan Centre for Innovation and Creativity, implementation of 4 benchmarking projects in each quarter in 2017, the targets of which included: Dubai Future, Dubai Silicon Oasis Authority, Hamdan Centre for Innovation and Creativity and the Mohammed Bin Rashid Centre for Government Innovation. ET also organized a number of related programmes that celebrated the creativity of its employees and customers alike, as shown in the related table.

Programme	No. of ideas submitted	No. of ideas implemented/adopted
Customer Suggestions	10 Proposals from (myGov + ET's Abu Dhabi Operations Room)	Two were adopted and are awaiting implementation.
Creativity & Innovation Workshops	4 workshops on creativity and innovation were held in each quarter of 2017.	200 employees participated in the workshops
Intellectual property rights	5 intellectual property and 2 trademarks were registered	These works are: - Integrated Management System Manual. - Safety caricature figures. - Training methodology for school bus drivers and supervisors. - Manuals containing the guidelines and procedures of ET Driving Institute. - Training programme for roadside assistance technicians. The two trademarks are: - ET Driving Institute logo. - Logo of the CNG Vehicle Conversion Centre.



Tireless efforts to enhance the safety system

Emirates Transport paid the utmost importance to the improvement of its safety system. The senior management has shown a complete commitment to the continuous development of this system in cooperation with ET's strategic partners, and urged all employees to the same by continuously updating and enhancing work policies, relevant applicable legislations and regulations, adopting the best technologies, as well as various awareness and guidance programmes that were extended to include the general public, partners and customers in both public and private sectors to ensure enhancing safety standards to protect all those concerned whether internal or external.

2017 witnessed qualitative efforts in the systems governing occupational health and safety and road safety, as all managerial functions and organizational units worked together in harmony to implement and achieve objectives in this regard, some of which are summarized as follows:

Executive Committee for Auditing Safety Procedures in School Transport and Business Centres:

Following the success achieved by the Committee during its first three years of formation, it continued its work by making recommendations for continuous improvement to these procedures, as well as to continue to develop and update procedures that will contribute in increasing safety levels in Emirates Transport and the services it provides. The number of recommendations from these meetings totalled 73. The percentage of closures on these recommendations reached 100% before the end of the year. The areas of recommendations varied and included some policies such as selection and recruitment policy for a number of work categories, control and measurement, development of procedures and manuals, training and awareness, operational control, emergency readiness procedures and other fields.

The committee paid its utmost attention to the school transport service, to implement the Corporation's vision in providing a



transport service at the highest safety standards. The committee recommended the development of the processes regarding auditing and inspecting the operating procedures for the service, as well as the inspection procedures on the bus fleet to be audited and inspected twice a year; once before the start of the school year for familiarity with the preparations for the start of the year, and the second time upon the beginning of the second semester. The number of visits conducted reached 70 visits including ET's nine school transport branches, affiliate business centres and auto service centres which provide maintenance services for the fleet. The percentage of closures on these recommendations reached 100% before the end of the year. In addition, the Committee performed a number of other roles, including:

- Monitoring the processes and results of the Integrated Management System audit (Quality System, Occupational Health and Safety and Road Safety) and other specifications applied at Emirates Transport. The number of visits reached 60 visits to various organizational units in the Corporation. The percentage of closures in these remarks reached 94% by the end of the year.

- Continues monitoring of incidents occurring at Emirates Transport sites during the performance of services, and following up the implementation of recommendations in place to avoid the recurrence of these incidents and eliminating the obstacles that impede the implementation of some, such

as the development of some work procedures and the coordination with the concerned official bodies regarding the Corporation's activities, and the sanctioning of the necessary budgets.

Follow-up the inspection results for the safety procedures in the auto services workshops. Number of visits conducted during 2017 were 70.

- Follow-up the inspection and audit results for the contractors working on Emirates Transport locations. 25 visits were conducted, during which 364 remarks were recorded, and the closure rate of these observations was 92% by the end of the year.

- The committee also adopted a number of initiatives to improve the levels of occupational health and safety standards and to protect the employees at ET. The initiative to develop safety areas, was the most important (including work procedures, machines and equipment) to protect workers at auto technical services centres in ET.

2- The Technical Committees specialized in fleet management: in particular the technical committee to follow up the development of Emirates Transport fleet and the technical committee to follow up the development on the school transport fleet.

3- Launching of the smart Project "Hafilaty" to enhance students' safety: last year witnessed the launch of the project in cooperation with the Department of Education and



Knowledge (Adek) in Abu Dhabi, to enable parents to track their children's daily journey on their way to and from Abu Dhabi schools via providing a smart application with high features and high-quality technologies that enable parents to know where the student has boarded or disembarked and where his/her exact location by informing them with alerts and notifications via phones and smart devices after downloading the project application. New equipment and technologies were used in the project, such as GPS System for locating buses, using NFC technology on students' cards and smart phone applications for various categories of beneficiaries such as parents, traffic coordinators, drivers, female supervisors and station managers. The project was simultaneously launched with 'Hafilaty' project for downloading on smart devices and tablets. 100,000 students benefited from the project from all educational levels in Abu Dhabi, Al Ain and Al Dhafra.

4- Smart Safety System for Students on Buses: the work continued according to the interim objectives set for the system, which was launched in cooperation with the two strategic partners: The Ministry of Education and Adek.



5- Updating of methodologies, procedures and policies: at the IMIS level, work has continued on updating this system and ensuring it conforms to the latest applicable standards, as it will be described later. A number of relevant manuals have also been published, such as the Integrated Management System Manual, the Stress Management Manual for drivers, a guideline to the workers in auto workshop and the updating of the description and classification of the 10 major risks.

6- Organizing the activities of the sixth session of the "Month of Occupational Health and Safety": the campaign was held under the slogan "Let safety lead you" and covered all the Corporation's branches and locations throughout the country. The event was participated in and supported by a large number of partners in the government and private sector. It included several health and awareness lectures, organizing medical examinations for employees, sessions to promote and enhance the safety culture such as "Tyre Safety" campaign, a campaign on traffic safety and preventive driving conducted at ET Driving Institute, practical training and mock evacuation drills for buses and buildings, workshops on first aid skills, preventive firefighting skills, blood donation campaigns, internal and external contests. In addition to the distribution of a number of publications and awareness leaflets, dissemination of daily advice and guidance through ET's various communication channels. The event concluded



ed by honouring the partners and distinguished participants from the branches and other employees.

7- Organizing the 19th session of Emirates Transport Awards for Traffic Safety and Education under the slogan “Our Students; Our Responsibility”: 60 winners were honoured in the five categories of the award including public and private schools, students, parents and others.

8- Awareness and guidance publications: in 2017, more than 185,000 guidelines publications were distributed to students in public and private schools. The 17th edition of “Salamty” the awareness magazine for children and school students was distributed as well as awareness publications regarding the work environment and an awareness leaflet on safety and health risk assessment, and the guidelines leaflet for safe driving in Ramadan.

9- Awareness transport safety programmes for students: continuous awareness programmes were conducted for various sectors of the school community (students, parents, school administrations) with more than 150 awareness lectures, including 62 lectures for kindergarten, and the contin-

uous support provided to schools for the “Golden Rule” in a number of regions in the state.

10- Cooperation with senior partners and participation in activities related to the promotion of safety concepts locally and regionally: participation in the Gulf Traffic Week 2017 under the slogan “Your life is Our Responsibility”, the sponsorship of the “Safety Operetta” organized by Abu Dhabi Education and Knowledge Division, participation in the week of health and safety for Dubai Electricity and Water Authority (DEWA) through awareness workshops for the Authority’s drivers and technicians, as well as contributing in the awareness campaigns organized by the Corporation or its partners during the month of Ramadan on stress and safe driving.

11- Enhancing the training programmes on safety principles: the Corporation was able to hold 14 training programmes on the professional safety of technicians, in addition to the qualitative training programmes conducted by Emirates Transport Driving Centre through Emirates Transport Training Centre and Emirates Transport Driving Institute, whereas more than



The sixth session of the Month of Occupational Health and Safety, under the slogan: “Let safety lead you”

33,000

participations of employees of the Corporation and members of the community

110

Health awareness and educational guidance activities

30

Supporting governmental and private entities

20,000 drivers, and about 10,000 male and female transport and safety supervisors were trained, and will be detailed later in section IV of this report.

All these efforts led to a marked 10% reduction in the overall number of recorded traffic accidents in 2017, compared to the previous year. In recognition of these efforts and achievements, ET was able to win the award for best innovation campaign in traffic safety in the public sector category during the events of the Middle East Forum for Roads and Bridges 2017 organized by the Ministry of Infrastructure Development, as well as bagging the prize for the “safety of mobility” category at the Dubai Award for Sustainable Transport (DAST) at its ninth session, organized by the Roads and Transport Authority (RTA) in Dubai, for the Roadside Assistance project.

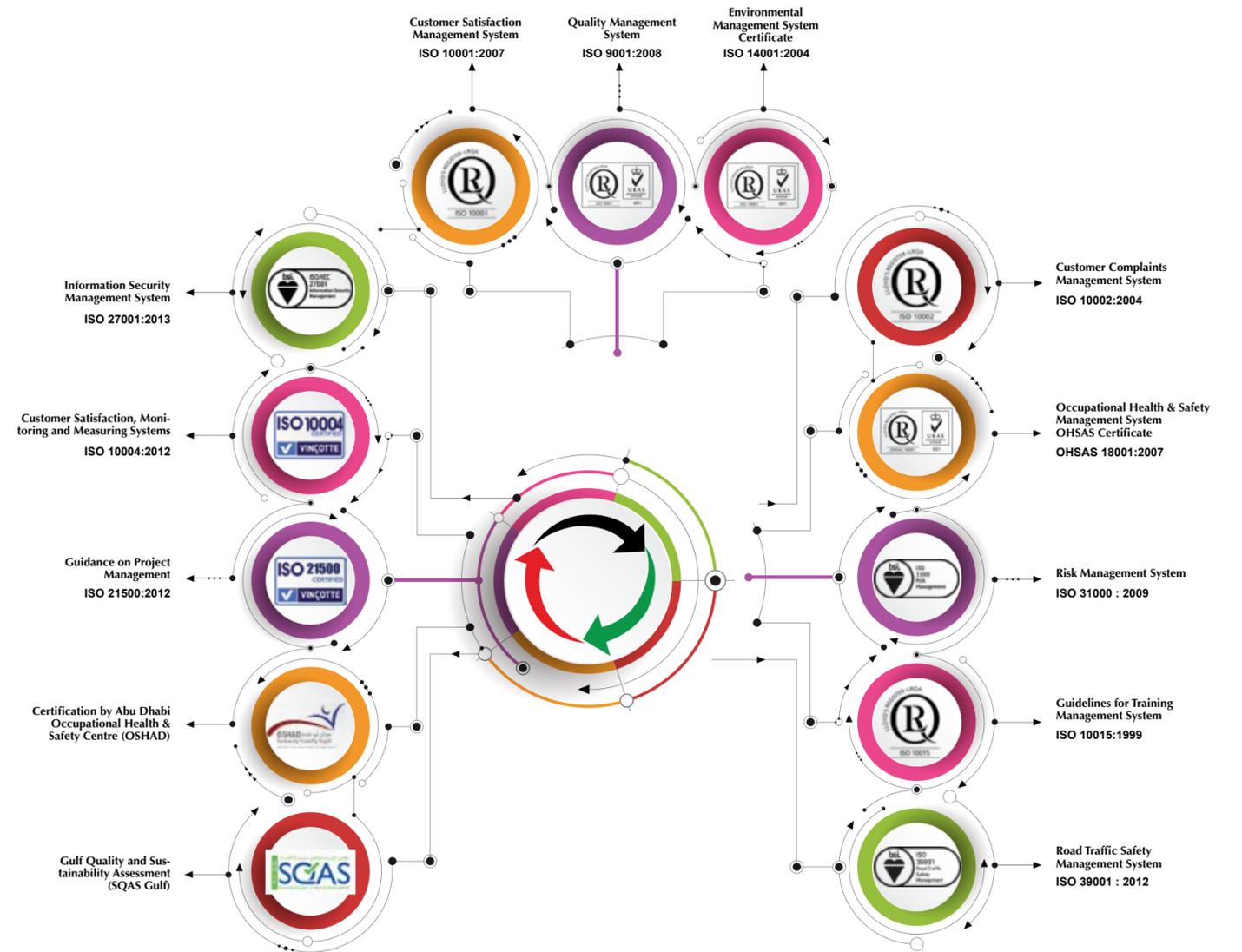
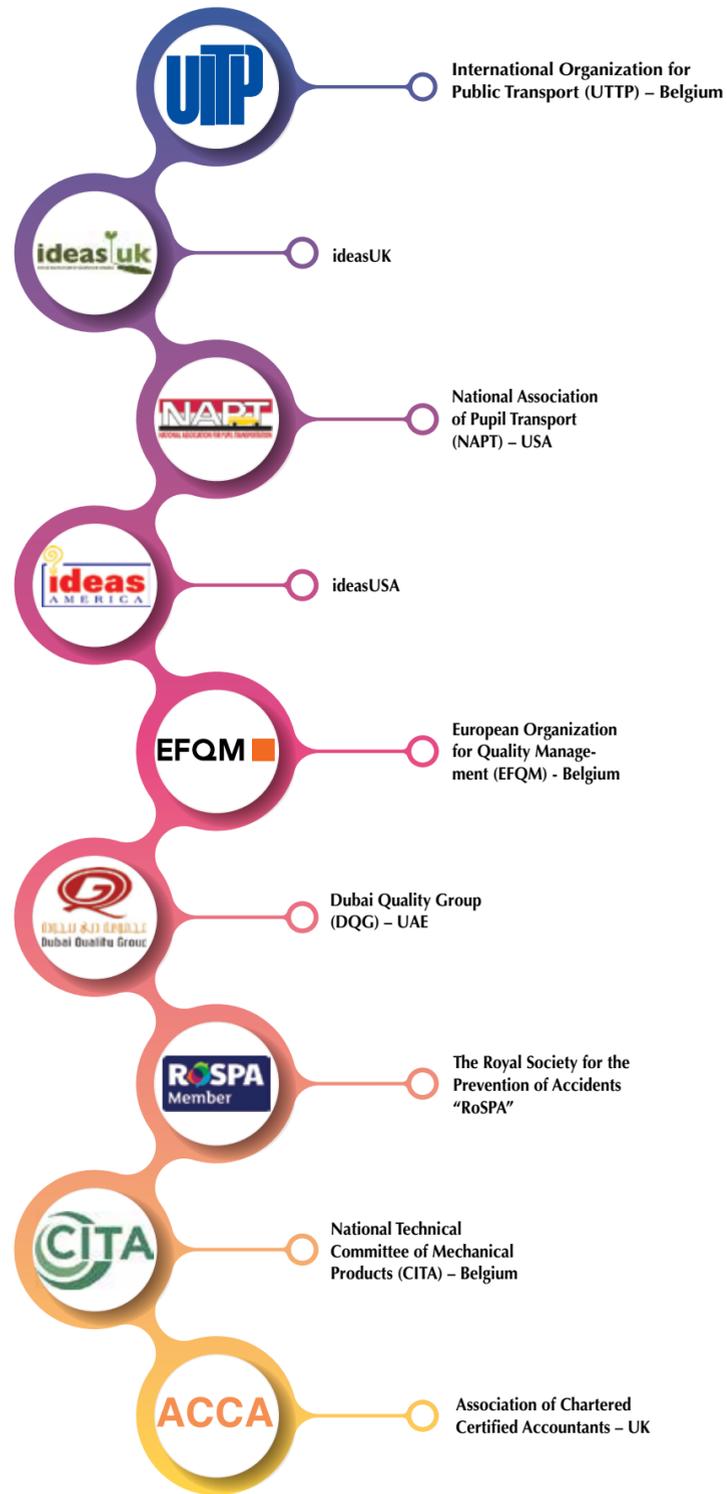
Emirates Transport Awards for Traffic Safety and Education

Details	Session 17 2015 - 2014	Session 18 2016 - 2015	Session 19 2017 - 2016
Government School	23	31	24
Private School	4	9	3
School Projects	27	30	11
Outstanding Student Projects	933	1,140	1,141
Ideal Safety Family	10	21	16
Total	1,003	1,231	1,195

Strengthening membership with international and local institutions

Emirates Transport has maintained its distinguished presence at the local, regional and international levels, and has strengthened its partnerships through its membership in a number of the most important concerned organizations, associations and committees in the fields of work of the Corporation.

- National Association of Pupil Transport (NAPT) – USA.
- International Organization for Public Transport (UTTP) – Belgium.
- National Technical Committee of Mechanical Products (CITA) – Belgium.
- The Royal Society for the Prevention of Accidents “RoSPA”.
- The National Technical Committee for Mechanical Specification Sector.
- Dubai Quality Group (DQG) – UAE.
- Association of Chartered Certified Accountants – UK.
- European Organization for Quality Management (EFQM) - Belgium.
- ideasUK.
- ideasUSA.
- ideasUK.
- ideasUSA.



Development of IMS

Emirates Transport strives to achieve the highest standards in quality, excellence and safety while providing its services. It continuously seeks to develop its Integrated Management System (IMS) as one of the main pillars in international standards, and to prop it with more quality certificates to be in line with the latest international trends in the field. This was translated in 2017 through publication of a new version of its Integrated Management System Manual, and focusing on the renewal of a number of relevant certificates, in particular the Road

Traffic Safety Management System (ISO 39001: 2012), the renewal of the Risk Management System (ISO 31000:2009), in addition to the general framework of Abu Dhabi Occupational Health and Safety Centre (OSHAD-SF) system, as well as conducting external audits and periodic follow-up to ensure the validity of the remaining ISO certificates for the Integrated Management System and its certification by a number of leading specialized companies in this field, which included most of the organizational units in the Corporation.

Enriching internal and external communication channels

The Corporation continued to enhance its presence through internal and external communication channels as it has a great role in conveying its message, and a wide impact on its various activities, especially in the recent period, which witnessed a steady spread in the means of social media and its influence has increased to reach most governmental and private institutions.

In this context, the Corporation established its presence on social networking platforms in 2017, as well as its continued presence in the traditional media, including internal channels of communication with employees, with the aim of:

Enhancing social continuity through comprehensive, integrated and diverse communication.

Enhancing the role of societal media to highlight the values of the Corporation.

Enhancing social media among employees.

Strengthen the relationship framework with partners.

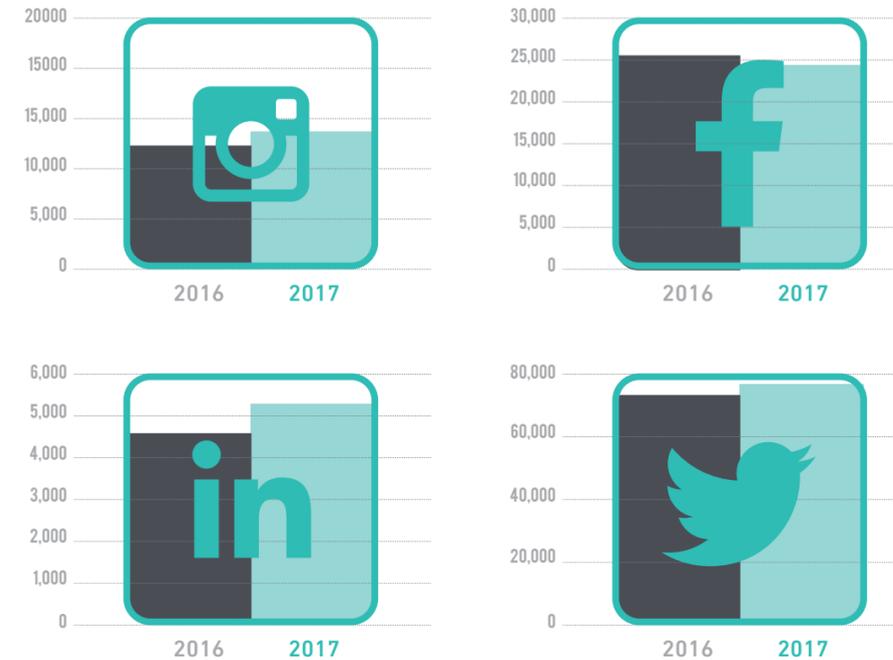
Continuous development of the Government's Strategic Media Plan.

The Corporation paid special attention to the implementation of a number of qualitative advertising and marketing campaigns to promote the brand and to consolidate its positive image in the minds of the public, especially the partners and customers, and to promote the services of the Corporation. This included the implementation of 5 marketing campaigns and the issuance of 3 marketing brochures for the services of a number of units: "Structural Repair Unit, Roadside Assistance Unit and Etihad Centre of Natural Gas Vehicle Conversion (CNG)", production of 7 marketing films, 3 e-mail marketing campaigns, 6 SMS marketing campaigns, in addition to campaigns via social media.

In this context, the Corporation participated in 11 exhibitions and conferences at the international and local levels. It also implemented more than 23 initiatives and events in the field of community service during 2017 and provided more than 2.5 million dirhams in the form of material support and in-kind patronage, which benefited 22 government and competent entities, it will be further detailed in sections III and V of this report.

124,315 followers on social media channels

Details	2017
Number of publications, press and news reports	268
Number of newsletters (distributed via e-mail to employees)	245
Number of TV & radio interviews and reports	26
Number of Tweets	733
Number of Instagram posts	773
Number of Facebook posts	533
Number of short text messages (SMS)	8
Total number of SMS sent	4,443,139
Number of SMS recipients	145,850
Number of visitors to ET's website	125,631
Number of new followers on ET's social media channels	3,087
Total number of followers on ET's social media channels	124,315



2.6%
Annual rate of increase in the number of followers

As a result of this activity, the number of the ET's account followers on social media increased by 3,087 new subscribers by the end of 2017.

The final number of the Corporation's account followers on

these platforms was 124,315 on various sites, which reflect the Corporation success in achieving its objectives in this field and its ability to attract more followers on these platforms.

Number of followers on ET's professional social media channels	2016	2017
Twitter	77,238	79,900
Facebook	25,667	24,715
Instagram	13,724	14,400
LinkedIn	4,599	5,300
Total	121,228	124,315



Winners' Podiums

Yet again, Emirates Transport graced the winner's podiums after winning nine local, regional and international awards in 2017 as a result of its efforts to implement innovative and pioneering practices locally and internationally in its fields of work. The nine awards won by the Corporation were: the best innovation campaign in traffic safety in the public sector during the events of the Middle East Forum for Roads and Bridges 2017, the Dubai Award for Sustainable Transport (DAST) for

the "safety of mobility" as well as winning two categories in the Arab Social Responsibility Award and the Arab Eagle Award, and winning the innovation category in the voluntary and humanitarian work at ideasUAE Awards, winning the best community practices category at the Business Excellence Award, and winning in two categories in the BIZZ Prize for Business Excellence – "Successful Business Leader" and the "Distinguished Corporation".



Middle East Forum for Roads and Bridges Award - 2017



The Roadside Assistance project for Emirates Transport won the award associated with the 2017 Middle East Roads and Bridges Forum, organized by the Ministry of Infrastructure Development, in the category of the best innovation campaign in traffic safety in the public sector.



Dubai Award for Sustainable Transport



ET won the Road Safety Award for the category of "Safety of Mobility" as part of the categories of the Dubai Award for Sustainable Transport at its 9th session, organized by the Roads and Transport Authority (RTA). This is the ninth consecutive win for ET.



Rakez Award for Business Excellence 2017



This prize is awarded by Ras Al Khaimah Government through Ras Al Khaimah Economic Authority (RAKAZ) and the Department of Economic Development in Ras Al Khaimah

Whereas the Corporation won the award at its 4th session, within the category of “Best Practices of Social Responsibility”.



Arab Eagle Award



“Tatweej” Excellence Academy for awards in the Arab Region and the Arab Organization for Social Responsibility, at its 3rd edition, honoured H.E. Mohammed Abdullah Al-Jarman, GM of Emirates Transport, among 15 Prominent Arab Figures who won the “Arab Eagle Award” in Public Administration for 2017 in support of their outstanding efforts and in appreciation for their creative initiatives and achievements which made a difference in the lives of individuals at the level of Corporations or governments.



UAE Ideas Award



Emirates Transport won the Innovation Award in voluntary and humanitarian work during the UAE Ideas Award and Conference in its 6th edition for “Support a colleague” and the “Umrah for Employees” programmes organized by the Corporation for its employees



Business Excellence Award (The BIZZ)



Emirates Transport won the BIZZ Business Excellence Award for 2017 for the “Successful Business Leader” and the “Distinguished Corporation”. One of the world’s most prestigious business awards awarded by the World Business Federation, Houston, USA. Mohammed Abdullah Al-Jarman, GM of Emirates Transport, received the award certificates from Hanan Saqer, Executive Director of the Corporate Services Division.



Arabia CSR Award



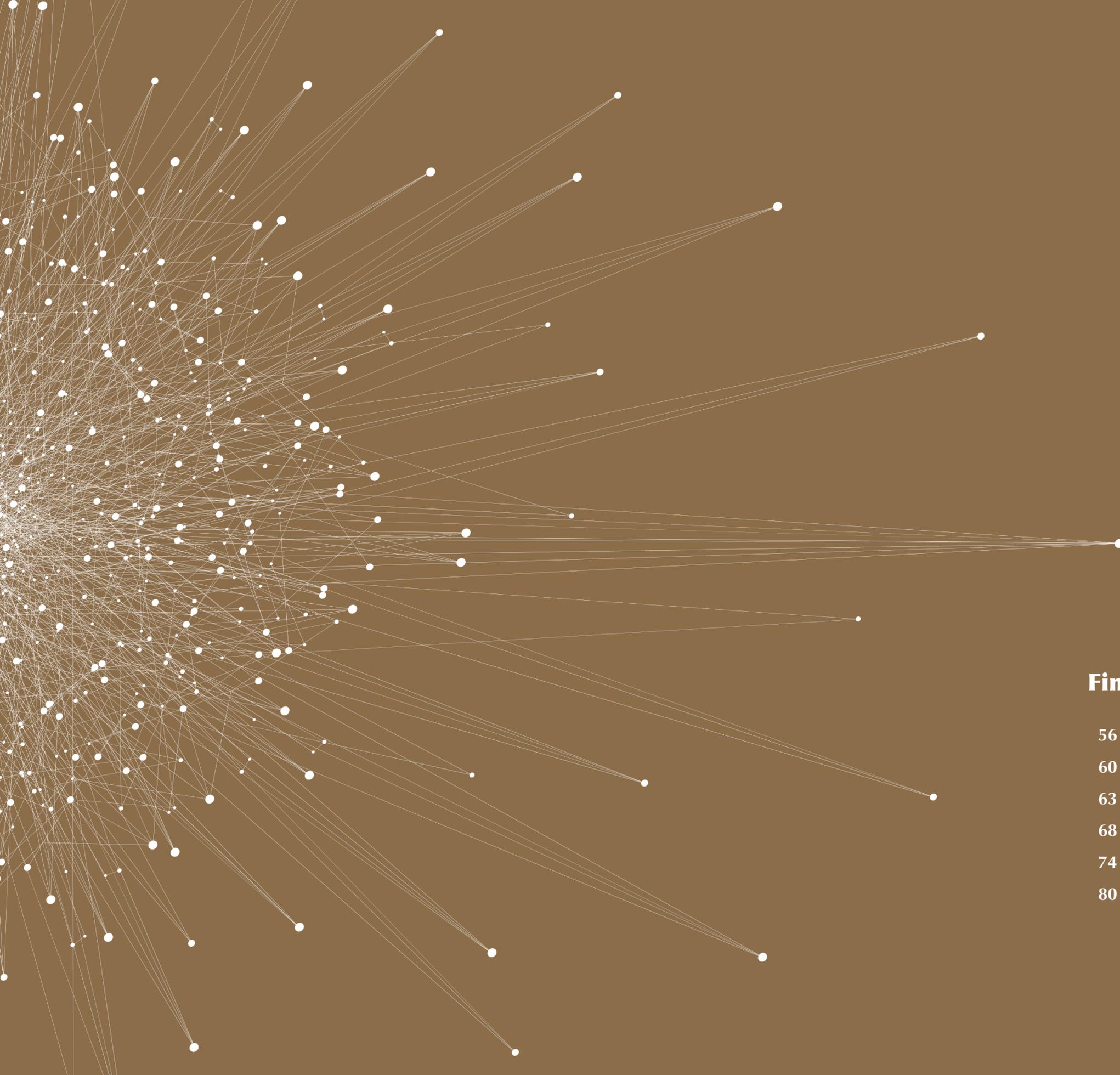
Emirates Transport won two categories in the 10th edition of the Arabia CSR Award, the first prize in the category of joint ventures and cooperation for the project of converting vehicles to work with natural gas and the first runner-up in the public sector in appreciation of its efforts and its distinguished innovative achievements in the area of social responsibility and sustainability at the local and Arab levels. This is the fourth consecutive win for ET.



Dubai Chamber CSR Label

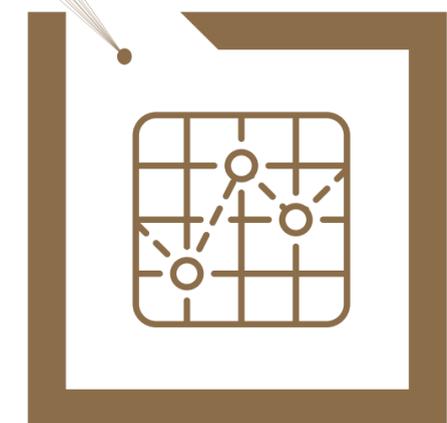


Emirates Transport obtains Dubai Chamber CSR Label for the sixth consecutive year. This win is based on the considerable contribution made by the Corporation towards the community, as well as practices of corporate social responsibility towards employees and the environment.

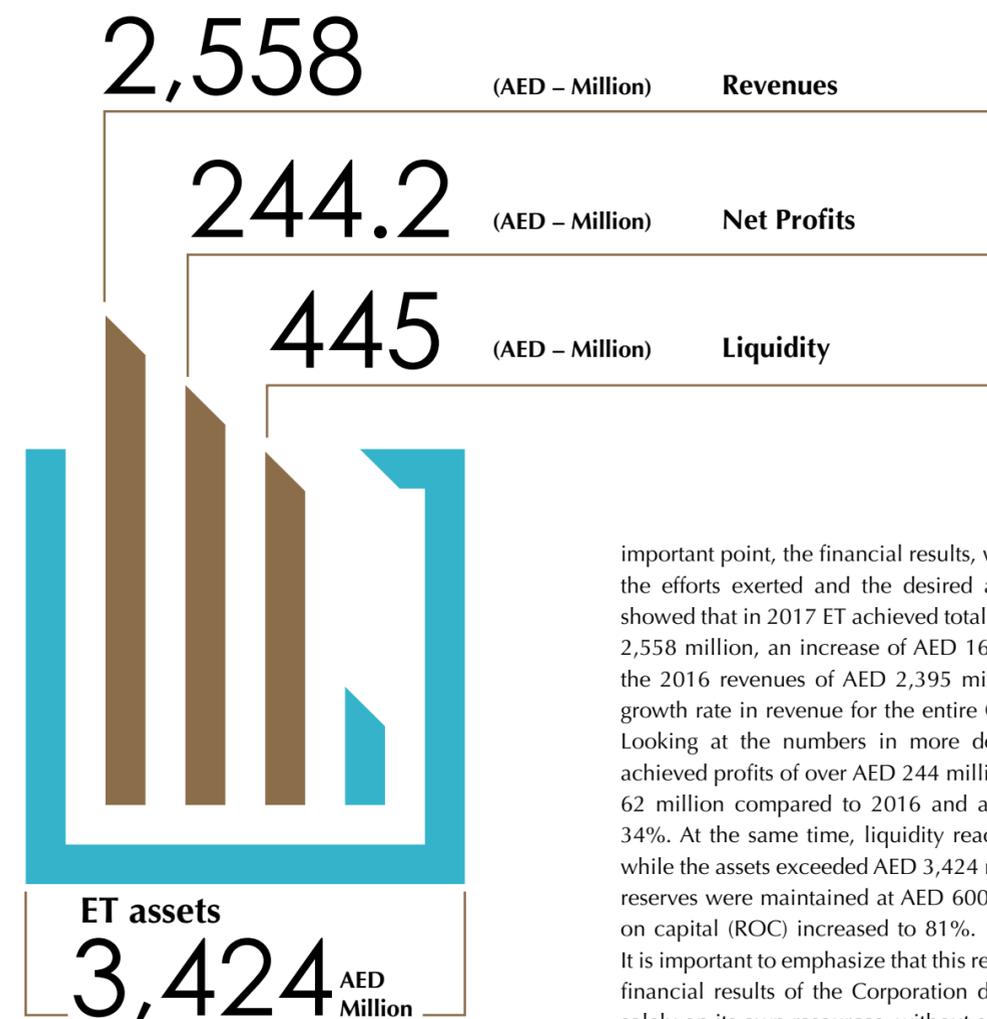


Financial and Investment Performance

- 56 Financial Performance... Hitting the Targets
- 60 Business Centres.... Continuous Successes
- 63 School Transport
- 68 Transport and Leasing
- 74 Auto Services
- 80 Logistics Services



Financial Performance: Hitting the Targets



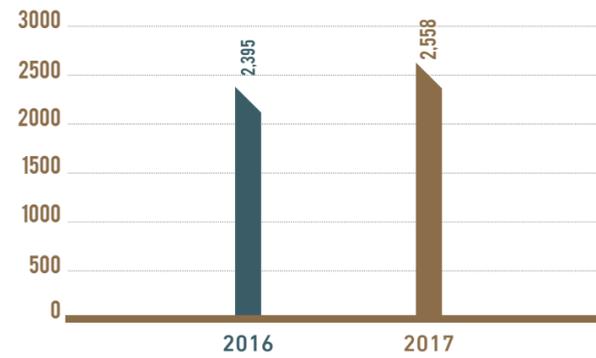
important point, the financial results, which were in line with the efforts exerted and the desired aspirations. The results showed that in 2017 ET achieved total revenues of about AED 2,558 million, an increase of AED 163 million compared to the 2016 revenues of AED 2,395 million. Thus, the annual growth rate in revenue for the entire Corporation was 6.8%. Looking at the numbers in more details, the Corporation achieved profits of over AED 244 million, an increase of AED 62 million compared to 2016 and a growth rate of nearly 34%. At the same time, liquidity reached AED 445 million, while the assets exceeded AED 3,424 million. The capital and reserves were maintained at AED 600 million and the return on capital (ROC) increased to 81%.

It is important to emphasize that this remarkable growth in the financial results of the Corporation during 2017 was based solely on its own resources, without any government support or assistance from any other party. This growth was achieved because of the advanced investment approach adopted by the Corporation, the deliberate investment initiatives and the constant balanced growth in services, as well as the rationalization of spending and the adoption of sound policies in this regard. The growth can also be attributed to the accumulated expertise of the Corporation, and its growing focus on the aspects of creativity and innovation and its commitment to the values of governance, transparency, professionalism and quality.

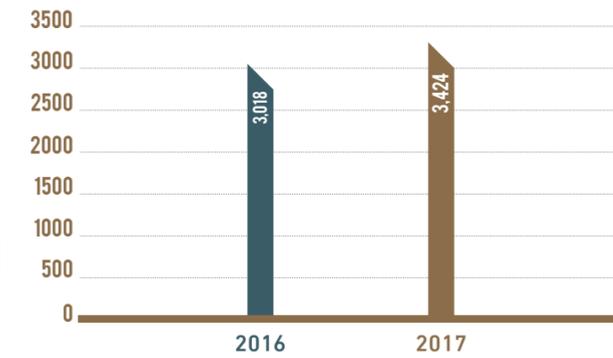
The table below presents the most prominent financial results achieved in 2017 compared to the last two years:

At the beginning of 2017, the Corporation made a commitment to make it a distinguished year in terms of results and achievements, especially on revenues and growth rates. It chose “Year of Excelling” to be the title for its performance during this exceptional year, which comes after the “Year of Challenge” and called upon amassing all human and financial resources to achieve the operational and financial objectives, and to achieve its aspiration as per its strategic plans. Days and months passed quickly and here we are at the most

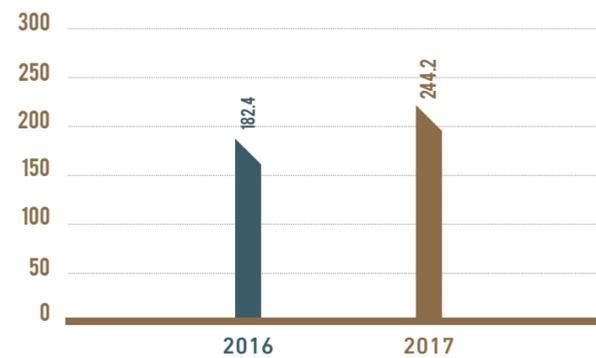
Details	2016	2017
Revenues (AED – Million)	2,395	2,558



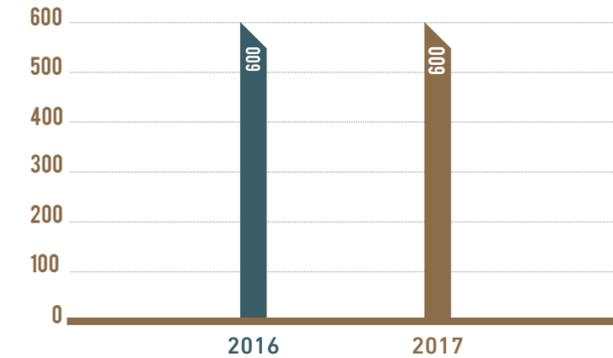
Details	2016	2017
Total Assets (AED – Million)	3,018	3,424



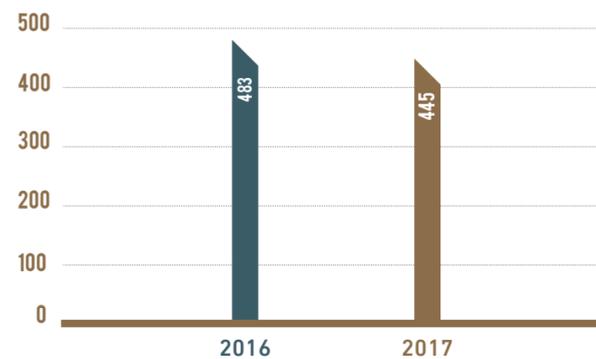
Details	2016	2017
Net Profits (AED – Million)	182.4	244.2



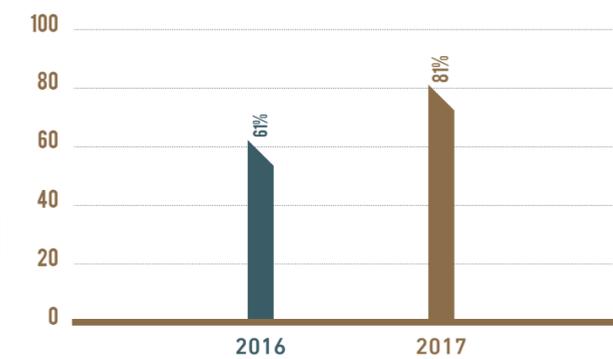
Details	2016	2017
Capital & Reserves (AED – Million)	600	600



Details	2016	2017
Liquidity (AED – Million)	483	445



Details	2016	2017
Return on Capital, ROC (AED – Million)	61%	81%





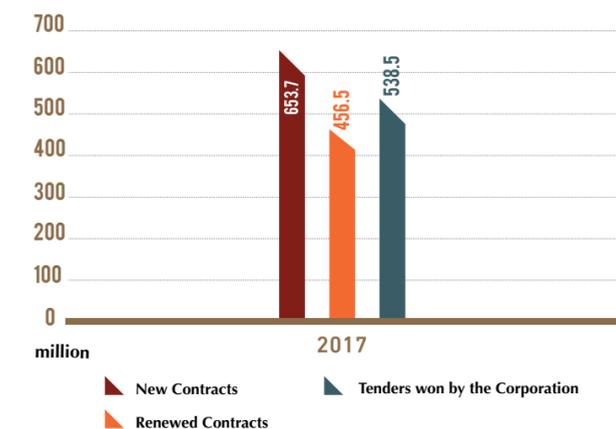
Business Centres: Continuous Successes

The Corporation's subsidiary business centres continued on their success path during 2017 maintaining the same pace as in recent years with 143 new and renewed contracts (excluding daily contracts), 95 of those were new contracts with a total value of AED 654 million. ET also won 32 tenders valued at AED 539 million.

The business growth achieved was reflected on more than one level and has necessitated parallel growth in the Corporation's fleet, facilities, infrastructure and human resources to meet the requirements of the expansion, keep customers' confidence and to maintain performance at the desired levels.

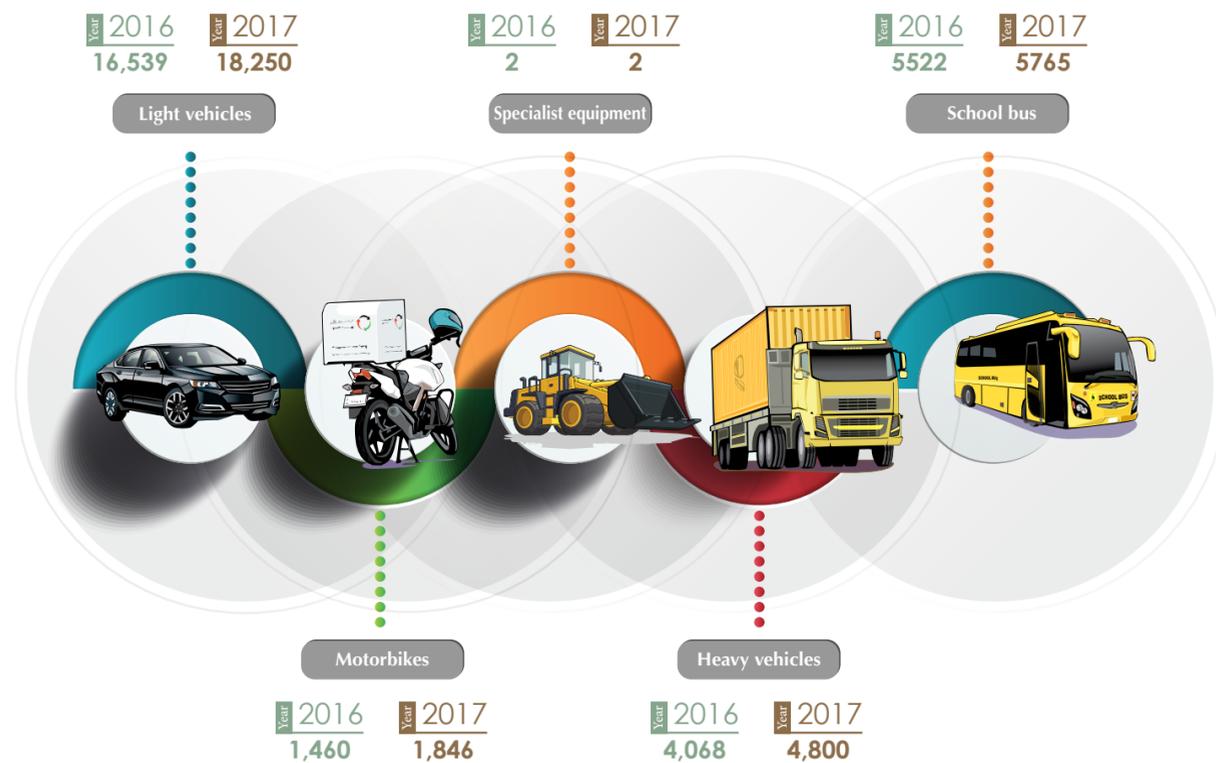
The fleet expanded both quantitatively and qualitatively, with the total standing at 24,898 various vehicles by the end of the year, an increase of 12.8% compared to 2016. This impressive increase in the various fleet categories of heavy and light vehicles and motorcycles was uniformly distributed. Last year also witnessed the trial operation of an electric school bus, the first of its kind on the regional level, a move which has been widely welcomed as a qualitative step in tune with the State's orientations and rational policies and as an important indicator of the Corporation's future green directions, and the prioritization of environmental considerations, as well as striving for leadership and adoption of the latest technologies applied globally.

Details	No. during 2017	Total Value (AED - Million)
New Contracts	95	653.7
Renewed Contracts	48	456.5
Tenders won by the Corporation	32	538.5



Type of Vehicles	2016	2017
Heavy vehicles	4,068	4,800
Light vehicles	16,539	18,250
Motorbikes	1,460	1,846
Specialist equipment	2	2
Total	22,069	24,898

24,898 Total number of vehicles



With regard to infrastructure, the Corporation completed 11 different construction projects during last year to develop its sites and working facilities in several branches and subsidiary business centres. These projects included the construction of new buildings and the expansion and development works to existing sites, with a total cost of 100 million dirhams. These projects are part of the company's ongoing expansion plans, which aim at enhancing the services provided, satisfying the growing needs of its customers, develop performance and to improve the efficiency of operational procedures in existing locations in tune with the continuous development vision adopted by Emirates Transport.

The projects were implemented as per the requirements of the divisions, departments and business centres and according to the current needs and expected future growth rates. The highest engineering specifications were maintained during

the design and implementation of these projects, as well as the application of best international practices in the field of green buildings and sustainability requirements to enhance the efficiency and durability of the buildings according to the vision and directions of the Corporation.

The implemented projects included the expansion and development of Mussafah 3 Station and the Auto Testing Centre Mussafah 2 in Abu Dhabi, as well as Jalila Station in Ras Al Khaimah, Umm Al Quwain Station, Mazid Station and the Auto Inspection Centre in Al Ain, Al Shahama Station in Abu Dhabi, the expansion and development of the East Coast Branch in Fujairah, the Central Region Branch in Al Dhaid - Sharjah, Emirates Transport Zhafra Branch in Zayed City - Abu Dhabi, the construction of a new building in Hatta - Dubai, and the construction of a parking field in Al Qusaidat 2, Ras Al Khaimah.



School Transport

1,042 AED - Million revenues

The Corporation continued with its main services in school transport, which is still at the forefront of the Corporation's interests and biggest revenue provider. The revenues of this sector grew by 1.8% compared to 2016 and represented 40.7% of the total revenues of the Corporation.

The results of the three subsidiary business centres of the School Transport Division, which provide government schools transport, private schools transport, as well as schools services (supervision on school buses, cafeteria services assistance etc.), varied in terms of annual revenues and growth rates. The highest rates of revenues in the division came from the Government Schools Transport Centre which alone attracted 62% of the entire revenues. The Centre for School Services came second with 30.8% of the revenues, and the Private School Transport Centre generated the rest. As for the revenues growth rates, the Private Schools Transport Centre fronted these centres with an annual growth rate of 22.4%, supported by 16 new contracts signed during the past year and 23.3% annual growth in business volume, thus, continuing the qualitative leaps witnessed by the centre since its establishment. The Government Schools Transport Centre registered a growth rate of 3.4%.

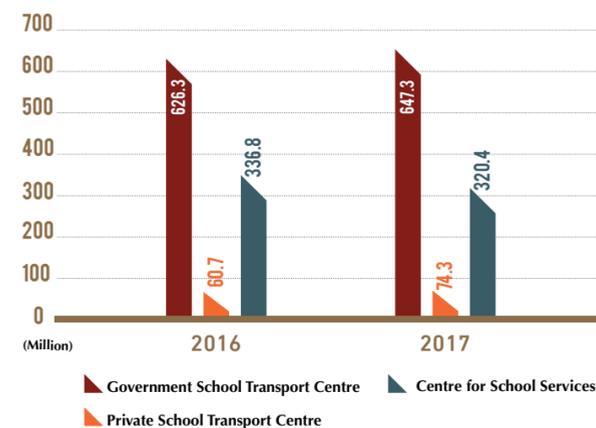
In terms of operations and quality achievements in this sec-

tor, last year witnessed the launch of the online payment portal for the School Transport Centre through its new website for the parents and school administrations to facilitate online payment services (<http://psbc.ettsc.cloud.com/>), in collaboration with Emirates Transport Technology Solutions (ETTS), hence reflecting the Corporation's approach and continuous efforts to keep pace with technology transformation and smart government applications according to deliberate plans that take into consideration the highest efficiency and effectiveness at work.

Work continued with strategic partners, particularly the Department of Education and Knowledge (Adec), to enhance safety standards, provide the best means of safe transport and improve services by launching the smart project (Hafilyt), which enabled parents to track their children's daily journeys to and from school.

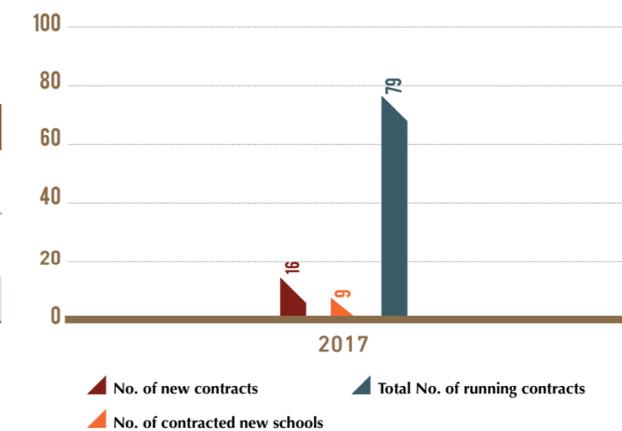
The Centre for School Services succeeded in expanding its activities and fulfilling the needs of its customers. The number of the Centre's bus supervisors increased to 5,877, while the number of assistants working in the School Cafeterias project reached 954, out of which 840 are Emiratis. The Centre also signed a new one-year revolving contract with Emirates National Schools to provide 170 school bus supervisors and school classroom assistants in Abu Dhabi.

Centre	Revenues 2016 (AED - Million)	Revenues 2017 (AED - Million)
Government School Transport Centre	626.3	647.3
Private School Transport Centre	60.7	74.3
Centre for School Services	336.8	320.4
Total	1,023.8	1,042



DETAILS	2016	2017
No. of public schools	665	645
No. of private schools	58	69
Total number of served schools	723	714
No. of school buses	5,522	5,765
No. of school bus drivers	5,336	5,641
No. of School bus supervisors	5,509	5,877
No. of students enrolled in government schools	279,354	287,372
No. of available seats	287,014	295,995
No. of transported students: public + private	236,637	242,805
Ratio of transported to those registered in the public sector	76%	74,40%
No. of daily school bus routes	6,608	6,889
Average number of training programmes per driver	10	10
No. of awareness sessions for students	742	646
No. of inspection field visits for buses	9,101	9,223
No. of customer care visits to schools	1,674	1,891
No. of covered kilometres	71,045,993	75,000,000

Private Schools Centre Contracts	During 2017
No. of new contracts	16
No. of contracted new schools	9
Total No. of running contracts	79



1.8%
Growth of Revenues

287,372
No. of students enrolled in government schools



No. of School bus supervisors

5,877



242,805

No. of transported students

646 No. of awareness sessions for students

No. of available seats

295,995



645

No. of public schools

1,891

No. of customer care visits to schools

69

No. of private schools



No. of school bus drivers

5,641

10

Average number of training programmes per driver

9 Branches

No. of daily school bus routes

6,889

No. of covered kilometres

75,000,000



No. of school buses
5,765

SCHOOL BUS

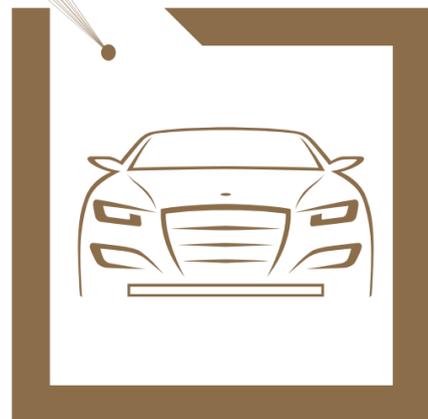
مواصلات الإمارات
Emirates Transport

SCHOOL BUS

9,223

No. of inspection field visits





Transport and Leasing



The Transport and Leasing Division represents a vast volume of the business activities and operations in the Corporation with nine services provided to its customers. The division accounts for two-thirds of the Corporation's fleet of vehicles, while its revenues last year accounted for 36.6% of the Corporation's total revenues, with an estimated AED 936.4 million. The division provided services to 825 clients during 2017, as the Centre concluded 708 new and renewed contracts, which employed 7,235 drivers, auto technicians and administrators using the division's huge fleet totalling 15,568 vehicles. In terms of performance by the division's subsidiary centres, Abu Dhabi Transport and Leasing Centre maintained its leading position with revenue of about AED 325 million, thanks largely to the signing of 154 new and renewed contracts. The Government Transport Centre came second, achieving an in-

come of estimated AED 248 million, with an annual revenue growth rate by achieving 11%.

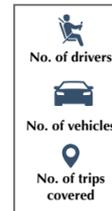
The Emirates Centre for Transport and Leasing followed in third position with revenues of approximately 231 million, a qualitative growth in its revenues of 13%, compared to 2016, as the Centre concluded 115 new and renewed contracts. The Centre was honoured by the Emirates Airline Group which provided the Star Certificate to the Corporation for the quality of services provided by the Centre, and the success of its human resources in achieving maximum safety standards during the transfer of the group's employees and staff.

The Emirates Cars Centre came forth with revenues of AED 110 million but achieved a remarkable growth in annual revenues of nearly 24%, after successfully signing 370 contracts.



936.4 AED million total revenues

Centre	Details	2016	2017
Abu Dhabi Centre for Transport & Leasing	Revenue (AED - Million)	334.3	324.64
	No. of Buses & Vehicles	4,613	4,850
	No. of Drivers	2,200	2,228
Emirates Centre for Transport & Leasing	Revenue (AED - Million)	203.6	230.75
	No. of Buses & Vehicles	6,850	5,141
	No. of Drivers	2,100	1,800
Government Transport Centre	Revenue (AED - Million)	223.20	247.87
	No. of Buses & Vehicles	3,273	4,317
	No. of Drivers	1,872	2,017
Emirates Cars Centre	Revenue (AED - Million)	89.3	110.33
	No. of Buses & Vehicles	918	1,706
	No. of Drivers	572	472
RAK Transport and Leasing Centre	Revenue (AED - Million)	15.4	15.7
	No. of Buses & Vehicles	179	198
	No. of Drivers	108	112
East Coast Centre for Transport and Leasing	Revenue (AED - Million)	14.3	12.5
	No. of Buses & Vehicles	223	209
	No. of Drivers	79	70



2017
320
222
555,797



2017
491
400
478,180

On October 2017, the first phase of “Emirates Transport Taxi” was launched in the cities of Abu Dhabi, Al Zhafra and Al Ain, representing another qualitative step to the Division’s activities. This is in line with ET strategic plans to diversify services provided to its clients. Thus, “Emirates Transport Taxi” has become the latest operator of passenger taxi services in the emirate and shortly its fleet increased from 200 to 400 by the end of the year, enabling it to complete nearly half a million trips in just a few months. At the same time, ET’s Airport Taxi company continued its activities and provided services through 222 taxis and 320 drivers, and managing to complete 555,797 trips, of which 575

were for people with special needs and the elderly. In February last year, the Corporation launched its car rental office at Sharjah International Airport, a subsidiary of Emirates Cars Centre, which reflects the Corporation’s approach at providing direct services to individuals and institutions alike through the adoption of a number of innovative smart electronic means along with the traditional methods to ease car booking process for customers arriving at the airport. This is the second office for the Corporation benefiting 1,842 customers, after its first one in the Dubai Marina area. This is part of a long-term plan to open ten offices in addition to the two offices currently operating.

Data during 2017	No. of vehicles	No. of drivers	No. of trips covered
Emirates Taxi Company	400	491	478,180
Airport Taxi Company	222	320	555,797

230.75

AED - Million

Emirates Centre for Transport & Leasing

2017	2016
5,141	6,850
1,800	2,100

12.5

AED - Million

East Coast Centre for Transport and Leasing

2017	2016
209	223
70	79

15.7

AED - Million

RAK Transport and Leasing Centre

2017	2016
198	179
112	108

324.64

AED - Million

Abu Dhabi Centre for Transport & Leasing

2017	2016
4,850	4,613
2,228	2,200

247.87

AED - Million

Government Transport Centre

2017	2016
4,317	3,273
2,017	1,872

110.33

AED - Million

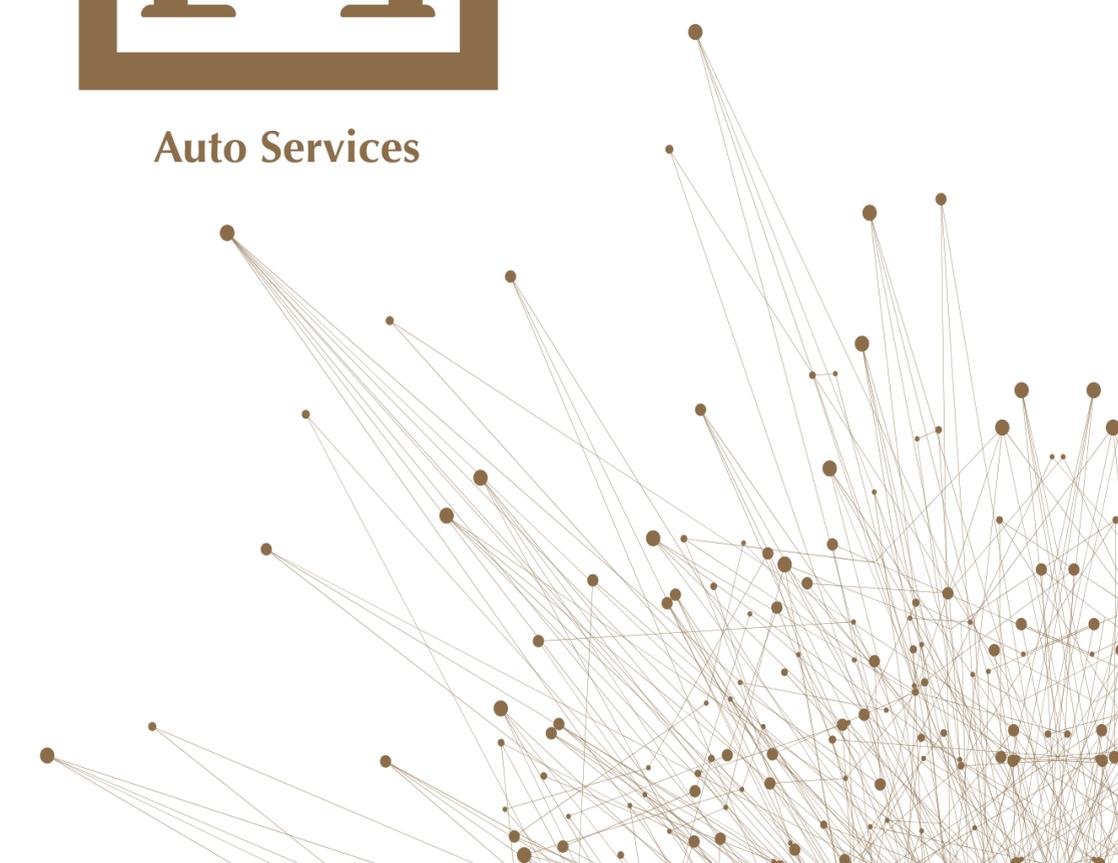
Emirates Cars Centre

2017	2016
1,706	918
472	572





Auto Services



The Auto Services Division witnessed another solid performance in its business and revenues during 2017; it has managed to reap more than 265.5 million dirhams, achieving an annual growth in revenues by 8.5%, compared to 2016. The division provided its services to 414,000 customers, of which 140,000 were for repair operations carried out by the Abu Dhabi Auto Services Centre, 20,000 repair operations carried out by the Emirates Auto Services Centre, and 237,000 auto inspections carried out by the Auto Inspection Centre.

In detail, the Abu Dhabi Auto Services Centre achieved about 95 million dirhams in revenues, representing an annual growth in revenues of 18%. This is thanks to the Centre's success in attracting 8 new contracts and providing services to customers through 11 of the ET's subsidiary stations and 20 stations based at clients' own premises. Meanwhile, revenues of the Emirates Centre for Auto Services increased by 3.9% to reach AED 58.7 million compared to 56.5 million in 2016. In turn, the Auto Inspection Centre marked a significant progress as its revenues grew to AED 21 million, representing a rate of 10.5% annual growth. The Etihad CNG Conversion Centre continued its duties by modifying 1,010 vehicles during 2017, as well as providing maintenance for 2,340 previously modified vehicles, while the total number of modified vehicles since the launch of the centre has reached 8,096 vehicles. The local and regional focus has continued on the investments and environmental achievements of the Centre, reflected in the success of the Corporation in attaining the joint first position, at the Arabia CSR Awards 2017. This was in the joint ventures and cooperation category for modifying of vehicles to work on CNG project.

For its part, Al Wataneya Auctions Centre continued its performance by organizing 45 used vehicle auctions via which 4,848 vehicles were sold at a value of about AED 112 million. These auctions were conducted through smart application, as well as through the official website for the Centre. These electronic platforms attracted more than 16,000 clients for the Centre.

As for the specialist auto services units, the Roadside Assistance Unit managed to double the number of services provided, compared to those in 2016, with 58,253 vehicles benefitting from the services. The Unit's fleet of vehicles saw

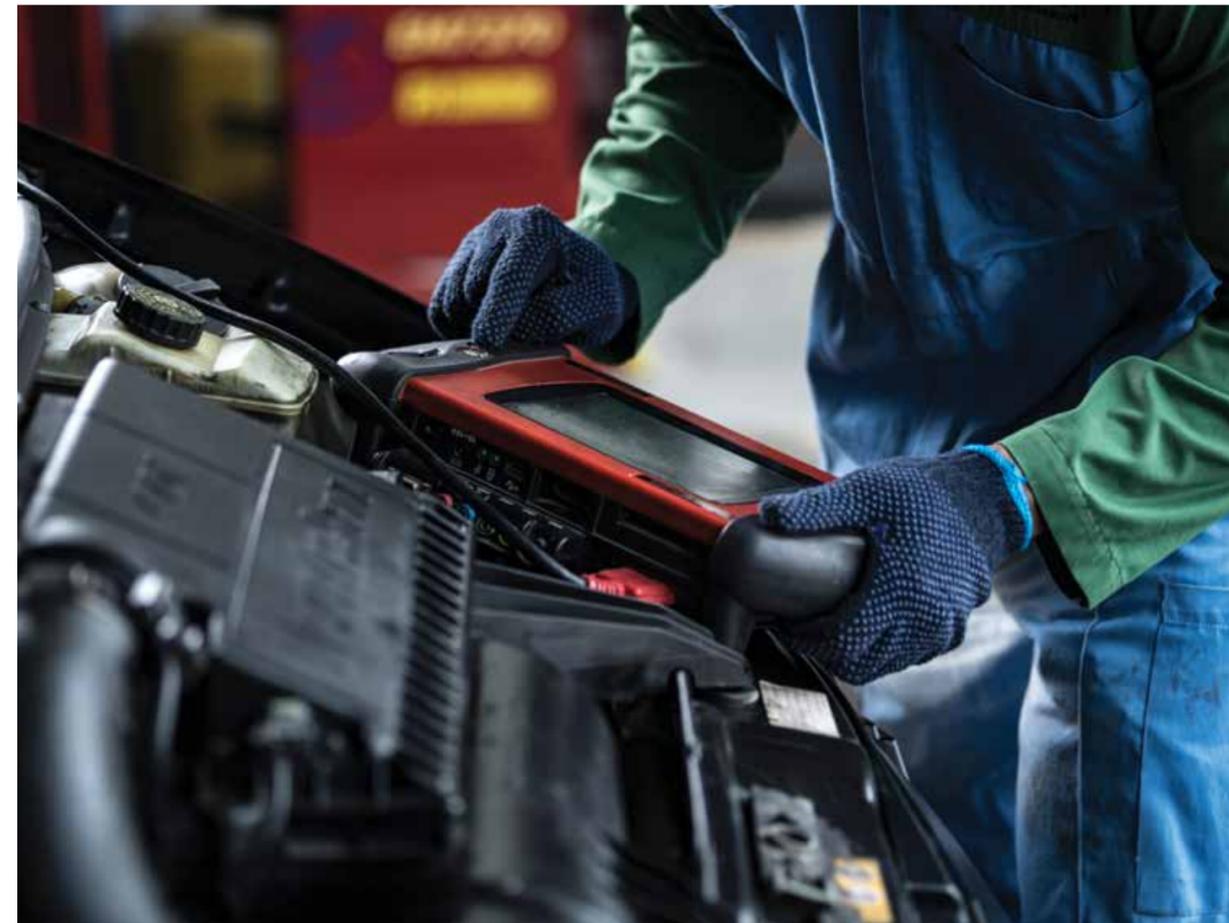
265.5 AED - Million revenues



a growth that was in parallel to the increasing service demand, as well as a significant improvement in its operations and performance following the launch of the trial version of its smart application "Musa'da". In return the Unit received the Dubai Sustainable Transport Award at its 9th session in the category of "Safety in Transport", as well as winning the award for the best innovative traffic safety campaign in the government sector at the 2017 during the Middle East Forum for Roads and Bridges, which was organized by the Ministry of Infrastructure Development.

The rest of the specialist units also witnessed growth in business volume, with the Tyre Retreading Unit achieving a growth of 53%, and a total retreading of 13,764 tyres. The Dry Car Wash Project also provided services to 238,719 vehicles compared to 21,509 vehicles the previous year. Emirates VIP Auto Unit completed its first year during last year with promising results, whereas the number of serviced vehicles at the unit reached 2,000 vehicles and attracted 1,030 customers.

Centre	Details	2016	2017
Abu Dhabi Auto Services Centre	Revenue (AED - Million)	80.2	94.64
	Auto Technicians	843	836
Emirates Auto Services Centre	Revenue (AED - Million)	56.5	58.7
	Auto Technicians	587	705
RAK Auto Services Unit	Revenue (AED - Million)	2.7	2.4
	Auto Technicians	52	54
East Cost Auto Services Unit	Revenue (AED - Million)	5.7	4.3
	Auto Technicians	79	85
Auto Inspection Centre	Revenue (AED - Million)	19	21
	Auto Technicians	45	48
CNG Vehicle Conversion Centre	Revenue (AED - Million)	7.9	5.2
	Auto Technicians	19	17
	No. of Converted Cars	1,440	1,010
Al Wataneya Auctions	Revenue	8.3	7.5
	No of sold cars	4,342	4,848
Tyre Retreading Unit	No. of Tyres Retreaded	9,004	13,764
Dry Car Wash Project	No. of Cars Washed	213,509	238,719
Roadside Assistance Unit	No. of beneficiary vehicles	30,369	58,253
	No. of vehicles	67	102
	No. of drivers	61	66
Emirates VIP Auto Unit	Revenue (AED - Million)	-	4.2
	Auto Technicians	-	24
	No. of beneficiary vehicles	-	2,000
	No. of Internal and External Clients	-	1,030



Sales of Al Wataneya Auctions	2017		Text
	Internal	External	
Total vehicles sold	2,249	2,599	4,848
Total value of sold vehicles (AED - Million)	68.9	43	111.9
No. of auctions during 2017	Online Auctions 45		



No. of Technicians



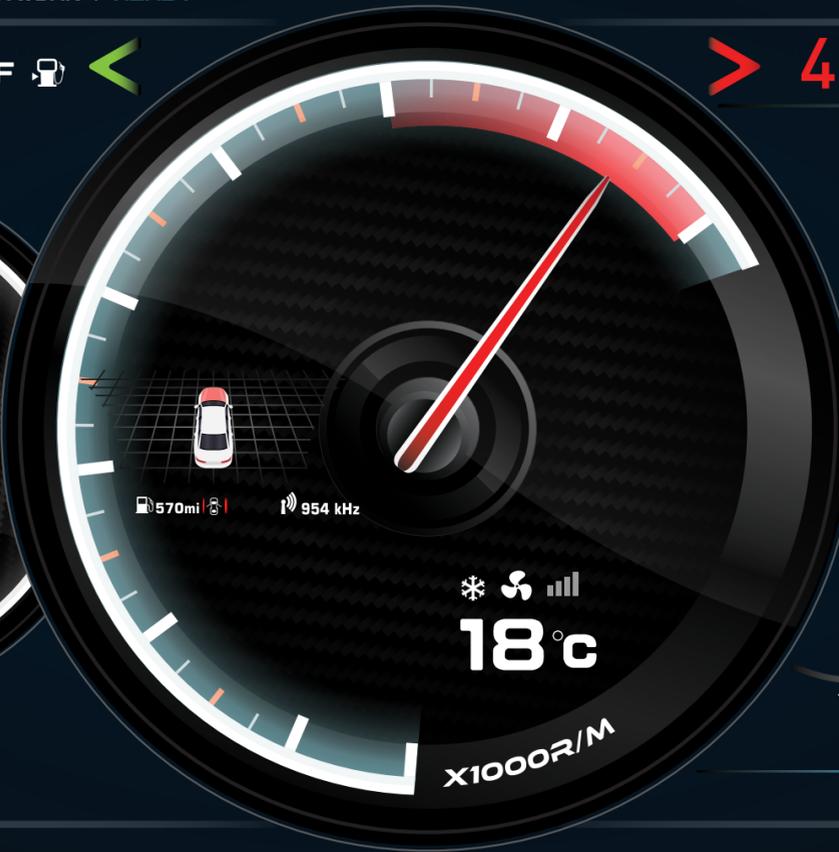
Revenues
(million dirhams)



Services vehicles

	2016	2017	
94.64	843	836	Abu Dhabi Auto Services Centre
58.7	587	705	Emirates Auto Services Centre
21	45	48	Auto Inspection Centre
7.5	3	4	Al Wataneya Auctions
4.3	79	85	East Cost Auto Services Unit
5.2	19	17	CNG Vehicle Conversion Centre
2.4	52	54	RAK Auto Services Unit

GPS : READY NETWORK : READY



various maintenance operations by the auto centres

> 414,000



Emirates VIP Auto Unit



24



4.2



2,000

P



Dry wash

2017 238,719

2016 213,509



Retreaded Tyres

2017	13,764
2016	9,004



TOUQUE VECTORING ON
DRIVE MODE SPORT
TRACTION CONTROL ON

No. of Unit's vehicles

2017	102
2016	67



2017	58,253
2016	30,369

Roadside Assistance Unit



Logistics Services



Emirates Transport Logistics Division has three business centres offering various services and activities. The Division saw major growth rate in revenues of 28.7%, in 2017, bringing in about 65.9 million dirhams, compared to 51.2 million in 2016. In more details; the Division's ET Logistics Centre, which handles the leasing of vehicles and drivers for petroleum and logistics transport, and now boasts 15 clients, managed to secure revenues of nearly AED 39 million last year, as it signed five new contracts. The Centre was also awarded the SQAS certification by the Gulf Sustainability & Quality Assessment System (Gulf SQAS) in early 2017, an international recognition of the level of logistics services provided by the Corporation and the highest quality associated per the global standards of sustainability.

Under the umbrella of the same Division, there is the Valet Parking and Motorcycle Leasing Centre which has witnessed an impressive growth, as it attracted 50 customers and concluded five new contracts in 2017. The revenues of the centre rose to AED 18 million, 34% higher than 2016, with a fleet size of 1,520 vehicles, mostly motorcycles.

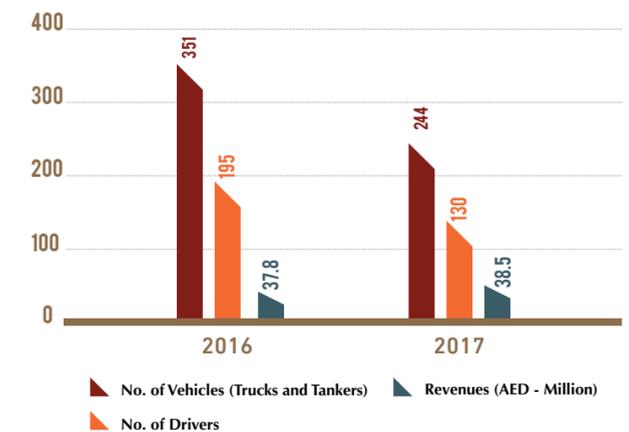
Emirates Transport Driving Centre, achieved a turnover of AED 10.5 million last year. It has two training institutes; the first is the ET Training Centre, which benefited more than 30,000 trainees (more than 20,000 drivers at an average of 8 hours of training for drivers, and about 10,000 bus supervisors with an average 5 hours of training per trainee). The number of train-

65.9 AED - Million revenues

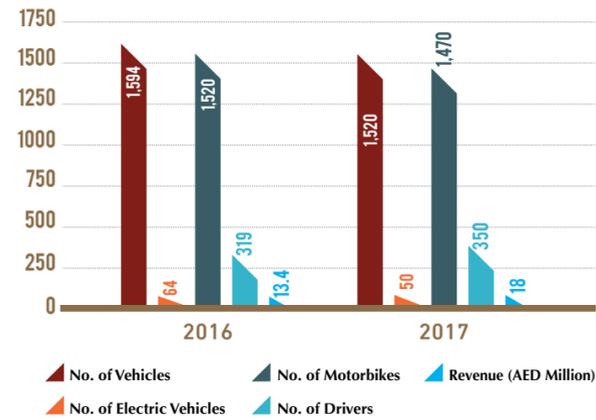
ees witnessed a remarkable increase over 2016, estimated at 43.8%, and they were provided with several types of training, especially vocational and specialized training courses covering the different aspects of school transport. The Centre has received a wealth of local and international memberships, accreditation and quality certificates, including the membership of the British Royal Society for Accident Prevention (ROSPA), the accreditation of Abu Dhabi Centre for Technical and Vocational Education (ACTVET), Abu Dhabi Quality and Conformity Council (QCC), the Knowledge and Human Development Authority (KHDA), the accreditation of the Department of Transport courses (DOT), the introduction of certified first aid courses accredited from Highfield and the ISO 10015: ISO 9001 and ISO 18001 certification requirements.

The second of the centres is the ET Driving Institute which was launched in November 2016 and provides training services for individuals wishing to obtain a driver's license. The Institute has 51 light and heavy training vehicles, organized 7 training courses over the past year with 1,214 trainees obtaining a driver's license.

Logistics Services Centre	2016	2017
No. of Vehicles (Trucks and Tankers)	351	134 Vehicles + 110 Trailers
No. of Drivers	195	130
Revenues (AED - Million)	37.8	38.5

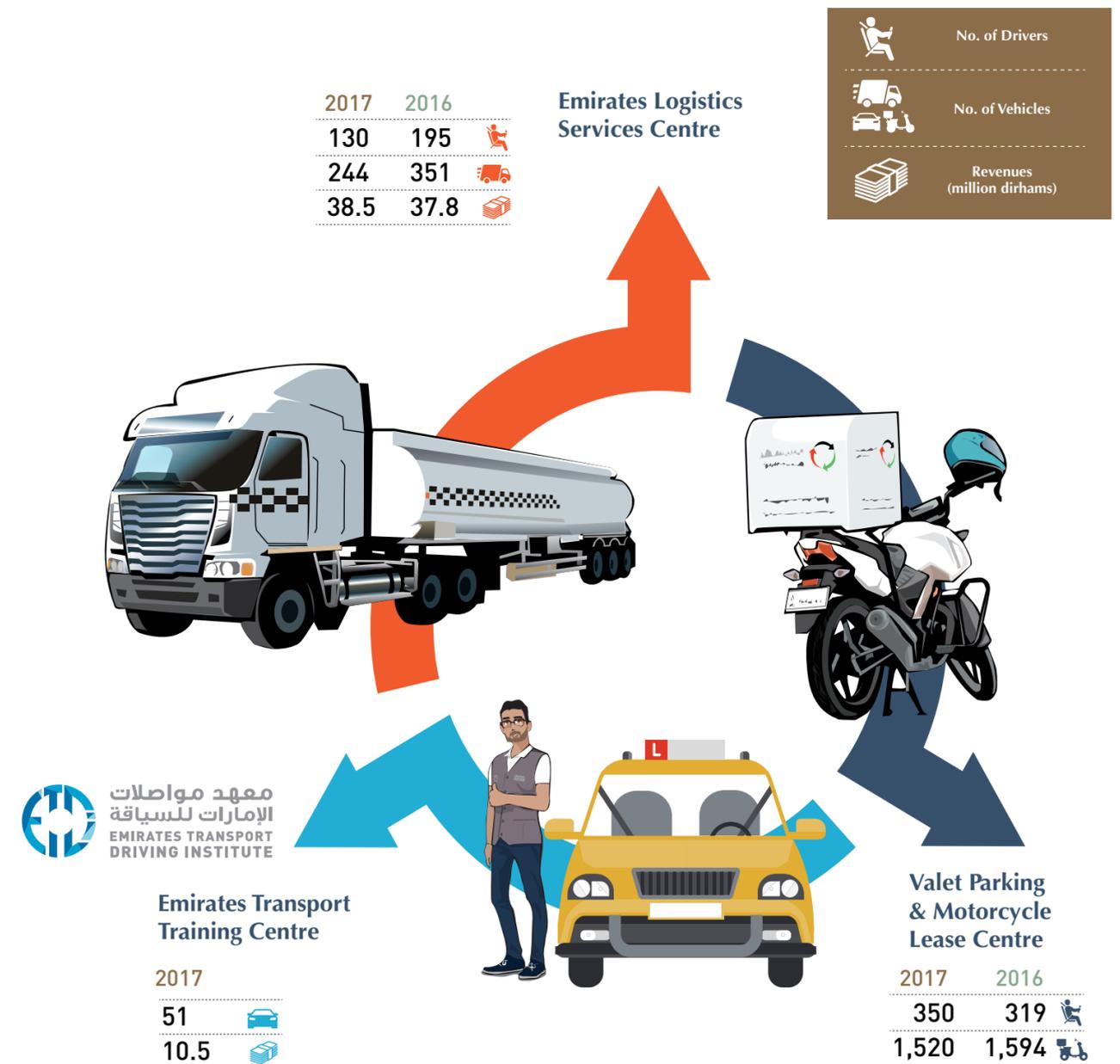


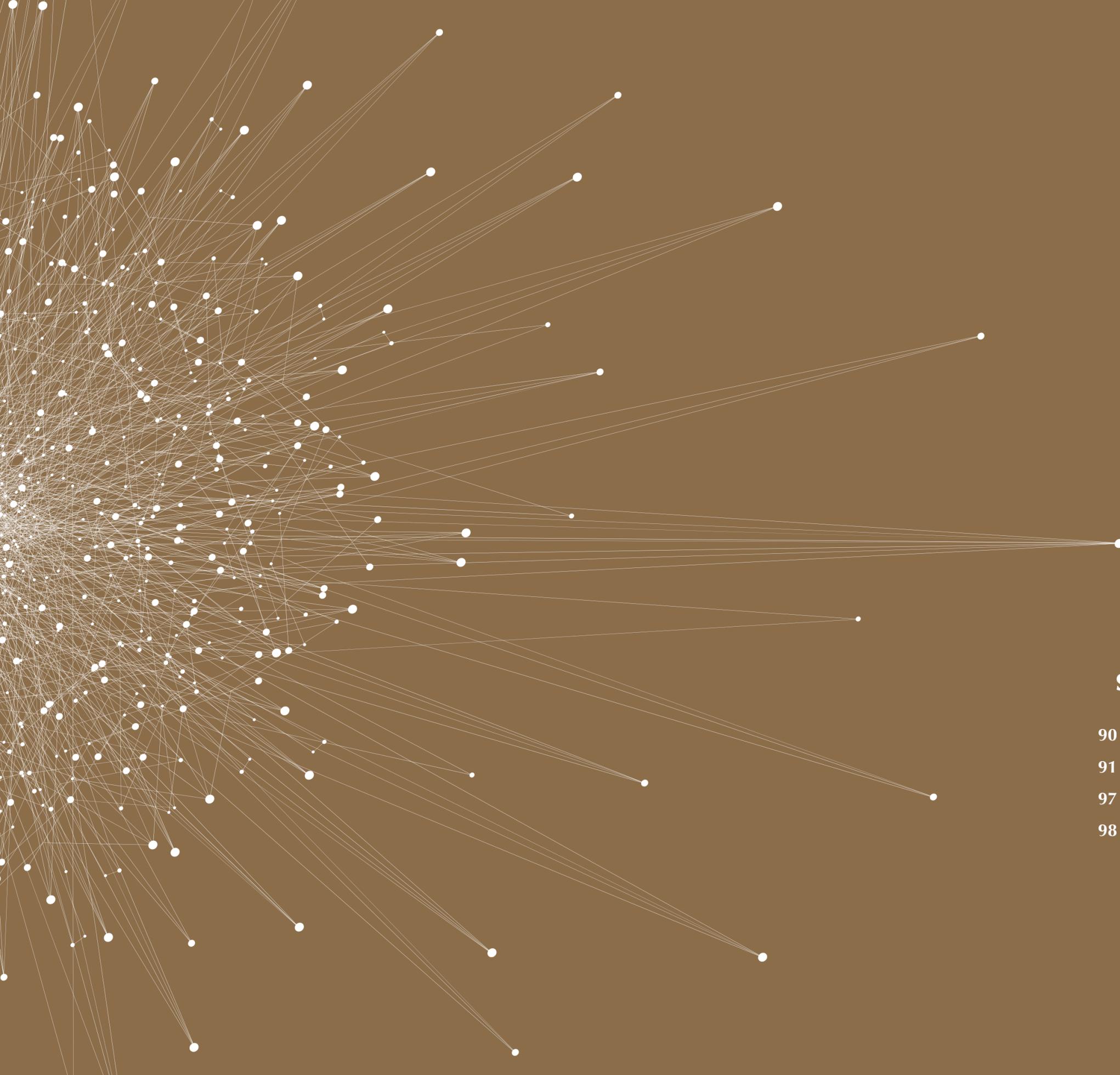
Valet Parking & Motorcycle Leasing Centre	2016	2017
No. of Vehicles	1,594	1,520
No. of Electric Vehicles	64	50
No. of Motorbikes	1,520	1,470
No. of Drivers	319	350
Revenue (AED Million)	13.4	18



Data of Emirates Transport Training Centre	2016	2017
Total no. of Trainees	21,099	30,333
Trainee Drivers	11,974	20,643
Trainee Bus Supervisors	9,079	9,690
External Trainee	46	66
No. of Training Programmes	44	36
No. of Training Hours	68,107	175,840
No. of Training Locations	35	27

Data of Emirates Transport Driving Centre	Opened in November 2016	2017
Total no. of passing /license holders	132	1,214
No. of training programmes	3	7
No. of training hours / training lectures	2,906	87,800
No. of training vehicles and (types (light/heavy/multi	38	51



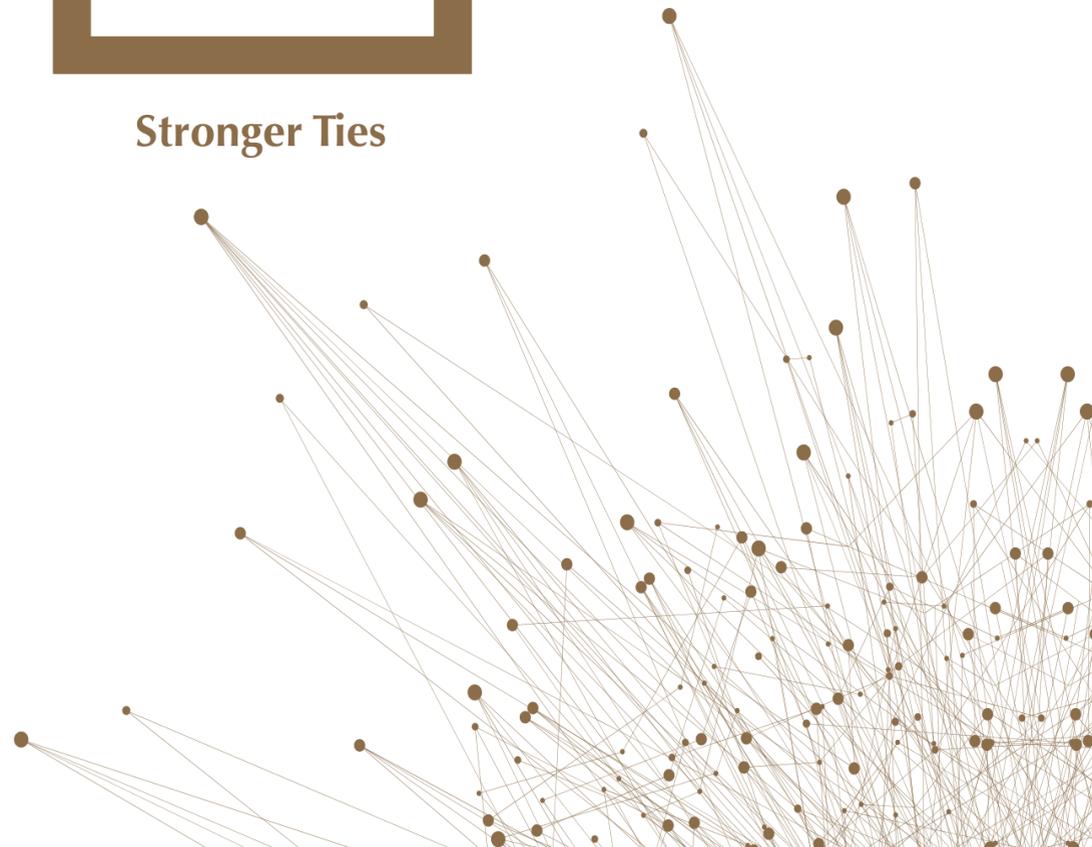


Stakeholders: Enriching Relations

- 90 Shared Objectives
- 91 Enhancing Customer Care
- 97 Broader Relations with Suppliers
- 98 Robust Strategic Partnerships



Stronger Ties



Emirates Transport takes pride at the exceptional network of prestigious clients and stakeholders it has been able to build through its long journey, thanks mainly to the nature and diversity of its services, as well as its mature vision as a national institution with a responsibility to supports the social and economic development projects in the UAE. These relationships are viewed by the Corporation as one of its most important gains, thus, it is keen on maintaining and developing them continuously, in accordance with a strategic vision that enables the achievement of objectives more effectively and efficiently. These relationships extend to eight main categories:

1. Customers.
2. Suppliers.

3. Employees.
4. Strategic Partners.
5. Federal and local government entities (Legislative and Regulatory).
6. Regional and international entities.
7. Competitors.
8. Local community and the environment.

The expectations from each of these categories vary according to the nature of their relationship with the Corporation. Dedicated work teams conduct detailed studies using methodical and scientific methods to verify these expectations and then work hard to meet them.

Stakeholders	Expectations
Customers	Provide excellent, high quality products and services, and deliver the highest levels of customer satisfaction and happiness.
Suppliers	Honesty and integrity in work relations, and achieving common and mutual commercial benefits.
Employees	Transparency, equal opportunities, a stimulating work environment and potential for growth and career development.
Strategic Partners	Achieve the highest possible profits and business growth; develop the business environment and performance in a responsible manner and exchange expertise and best practices.
Federal and local governmental entities (legislative and regulatory)	Commitment, control, mutual cooperation, and the improvement of work standards and the regulations of services rendered for the benefit of the community.
Regional and international entities	The exchange and adoption of best global practices and standards.
Competitors	A commitment to business ethics and values, a fair competitive environment, and unifying of efforts to achieve sustainable development in the transport and auto services sector.
Community & the environment	Harmony with the community, augmenting national identity and culture, promoting the spirit of volunteerism, enhancing standard of living and environmental protection.

The Corporation has developed a number of qualitative tools and methods of communication that guarantee the instant re-sponse to the expectations of each category.

Stakeholders	Communication methods
CUSTOMERS	<ul style="list-style-type: none"> Informal daily contact. Feedback from call centres. Surveys to study customers' satisfaction and happiness levels. Meetings, workshops, conferences and events. Conferences and exhibitions. The Corporation's website, social networking portals, and happiness indicators. Website (Mygov.ae). ET's Abu Dhabi Operations Room. Publications and press releases, the Corporation magazine and its monthly e-newsletter.
SUPPLIERS	<ul style="list-style-type: none"> Suppliers' appraisal. Industry events and official meetings and duties. MoUs and community sponsorships. Quality and health and safety training. Contracts, tenders and procurement. Publications and press releases, the Corporation magazine and its monthly e-newsletter.
EMPLOYEES	<ul style="list-style-type: none"> Customer satisfaction surveys. Face-to-face meetings. Discussion forums. Workshops and training programmes. Suggestions, complaints and grievances system. Annual performance assessment. Planned events (Month of Occupational Health and Safety, meetings with new employees, Innovation lab). Recreational and cultural events. Annual Employee Excellence Awards. Publications and press releases, the Corporation magazine and its monthly e-newsletter.
PARTNERS	<ul style="list-style-type: none"> Meetings and regional and international benchmarking. The Annual Partners' Gala. Organisational development initiatives and processes. Exchanges of data and information. Publications and press releases, the Corporation magazine and its monthly e-newsletter.



Stakeholders	Communication methods
Federal and local entities (legislative and regulatory)	<ul style="list-style-type: none"> Laws, legislations and policies. Meetings and conferences. MoUs. Adherence to standards.
Regional and international entities	<ul style="list-style-type: none"> Seminars and meetings. International conferences, exhibitions and events, and the exchange of best practices. Community and marketing sponsorships. MoUs. International standards.
Competitors	<ul style="list-style-type: none"> Industrial and trade forums. Workshops and meetings. Reports and periodicals. Conferences and exhibitions.
Local community & the environment	<ul style="list-style-type: none"> ET's website and social media platforms. Volunteering activities. Free services and business support. Awareness campaigns and recycling operations. Social and cultural events. Charity efforts. Specialized exhibitions. Benchmarking. Publications and press releases, the Corporation magazine and its monthly e-newsletter.

3 Stakeholders: Enriching Relations

Shared objectives

Emirates Transport has a strong vision in attaching high importance to a number of considerations and priorities that are very much in line with the interests and priorities of clients, and they often intersect with them. As such, the Corporation

often shares the same priorities with various stakeholders. As in previous years, the Corporation continues to study, specify and rank the priorities within the matrix of relative importance, for itself and for stakeholders, as illustrated below:

Description		Strategic Relevance to Emirates Transport			
		Very High	High	Medium	Low
Strategic relevance to stakeholders' groups	Very High	Transport safety			
	High	Support and commitment to Government policies	Excellence and leadership in services and operations		
	Medium	Investment and enhancement of the Corporation's financial returns		Sustainability and Social responsibility	
	Low	Text	Developing the administrative systems to reflect business growth		

These priorities fall within certain scopes and boundaries as displayed below:

Relative importance	Boundaries and scope
Transport Safety	Emirates Transport (all branches, centres and business units), relevant stakeholders, customers, suppliers, strategic partners, employees, and all passengers and road users.
Support and commitment to government policies	Emirates Transport (all locations), suppliers and government partners.
Excellence and leadership in services and operations	Emirates Transport (all locations).
Investment and strengthening the financial returns of the Corporation	Emirates Transport (all locations).
Sustainability and social responsibility	Emirates Transport (all locations) and all stakeholders.
Developing the administrative systems to reflect business growth	Emirates Transport (all locations).



Enhancing Customer Care

(G4-19, G4-20 & G4-21)

(G4-19, G4-20 & G4-21)



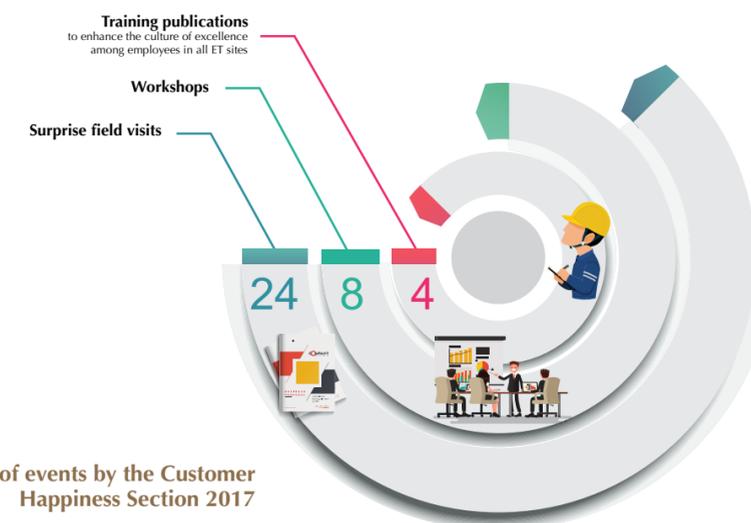
In its latest update of corporate values, Emirates Transport undertook a commitment to focus its efforts and invest its resources to provide greater care for its customers, responding to their specific needs and expectations, working to provide them with the comfort they need, and eventually gain their loyalty and support for implementing the Corporation's mission and goals. From this perspective, the Corporation did its best in 2017 to achieve what it had promised and, as a result, the number of customers increased significantly in most categories, with the total number of clients standing at 3,773, compared to 2,494 in 2016, an increase of 1,279 or more than 51%, which is considered as the most important gain achieved by Emirates Transport in 2017.

The major increase in the number of customers was concentrated in the category of basic customers, which saw the addition of 924 new customers, followed by the categories of (in order) individual customers, primary customers, strategic customers, beneficiaries of services and finally indirect customers. There is no doubt that these remarkable increases have been achieved thanks to the firm orientation of the Corporation towards the diversification and integration of its services and the measured range of initiatives, policies, procedures and programmes aimed at improving customers' hap-

piness and satisfaction, as well as its unique methodologies for continuous improvement of the services towards more excellence.

Customers categories

Category	2016	2017
Strategic partners	73	62
Strategic customers	176	212
Main customers	239	362
Basic customers	305	1,229
Individual customers	1,134	1,293
Secondary customers	90	107
Service beneficiaries	477	508
Total	2,494	3,773



No. of events by the Customer Happiness Section 2017

The opinion polls conducted regularly by the Corporation, which in 2017 numbered 86 (including 23 secret shopper), to monitor the opportunities for improvement and development and to avoid the possible negatives, showed that the satisfaction of customers across all categories has increased significantly compared to last year, reaching 86.8% compared to 80.1% in 2016, while rates of satisfaction of strategic and secondary customers saw a considerable increase of 4.4% compared to 2016, attaining a score of 87.4%. On the other hand, the rate of happiness of customers reached 85.6%, while 97% stated their loyalty to the Corporation, and 93% expressed their trust in Emirates Transport services (73% affirmed their complete trust).

These satisfactory results came as a positive outcome following the adoption of a set of policies, methodologies and procedures and the implementation of a number of initiatives and programmes organized throughout 2017, through which the Corporation endeavoured to strengthen the relationship with customers and improve their satisfaction and happiness. It is worth mentioning here the "Customer Happiness Charter" and the 15 initiatives implemented by the Customer Care Section, which were as follows:

- 1- Meet the requirements of ISO certificate relating to the Customer Care Section, ISO10001, ISO10002, and ISO 10004.
- 2- Update the charter and methodology of dealing with customers' feedback and suggestions.
- 3- Introduce the charter of Customer Care Formula and disseminating it throughout the Corporation.
- 4- Update the list of the customer care coordinators - and their

replacements - throughout the concerned departments.

5- Prepare workshops and training programmes for customer care coordinators, especially around the mechanism of dealing with customer feedback.

6- Manage the feedback system with the concerned departments for closure as per the target and achieve customer satisfaction.

7- Present the feedback results received for each department on a quarterly basis, and follow up the main recommendations through workshops.

8- Prepare detailed monthly/quarterly/yearly reports for each department, as per the received complaint.

9- Train Call Centre employees on the new and updated services provided by the Corporation.

10- Train the Operations Room employees on the mechanisms of receiving and following-up complaints.

11- Update the customer relationship management system related to the Operations Room in order to improve the procedures of the system.

12- Conduct field visits to the Call Centre and the Operations Room on a quarterly basis in order to follow up the work procedures and the most important recommendations.

13- Evaluate the results of the mystery shopper programme for both the Call Centre and Operations Room, on a quarterly basis.

14- Implement the initiative to enhance excellence in customer service, which included organising workshops and the distribution of awareness publications.

15- Prepare educational videos for employees working in customer service.

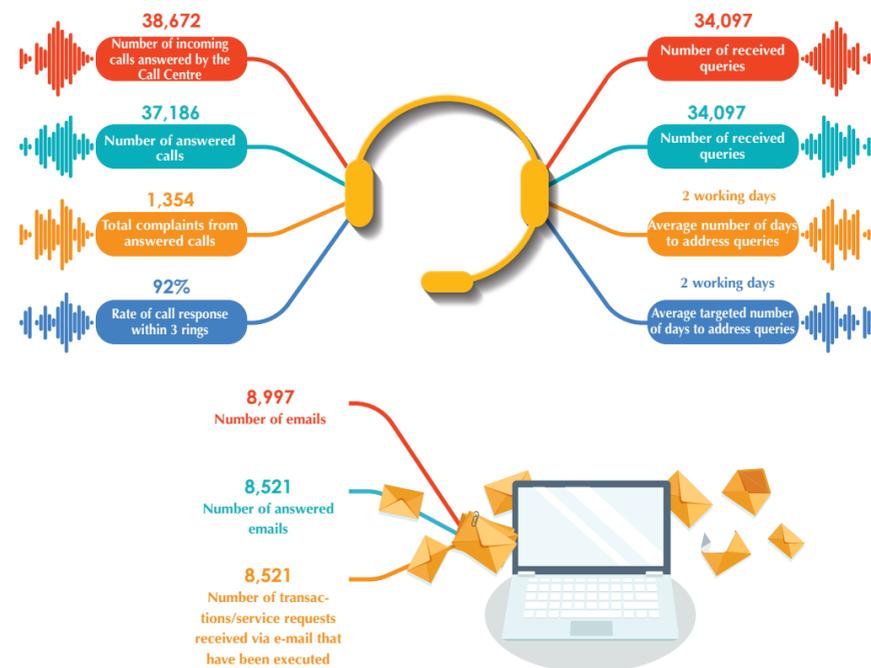


In addition, an agenda of happiness and positivity programmes has been adopted, which is based on six qualitative initiatives to enhance customers happiness (as well as 20 initiatives), including the implementation of new and innovative ways to provide them with added value when receiving services, responding to their needs in a proactive manner, and communicating with them directly in order to achieve the highest standards of services and sustainability, since happiness of customers and their satisfaction is the real measure of the success of institutions.

These initiatives included: the "Happiness Fridge" initiative, to provide the best hospitality services to customers at the Customer Service Centre, the "Customers Gifts" initiative, "We Missed You" initiative and "Thanks for the Trust" initiative, aimed at reaching out to main customers who renew their agreement with the Corporation, in addition to awarding the medal of the "Distinguished Customer Service Employee", who best achieves customers happiness in accordance with specific approved criteria, and honouring those eligible on a quarterly basis, as well as the distribution of brochures associated with happiness and positivity to customers.



In achieving the objectives of these initiatives, the Corporation has been eager to enhance communication with its customers through different channels dedicated to this purpose, especially the free toll number (8006006), and e-mail address (info@et.ae). It sought to respond with full information to all incoming communications and e-mails from customers by providing initial support and following-up in coordination with the concerned departments, within the target time limits, in addition to the use of social media channels as an additional dimension to these efforts, and allowed more clients to communicate effectively with the Corporation.



The Call Centre constitutes the main channel for receiving customer feedback, accounting for 57%, while the Operations Room (responsible for feedback from the school transport services in the Emirate of Abu Dhabi) received 43% of the total feedback. On the other hand, the number of feedback comments reached 3% for answered calls, i.e. 1,354 out of 37,186 answered calls, while correct feedback amounted to 379 comments, i.e. 28% of total feedback, with a drop of 18% compared to 2016. As for the satisfaction rate in regards to the level of solved issues, it reached 96% compared to 89% in 2016.

With its firm determination to achieve customer happiness, Emirates Transport has continued its efforts to train its human resources (especially the first line employees) to provide them with the necessary capabilities to respond to the needs of various customers categories. In 2017, a number of training and

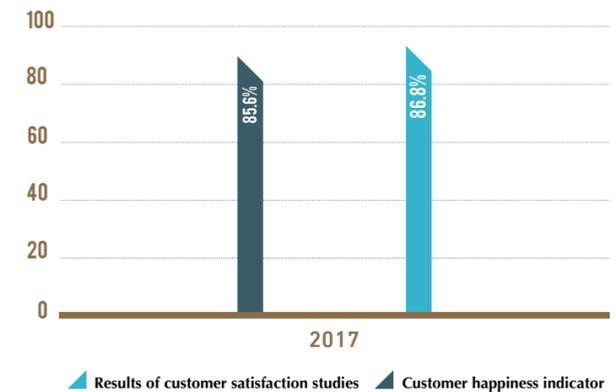
incentive programmes were implemented, including: Head of Auditors course for the Quality Management System standard according to the latest update ISO 9001: 2015.

Oasis Forum for Happiness. Honouring the outstanding employee within the Happiness Initiative (three employees were honoured).

Future Leaders Programme.

As a result of these accentuated efforts, the customer satisfaction survey showed a significant increase in the satisfaction rate during 2017 compared to 2016, rising from 80.1% to 86.8%, while the customers' happiness indicator reached 85.6%.

Details	2017
Results of customer satisfaction studies	86.8%
Customer happiness indicator	85.6%



Details	2016	2017
Total number of queries	1,431	1,355
Total number of invalid queries	971	976
Total number of valid queries	460	379
Total number of processed and resolved queries	1,431	1,260
Average number of days to address the queries	2.5	2.04

Priority for beneficiaries of school transport services

The school community (students, parents, school departments and primary clients) have gained a particular importance for Emirates Transport, given the importance of this sector for the public, and its direct liaison with large segments of society, as well as the size of the business it represents, and the large resources allocated to it. From there, the Corporation has implemented exclusive programmes and procedures tailored for this community in order to monitor the satisfaction of the beneficiaries, enhance communication with them, and listen to their opinions and feedback. In this regard, the Corporation carried out around 1,891 visits to the government schools management, in 2017, in addition to 9,223 field visits to monitor school buses on routes.

1,891 visits to the government schools management

Statement	2017
Overall satisfaction	86%
Rate of satisfaction of school administrators	89%
Rate of satisfaction of students' parents	79%
Rate of satisfaction of strategic customers	86%



Broader relationships with suppliers

Suppliers are an important part of Emirates Transport's business system. That is why the Corporation strives to maintain a relationship of mutual trust and a balance of interests with suppliers to achieve the continuity of business between the two parties. It also seeks to establish accurate standards that regulate the relationship under the umbrella of transparency and justice. Urging suppliers to adopt responsible policies and procedures and to work together for the public good, particularly the issuance of the Supplier's Guide, and earlier to it the "Code of Ethics and Conduct for Emirates Transport Suppliers", as well as a number of rules and conditions to ensure the discipline and consistency of procurement processes in line with the Corporation values of transparency and governance.

The quantitative and qualitative expansion achieved by Emirates Transport in 2017 necessitated a corresponding increase in the volume of purchases of the Corporation and the number of suppliers compared to 2016, where purchases increased by 283 million dirhams, reaching 923 million, and an annual increase rate of more than 44%. Similarly, the suppliers' number jumped to 840 suppliers in 2017 from 586 suppliers back in 2016, an increase of more than 43%.

The increase was concentrated in the number of local suppliers, as well as in the value of purchases, which was a clear indication that the Corporation has spared no effort in supporting the national economy and encouraging local enterprises and industries, particularly the emerging ones.

Data of suppliers and purchases	2016		2017	
	Number of suppliers	Value of purchases (million dirhams)	Number of suppliers	Value of purchases (million dirhams)
Local suppliers	573	637	830	915.5
Overseas suppliers	13	3	10	7.5
Text	586	640	840	923

Details	2016	2017
Results of suppliers' satisfaction study	88.7%	88%
Suppliers' happiness indicator	87.7%	87.6%
Business centres satisfaction with suppliers	66.9%	70.91%



Robust strategic partnerships

Emirates Transport recognizes that the achievement of its objectives is largely dependent on its ability to build partnerships with various active parties in society, in the economy or in the working environment in general, whether in governmental, private or other types of organizations and associations. Since its inception, the Corporation has endeavoured to empower these partnerships and expand their horizons towards various forms of cooperation, to strengthen the coordination and integration between partners, and to contribute effectively to the steady development witnessed in the UAE.

Added to this is the Corporation's efforts in entering different forms of communications including MoUs, introductory marketing visits, benchmarking visits, participation in seminars and workshops, dissemination of institutional and professional culture as well as development and institutional performance enhancement, partnerships and MoUs with



various entities, in addition to launching 3 joint ventures with strategic partners:

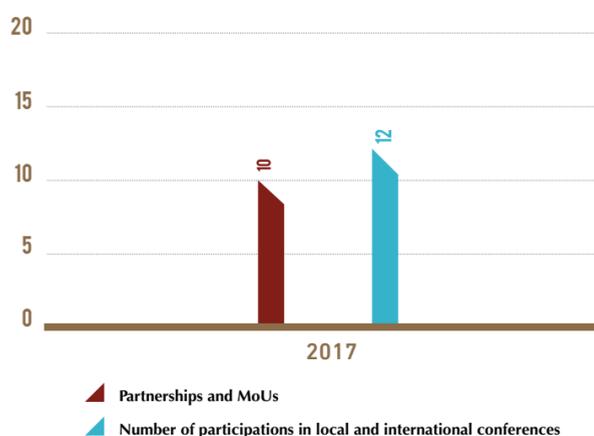
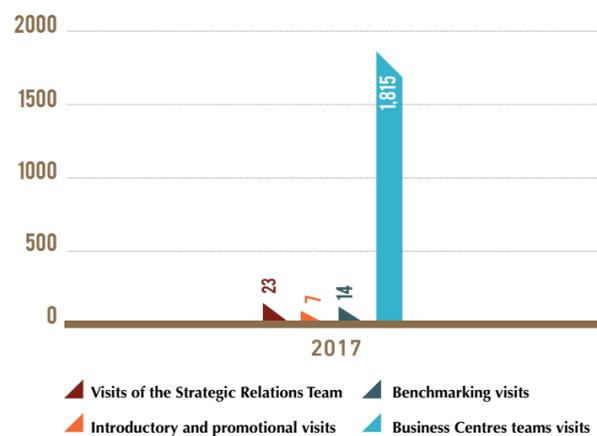
Entity	Area of cooperation
Ministry of Energy and the UAE Cabinet	Participate in the government accelerators exhibition in cooperation with the Ministry of Energy and the UAE Cabinet, in order to stimulate the use of electric vehicles in the country, and contribute to improving air quality through the adoption of sustainable practices, the conclusion of MoUs with six government agencies.
Ministry of Interior	Participation in the Gulf Traffic Week 2017 event under the slogan "Your Life is a Trust", which was manifested by the participation of the departments of Emirates Transport branches in the traffic exhibitions carried out by the traffic departments in the various emirates, and the presentation of lectures and awareness programmes for the community members, school students, in addition to the distribution of educational material on students and parents.
Al Naboodah Swaidan Trading	Launching the pilot phase of the first electric-powered school bus in the region. It is seen as a ground-breaking achievement for the UAE, thus establishing a regional leadership in the field of sustainable and green energy.

In the field of experience and knowledge exchange, 23 strategic meetings with partners were led by the General Manager, the Corporation leaders and the Strategic Relations Team. Moreover, the Corporation performed 14 benchmarking comparisons in order to improve its performance

and exchange the best practices, experiences and applied systems. It has also been keen on participating in a number of events and activities organized by partners, such as exhibitions, forums, conferences and visits. Most important of these were:

Sr.	Conventions/ events	Organising entity	Events venue & date	Visit purpose	Participation target
1	Cars Energy Conference	Shell	Italy	October	Attend the Energy Conference and get introduced to companies supplying energy and oil as per world European standards in order to enhance sustainability practices.
2	Visit to the King Long bus factory	Al Naboodah Trading	China	April	Inspect buses specs, and ensure they comply with safety requirement as per local legislations
3	Visit to the Sunwin bus factory	Al Naboodah Trading	China	April	
4	Visit of the manufacturer of smart systems devices on school buses	ETTS company	China	December	Check company's services in processing and manufacturing smart devices related to school smart buses project
5	School Transport Conference and Exhibition	Omani Ministry of Education	Oman	May	Get acquainted with to the School transport system in Oman, and the latest experiences and services in the School Transport Sector.
6	World Government Summit 2017	The UAE Cabinet Office	Dubai	February	Marketing the Corporation's services and enhance its presence at international events.
7	Future Technology for Clean Air - Exhibition & Forum	Environment Agency - Abu Dhabi	Abu Dhabi	December	Attend the forum and give a brief introduction about the Corporation's services in the field of clean energy, and showcase its services.
8	Government accelerators for electric cars	The Ministry of Energy	Dubai	May	Learn about the initiatives of government agencies in the field of environment friendly cars, and highlight the Corporation's role in this sector.
9	"My kindergarten is my Future" exhibition, as part of the government accelerators team in the Ministry of Education	Ministry of Education	Dubai	February	Participate in the exhibition held as part of the government accelerators team in the Ministry of Education to improve safety services.
10	"Sustainable Environment Practices through Waste Management" Exhibition	Dubai Municipality	Dubai	February	Participate in the exhibition organised by the Dubai Municipality to learn about best practices in the field of Sustainable Environment Practices through Waste Management.
11	Car Free Day	Dubai Municipality	Dubai	February	Promote the Corporation's services in the field of vehicle CNG modification.
12	"Maraheb" Exhibition in the Western Region	Western Region Municipality	Western Region	May	Introducing visitors to Emirates Transport services and its activities in the field of individual and corporate services.

Statement	Visits in 2017
Visits of the Strategic Relations Team	23
Introductory and promotional visits	7
Benchmarking visits	14
Business Centres teams visits	1,815
Total	1,859



Details	2017
Partnerships and MoUs	10
Number of participations in local and international conferences	12

The Corporation also participated in more than 20 training activities with partners in different fields of mutual interest:

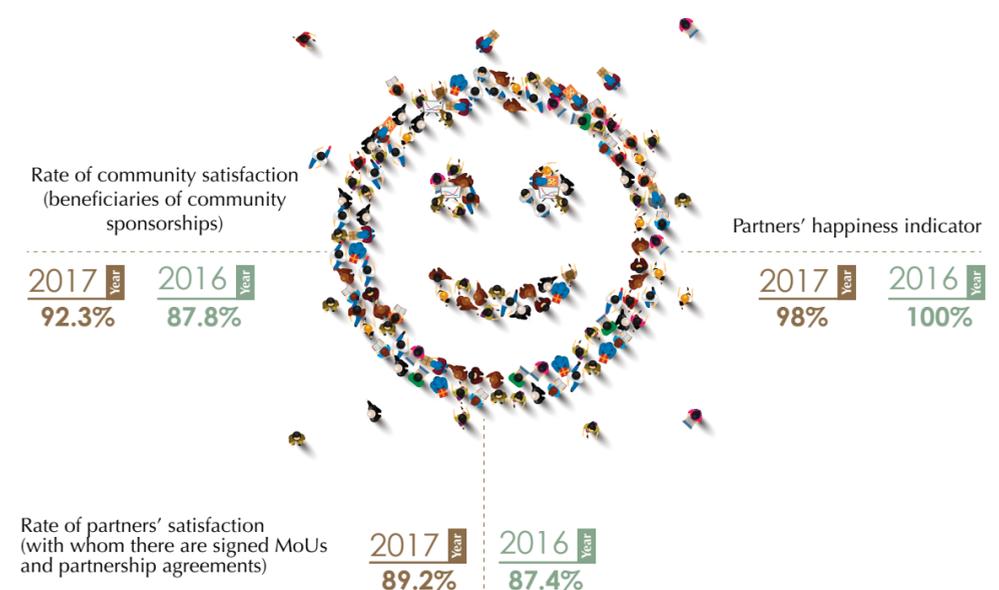
#	Agency	Area of cooperation	Pictures/ logos
1	General Directorate of Civil Defence - Dubai	In coordination with the General Directorate of Civil Defence, the Corporation conducted an emergency evacuation drill. The training was attended by around 250 employees working in the Emirates Transport Headquarters premises in Dubai. The Corporation also organized a number of lectures to raise awareness about first aid and occupational safety and health, in coordination with the General Directorate of Civil Defence and Dubai Corporation for Ambulance Services.	
2	General Directorate of Civil Defence - Al Ain	The Corporation, represented by the Government School Transportation Centre in Al Ain, carried out, in cooperation with the Department of Civil Defence, evacuation drills at its headquarters in the area of Mazyad.	
3	Abu Dhabi Food Control Authority	Emirates Transport, represented by its branch in Al Ain, carried out an awareness lecture on food safety, which included providing an explanation on maintaining food safety, methods and hygiene practices.	
4	Sanid	Emirates Transport organized training programmes for the staff and supervisors of the Sanid Transport Team in Al Ain to prepare employees and develop their skills in responding to emergency cases in traffic accidents.	
5	Dubai Health Authority	In order to enhance its role in the area of community responsibility, Emirates Transport, with the participation of the DHA, conducted various medical examinations for a number of employees of the Corporation. The number of participants reached 82 male and female employees.	
6	The Pink Caravan	Emirates Transport, in cooperation with the Pink Caravan Initiative, organized a free medical day to raise awareness around the importance of early detection of breast cancer. Tests were conducted for female employees in, where 119 benefited from the initiative.	
7	Tebra for General Trading	An awareness day for drivers, auto technicians and other staffs was organized on the safety and use of fire protection and related equipment, with 76 participants.	
8	Women's Health Day Initiative	The Corporation organized a free medical day in conjunction with International Women's Day, and included the provision of various medical examinations for female employees, and the number of participants reached 75 employees.	

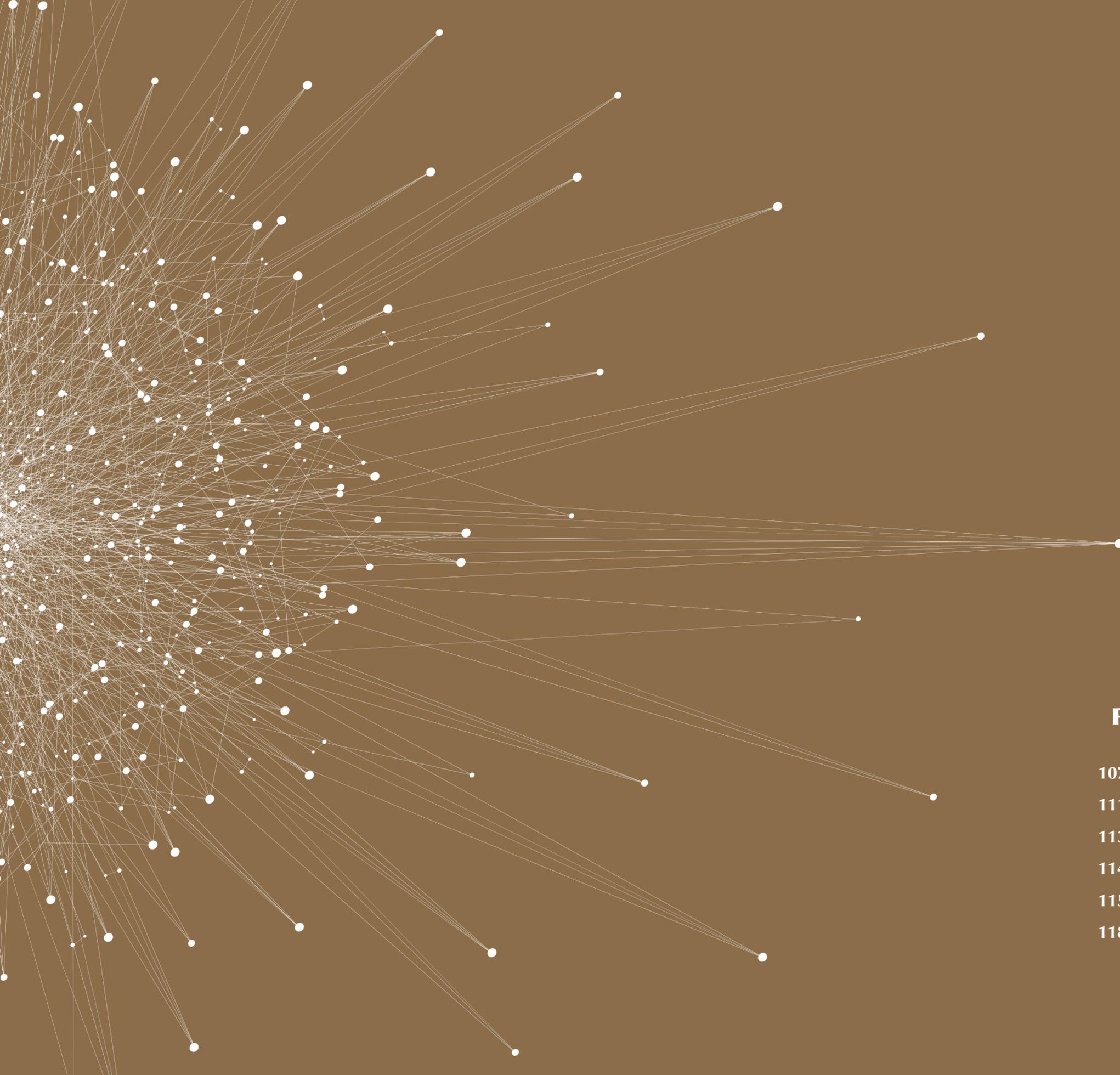
#	Agency	Area of cooperation	Pictures/ logos
9	Cambridge Medical and Rehabilitation Services Centre	A delegation from Emirates Transport visited Cambridge Medical and Rehabilitation Services Centre, Al Ain branch, to discuss co-operation between the two parties through organizing awareness sessions targeting supervisors and drivers.	
10	Blood Bank - Dubai	Emirates Transport organized, in coordination with the Blood Bank in Dubai, a campaign to donate blood by employees of the Corporation,. Around 40 employees participated in this campaign.	
11	Blood Bank – Al Ain	Emirates Transport Branch in Al Ain organized a campaign for its blood donation staff, in cooperation with the Mobile Blood Bank of the Abu Dhabi Health Authority. The campaign was attended by around 100 employees, drivers and supervisors in transportation and safety.	
12	Noor Dubai Foundation	Emirates Transport, in cooperation with Noor Dubai Foundation, organized a free medical day to examine drivers, technicians and other employees at the General Directorate of Emirates Transport, where 147 participated.	
13	Nasser Abdul Latif Al Serkal Group	Emirates Transport organized, in coordination with Nasser Abdul Latif Al-Sarkal Group, a day to raise awareness about tyres readiness and safety and its role in traffic safety on the roads. A number of training courses were also organized for employees in technical workshops to train them for inspecting vehicle tires of the Corporation fleet.	
14	NAFCO	A number of training and awareness-raising courses have been organized to deal with fire protection and prevention equipment. Around 75 participants attended the courses.	
15	General Directorate of Civil Defence - Sharjah	The Corporation conducted, in coordination with the General Department of Civil Defence, a drill on the evacuation of buildings in cases of fire. The training was attended by around 500 drivers, employees and supervisors in the transportation and safety field. Also, a number of awareness lectures about first aid and occupational safety and health were conducted.	
16	Ministry of Health Sharjah Medical District	The Corporation coordinated with Sharjah Medical District to train drivers and supervisors in the areas of transportation and safety on first aid procedures and identifying emergency cases in school buses. They were also trained to deal with students with diabetes and other chronic diseases inside school buses.	
17	General Directorate of Sharjah Police	Emirates Transport organized in cooperation with Sharjah Traffic and Department, a training programme for drivers to introduce traffic laws and alert them to some frequent irregularities observed by the Sharjah police and when transferring students, for a more professional work performance.	

#	Agency	Area of cooperation	Pictures/ logos
18	Blood Bank	The Emirates Transport organized in coordination with the Blood Bank in Al Ain, a blood donation campaign as part of the “Month of Safety and Occupational Health” initiative, in which the staff of Al Ain branch participated to activate their role in community services, support other institutions in voluntary work, and disseminate the concept of safety between employees.	
19	NMC Hospital	Emirates Transport - Al Ain Branch, in cooperation with NMC Hospital, conducted free medical examinations for more than 300 employees in ET's offices in Mazyad area.	
20	Al Foah Dates	Emirates Transport, in collaboration with Al Foah Dates Company, launched the “7 Dates” initiative aimed at the Corporation employees, as part of its commitment to implement social responsibility programmes towards the community and employees. The initiative included the distribution of dates to employees to raise awareness about the importance of breakfast to achieve occupational health and safety.	

The Corporation has drawn a lot of interest from these activities at the level of partnerships. It received 22 recognition and appreciation certificates from a number

of partners who benefited from the Corporation's services, in addition to a remarkable rise in Happiness Indicators.





**Our Human Resources...
Pioneers in a Leading Corporation**

- 107 Welcoming New Additions
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- 114 Stronger Communications with Employees
- 115 Enriching the Work Environment
- 118 More Positivity and Wellbeing



Emirates Transport continued pursuing its distinctive path of empowering its human resources, enhancing its staff capabilities within all functional groups, adopting an advanced recruitment policy that meets the Corporation's need for professional, qualified human resources and ensuring the satisfaction, loyalty and happiness of its employees by continuing to develop and enhance a healthy internal working environment.

The Corporation's keenness was demonstrated through a wide range of indicators, standards and other initiatives and projects that have been launched to achieve the desired human resources goals. This reflected the Corporation vision and mission statements, as well as being compatible with the general legislations adopted by the State and imitating the governmental directives which place people at the top priority and consider them as the country's cornerstone in sustainable development achievements.

Parallel to the investment growth achieved by ET in 2017, and the economic successes added to its rich achievements, there was an equal growth in human resources, both in quantitative and qualitative measures, in such a way that allowed the Corporation to confront the challenges and implement the tasks at hand. The Emirates Transport family has witnessed a remarkable growth of 10% compared to 2016, with 23,752

employees at its various business locations, which helped ET to maintain its leading position among federal government corporations in terms of human resources.

At the qualitative level, the working environment has witnessed focused efforts to achieve happiness of employees and customers, embracing a happy, positive and sustainable lifestyle by adopting the working agenda of happiness and positivity, including the launch of 20 initiatives to please employees, as well as continuing to work on the development of performance through training and vocational programmes, which has witnessed a remarkable progress comprising all staff and employees in different functional groups and professional disciplines. In addition, we continued with efforts to instil the values of innovation, creativity and excellence in employees to help the Corporation in maintaining the pioneering positions it achieved over the years.

Work also continued in applying the best professional practices, the development of the working systems and legislations in compliance with the latest local and international laws, regulations and relevant conventions. Such as addressing the practices of forced labour, encouraging the policy of combating child labour, ensuring compliance with the provisions of international human rights and the UAE Human Resources practices, as well as the UAE Federal Law.

Welcoming new additions

Emirates Transport, in line with its steady business expansion, has adopted active advanced policies, systems and regulations regarding recruitment and assignment to meet its human resources needs, based on modern, accurate and up-to-date standards that will attract the right professional and qualified human resources competencies capable of performing the tasks, achieving operational goals, overcoming professional challenges and achieve a quality leap to the Corporation's family.

Pursuant to this vision, in 2017 ET recruited a massive 4,182 employees, across various working categories, representing 19.3% of the total number of employees at the end of 2016. The huge recruitment drive came to enhance ET's competitiveness,

4,182 New employees during 2017

meet the operational needs of new and ongoing contracts and fulfil the requirements of other expansion and growth, as well as to increase customer satisfaction rates through continuous enhancement of performance standards.

The number of new recruits for the Corporation in 2017 is more than 11% to that in 2016 when it was 3,759, presenting even more evidence of the vitality of Emirates Transport, its healthy environment and its growing attractiveness to large sectors of workers, both Emirati and expatriates. There was also a reduction in general turnover rate from 6.3 in 2016 to 5.8% in 2017.

Details	
New employees during 2017	4,182
Number of new employees to total employees by the end of 2016	19.3%

No. of employees per nationality	2016	2017
Emirati citizens	2,515	2,450
Expatriates	19,132	21,302
Total	21,647	23,752

No. of employees per gender	2016	2017
Male	16,379	17,980
Female	5,268	5,772
Total	21,647	23,752



23,752 No. of employees

No. of employees per age category	2016	2017
Till 29 years	5,185	5,628
30-39	8,284	9,310
40-49	5,409	6,019
50-59	2,365	2,458
60 or More	404	337
Total	21,647	23,752

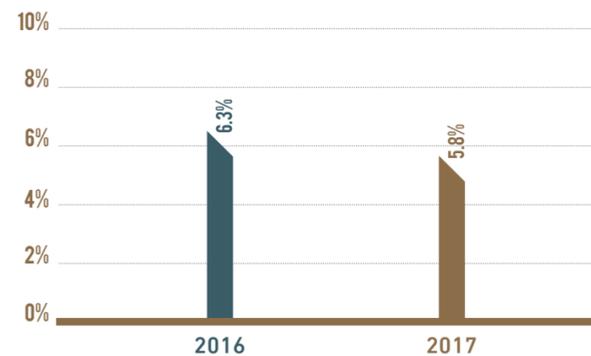


No. of employees per functions and business centres categories *

Data/No. in 2017	Supervisory Category	Technical Category	No. of Drivers	Bus Super- visors & Of- fice Runners	Operational Dep. Staff	Total
School Transport	39		5,862	5,851	174	11,926
Transport & Leasing	19	242	7,770		307	8,338
Auto & Technical Services	35	2,223	94		176	2,528
Logistical Services	4		599		34	637
Text	97	2,465	14,325	5,851	691	23,429

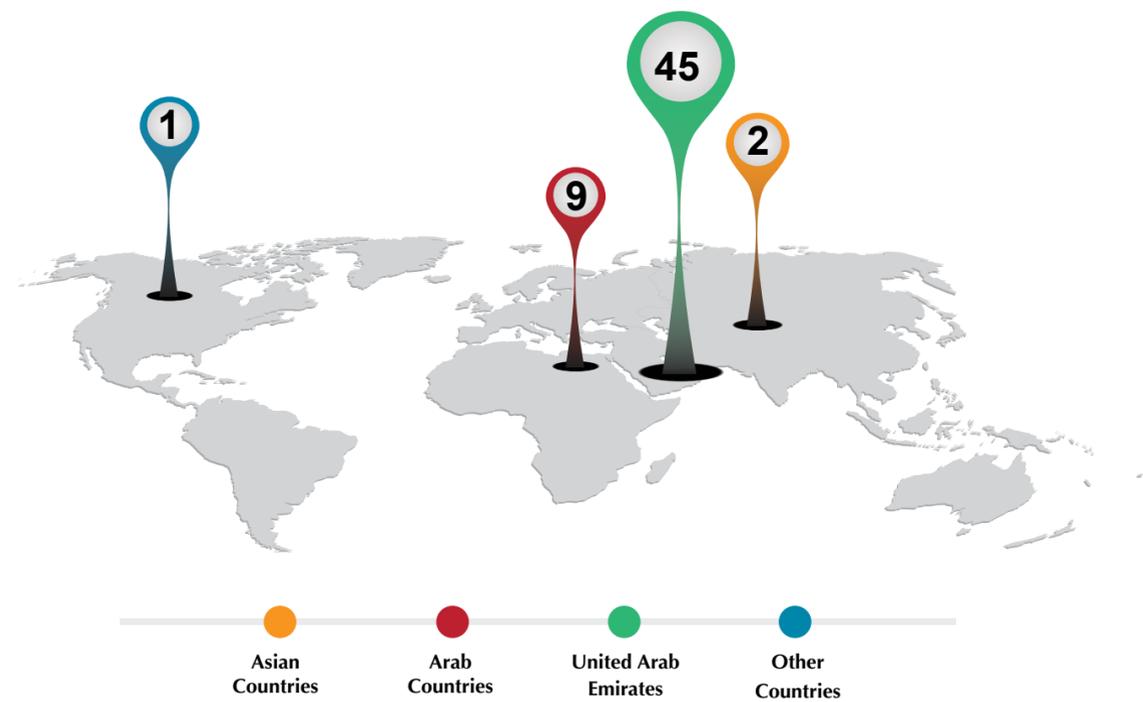
*Excluding senior management, service categories and external contracts employees.

Employment Turnover	2016	2017
Overall Turnover Rate	6.3%	5.8%



Details	Employment Turnover Rate in 2017
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Total Turnover Rate	5.8%	
Per Nationality	Emirati Citizen	7.2%
	Expatriate	5.7%
Per Gender	Male	5.0%
	Female	8.6%
Per Age Category	29 and under	5.9%
	30-39	8.2%
	40-49	5.2%
	50-59	3.5%
	60 and over	7.8%



Senior Management Category Data

Nationality/Region	2016		2017	
	Text	Text	Text	Text
United Arab Emirates	39	7	38	7
Arab Countries	8	-	9	-
Asian Countries	3	-	2	-
Other Countries	1	-	1	-
Total	51	7	50	7
Ratio to Total	88%	12%	87.7%	12.3%

Performance enhancing training

Emirates Transport attaches great importance to its training system to ensure maintaining the readiness of its human cadres and the development of its performance. The recent years witnessed a remarkable increase in the volume of training provided by the Corporation to its employees of all categories especially drivers and supervisors. The opening of the ET Training Centre was a milestone in the development of the Corporation's training system, as was the launch of the ET Driving Institute in mid-2016. Both provided, for the first-time, specialist training services for customers from outside the Corporation.

The total number of training programmes, courses and workshops in the entire Corporation reached 78 (excluding training programmes for bus drivers and supervisors), spanning

6,836 training hours and benefiting 604 male and female employees, with an increase exceeding double the 2016 results, whereas the total number of trainees was 298 male and female trainees, while the total number of training hours was 4,326 hours. This increase in the number of trainees and training hours was distributed at varying rates among all functional categories.

The total number of trainees at the ET Training Centre, both from inside and outside the Corporation, reached more than 30 thousand, an increase of 44% compared to the number of trainees in 2016. This includes more than 20 thousand drivers and about 10 thousand female bus supervisors. The number of training programmes provided by the Centre was 36 programmes consisting of 175,840 training hours.

Data of trainees in different functional categories - 2017

Category	No. of Trainees	Percentage of trainees in various functional Categories	Training hours in various functional categories	Average training hours in various functional categories
Senior Management	80	143%	1,190	21
Supervisory	112	84%	1,520	11
Specialist & Technical	26	45%	211	4
Executive	386	47%	3,915	5
Text	604	-	6,836	-



Total training hours in all functional categories per gender for 2017

Category	Male	Female
Senior Management	1,085	105
Specialist & Technical	1,062	458
Supervisory	153	58
Executive	2,780	1,135

ET Training Centre Data	2016	2017
Total no. of trainees	21,099	30,399
Drivers	11,974	20,643
School bus supervisors	9,079	9,690
External trainees	46	66
No. of training programmes	44	36
No. of training hours	68,107	175,840
No. of affiliate training sites	35	27



**Emiratization
Rate Among
Management**

Boosting Emirati human resources

In 2017, the ET was keen to pursue its commitment and approach in the field of Emiratisation and empowering the national cadre, as an extension to its social and national responsibilities. The overall rate of Emiratisation reached 10%, while it increased to 79% in the senior management category, with 45 Emirati employees in this category out of 57.

The highest percentage of Emiratisation was concentrated in the jobs of school bus supervisors, as the number of female Emiratis in this category reached 1,987 supervisors, representing 33.8% out of the total 5,877 supervisors. This is followed by 840 female workers in the school canteen project, constituting 88% out of 954 female workers.

ET pursued qualifying and empowering the Corporation's capabilities through the "Future Leadership Programme" for Emirati citizens, which is one of the channels and tools for the preparation of leaders equipped with the skills to execute plans for development, improvement and change. The programme seeks to encourage qualified national talents to plan their career paths, and create and implement their own developmental plans. The programme also supports employment plans and career development opportunities. Eleven male and female employees were honoured, after they success-

fully completed the programme's requirements over a period of 12 months and passed their assessment tests, which were accredited by the American Association for Leadership Development (ASMC) in Illinois.





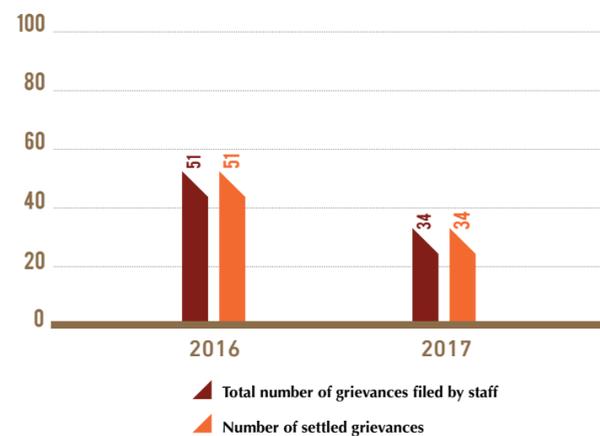
Stronger communications with employees

Transparency towards employees and the enhancement of communication between the administrative levels across various channels is an important part of the business model of Emirates Transport. It has contributed in the formulation of the distinguished working environment in the Corporation who is keen to make these channels available to encourage the expression of views and exchange of ideas, visions and expertise among different levels, in addition to receiving feedback and suggestions, as well as to report complaints and grievances that may arise during work for many reasons, and to ensure effective communication in both directions. Communication channels include a wide range of well-

established administrative systems, means and tools available to all employees at all levels and locations, especially the periodic or non-periodic official meetings and direct encounters between management and subordinates, as well as periodic opinion polls (with 21 surveys regarding HR where eight of those were sent to 145,850 employees, clients or others).

The number of complaints filed by employees decreased by 33% in 2017 compared to 2016, with 34 grievances recorded, and all were responded to and resolved (100%).

Details	2016	2017
Total number of grievances filed by staff	51	34
Number of settled grievances	51	34
Response rate for settlement of grievances	100%	100%



Enriching the work environment

Emirates Transport has been successful in building an ideal working environment, which has contributed in the successes achieved at various levels. The Corporation has always succeeded in providing an environment that stimulates the values of excellence, professionalism and positive competition, and calls for more confidence in the future, loyalty to the Corporation, friendliness and solidarity among employees.

In addition to the values of excellence, quality and leadership, ET focuses on instilling the values of solidarity, tolerance and strengthening relations between nations of different ethnicities and religions, particularly as ET is home to about 50 different nationalities. This is translated in the form of several events, programmes and initiatives such as "Support a colleague" and the "Journey of Excellence" which succeeded in winning the voluntary and humanitarian category in 2017 during the sixth edition of the "UAE Ideas" conference. ET affirms the value of tolerance through the annual participation in the "International Day of Tolerance" which falls on the 16th of November each year by sending e-mails urging employees to embrace the true spirit of tolerance, as well as allocating, for the second year in a row, a significant part

during the Corporation's celebrations on UAE National Day to commemorate and feature the various cultures of expatriates employees' by giving them the opportunity to display traditional folkloric segments that embodies the cultures of their countries.

In this regard, it is worth mentioning the Corporation's efforts to enhance the health of its employees through many events, such as free medical examinations conducted during the Month of Occupational Health and Safety and the breast cancer awareness events for female employees as well as holding educational and cultural lectures.

The Corporation is also interested in enhancing opportunities and empowering female employees through several special initiatives, including celebrating their special events such as the "International Women's Day", which falls on March 8 each year, "Mother's Day" and the "UAE Women's Day", which falls on August 28 each year, which was held under the slogan "Women are partners in philanthropy". Female employees at ET constituted 24.3% of the total human resources during 2017, with 5,772 female employees in various functional categories, including 7 women in the Senior Management category and constituting 12.3% of that category.



77.58% was the result of happiness index for 2017

Programme	Programme Summary	No. of beneficiaries	
		2016	2017
ET Employee Excellence Award	An internal award aimed at encouraging and enhancing the quality of the Corporation's work and improving the performance of its organizational units by stimulating and appreciating the efforts of its human resources and its distinguished administrative units. It was first launched in 1997 and re-launched again in 2009, it undergone continuous updating per new comprehensive standards to bring it in line with the new standards of the 4th Generation of the UAE Government Excellence System. 2017 witnessed the launch of the sixth session of the award under the slogan "Together we make the lead". 77.58% was the result of happiness index for 2017.	77 winners including male and female employees, work teams, centres and distinguished departments were honoured out of 118 participants.	106 winners including male and female employees, work teams, centres and distinguished departments were honoured out of 150 participants.
Month of Occupational Health and Safety	An annual awareness programme launched in 2012, with many activities, programmes and contests in different ET branches, locations & business centres. It aims at raising awareness on occupational health and safety issues across both internal and external environment. The sixth edition was organized in 2017 under the theme "Let Safety Guide You", with 110 events and activities at all branches over the state and was supported by 30 government and private entities.	The event attracted more than 118,000 participants.	The event attracted more than 33,000 of Corporations' staff and community members.
Well done!	A monthly programme to assess and appraise staff contributions, through special appreciation certificates.	1,100	1,200
Support a Colleague	A social humanitarian initiative launched in cooperation with Dar Al-Bar Charitable Association, which reflects the solidarity and brotherhood among the Corporation staff. It allows employees to receive financial support from their colleagues for a variety of reasons, such as sudden surgery, cost of living, and help with children's tuition fees, etc.	169	102

Programme	Programme Summary	No. of beneficiaries	
		2016	2017
Thank You	Programme aims to honour achievements and to appreciate achievers who exerted noteworthy efforts in record time, with positive impact on business.	201	150
Achievement	An initiative to honour achievements in various areas of work, launched in the second quarter of 2013.	12	12
Ambition	A programme dedicated to recognising 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.	10	15
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.	956	953 driver, technician and supervisor
Recreation Day for Female Employees	2017 witnessed the holding of the third meeting of the female employees at ET, organised in conjunction with International Women's Day which falls on March 8 each year, UAE Women's Day which falls on August 28 of each year, Mother's Day and others, and includes various educational and entertainment programmes.	30	60
White Points Programme	A motivational system for drivers, first launched in 2016 to motivate and appraise distinguished and committed drivers, both at work and behind the wheel, and to enhance commitment levels with safety standards and requirements. The initiative achieved 87% satisfaction rate among drivers, which was reflected positively in the increase in the number of honoured drivers at the second edition (i.e. 2017 edition) by 33%.	399 Drivers	599 Drivers

74.7%

Employees' happiness index

More happiness and positivity

The Corporation focused its efforts in 2017 on promoting happiness and positive work environment in compliance with the National Convention for Happiness and Positivity. This was reflected in its adoption of the value of happiness and making it one of the corporate values of ET, which states: "We believe that happiness is a human right, and we consider it as the cornerstone in our strategic plan, as well as in our various programmes and initiatives aimed at customers, employees and the community".

This trend was translated in the approval of the General Manager of Emirates Transport to the working agenda of happiness and positivity programmes, which is considered as one of the most important achievements in developing the work environment. It is an integrated package of stimulating programmes and initiatives aimed at employees and customers to consolidate the meaning of happiness and positivity. The agenda consisted of 7 main axes and included 26 key initiatives, including 20 main initiatives aimed at employees and 6 initiatives to please customers.

The initiatives targeting employees aimed at providing a prosperous environment for the growth and investment of the Corporation's human resources, generating positive energy and raising awareness of various issues, in addition to building the capacity of employees and developing their corporate performance and career path. These initiatives consisted of: the Annual Employee



Excellence Awards, Employees' Umrah Trip for drivers, auto technicians and bus supervisors, Umrah Trip for distinguished employees, White Points Programme, Gold Point Programme, developing the special offers programme for employees, initiative to honour the Corporation's national service recruits.

There was also motivational initiatives for employees, under which 15 work teams and 151 male and female employees were honoured during last year (another 1,230 drivers and female bus supervisors were also honoured during the School Transport Week). Several programmes emerged from these initiatives such as "Thank You", "Ambitious", "Achievement", "Well done", there was also "Letters from the GM" and "Support a Colleague" programme.

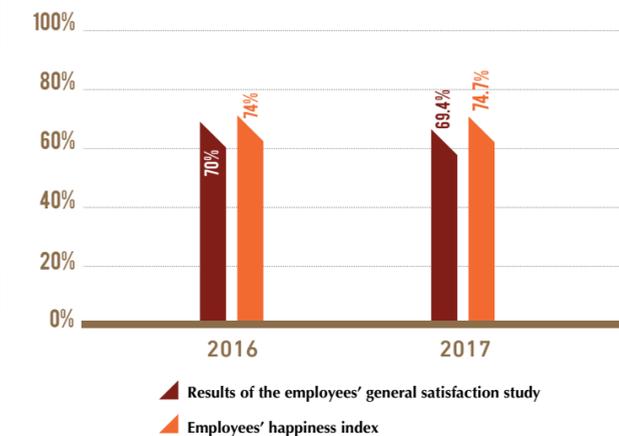
2017 witnessed the holding of a series of training programmes and workshops related to the aspects of happiness and positivity as follows:



Training programmes implemented to promote happiness and positivity through 2017	Duration (hours) per programme	No. of staff benefiting from each programme separately
--	--------------------------------	--

Waha Forum for Happiness	40	5
Happiness and Positivity Workshop	111	37

Details	2016	2017
Results of the employees' general satisfaction study	70%	69.4%
Employees' happiness index	74%	74.7%





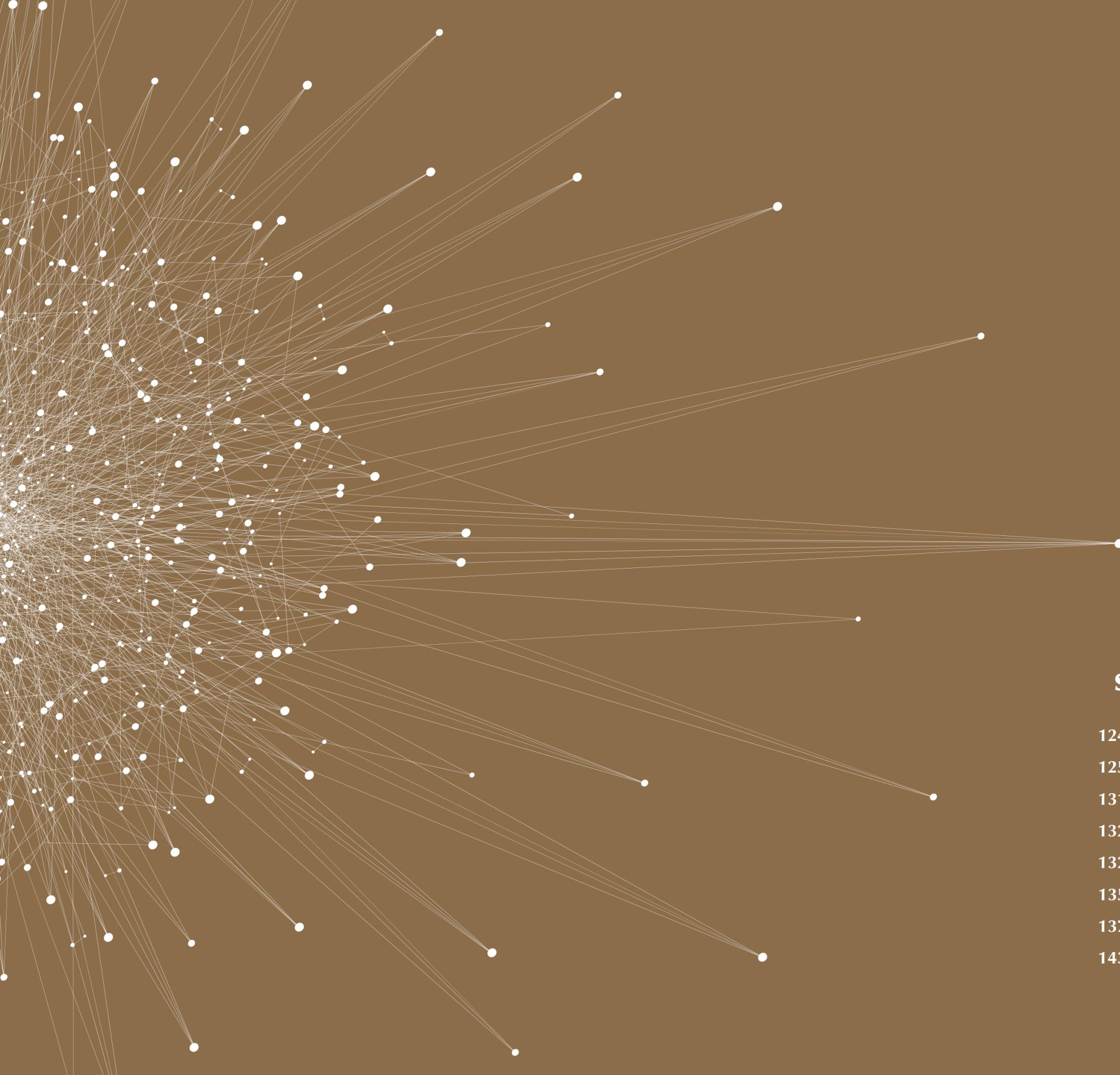
Employee Satisfaction

69.4%

Employee Happiness

74.7%





Sustainability: Stepping up Efforts

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A deep-rooted CSR culture

Since its inception in 1981, Emirates Transport has showed an impressive record in corporate social responsibility (CSR), expressing an early awareness of this crucial institutional role. The Corporation's interest in social responsibility issues has evolved gradually in parallel with its development and with the growing diversity of its services to the extent we witness today. It has developed a comprehensive programme that includes a wide range of activities and initiatives in various areas of social responsibility, which placed the Corporation among the leading corporate institutions in the areas of sustainability and social responsibility due to its remarkable success in integrating investment objectives with social and environment commitments.

This success was supported by advanced policies and regulations that have become, over the years, a well-established institutional culture with prominent features reflected today in all aspects and activities of the Corporation. As such, a wide range of environmental initiatives and community programmes have seen the light, in addition to specialised investment projects with outstanding achievements, not only in terms of sustainability but also at the level of investment and profitability.

Accordingly, Emirates Transport has been able to accomplish great initiatives which made it a pioneering model for community and environmental action, driven by a feeling of great responsibility towards future generations. This is reflected through the adoption of sustainable development practices and disciplines that fall in harmony with the Emirates Green Development Strategy aimed at achieving a more sustainable economic development, and our believe in preserving the environment for future generations through the adoption of responsible business activities and practices, in close cooperation with federal and local government agencies and partners in the private and civil sectors.

None of these would have been achieved without the



Corporation's clear vision and pioneering mission on the issues of social responsibility, which was shaped by the nature of the Corporation's work ever since its foundation, when it was entrusted with its primary task, namely to provide transport services to government schools.

CSR Vision statement: Excellence in caring about the community, environment, safety, employees, and applying international standards of social responsibility.

CSR Mission statement: Emirates Transport is committed to its national objectives to serve the community through providing community services, caring about its employees, preserving the environment and promoting safety. The Corporation aims to set an example in social responsibility for various groups that benefit from its activities and services.

As in previous years, the Corporation's vision and its community and environmental initiatives were praised for the exceptional achievements and gained a number of awards during 2017. These awards included: the "RAKEZ Business Excellence Awards" in its 4th session in the category of "Best Practices of Corporate Responsibility", winning two categories within the activities of the 10th session of the "Arabia CSR Awards", in addition to the "Dubai Chamber CSR Label" for the 6th successive year.



Developing the CSR system

In line with its deep-rooted approach to continuous development, Emirates Transport constantly updates its programmes, policies and tools in the areas of community and environmental responsibility. It monitors and assesses the impact of implementing these programmes qualitatively and quantitatively, and utilized the feedback to identify areas in need of improvement. The most important identified indicators are as follows:

- 1- The number of CSR initiatives in each specific field.
- 2- Categories and number of people benefiting from the Corporation's efforts and initiatives in the areas of social responsibility.
- 3- Results of surveys conducted periodically for the beneficiary groups to measure their satisfaction with the Corporation's initiatives.
- 4- The needs and requirements of the categories benefiting from the initiatives.



Instilling the value of giving

In striving for excellence in the areas of social and environmental responsibility, the UAE has responded instantly to the call of His Highness Sheikh Khalifa bin Zayed Al Nahyan, President

of the UAE, in which he declared the year 2017 to be "The Year of Giving". This was a good opportunity for the Corporation to add more diversity and complement its usual activities which exceeded 22 initiatives over the past year, in addition to another 18 initiatives inspired by the Year of Giving initiative, which were implemented through ET's various departments and branches across the UAE, in cooperation with different community parties. In this sense, ET's initiatives for "The Year of Giving" can be divided into three categorised, as per the directives of HH. Sheikh Khalifa bin Zayed Al Nahyan, President of the UAE: Instilling CSR values within private sector institutions so they can serve their country and contribute to its development (6 initiatives).

Consolidate the spirit of volunteerism and encourage specialized volunteering programmes in all segments of society to serve their country and contribute efficiently to its development (5 initiatives).

Encourage the spirit of serving the homeland in the younger generations, as an essential attribute of an Emirati citizen, and an embodiment for the love of the country; a feeling which has been instilled in the hearts of Emiratis for decades.

These initiatives include the following:





Category	Initiative	Brief description	Results/ beneficiaries
Instil the CSR responsibility in the private sector institutions to play their role in serving the country and contributing to its developmental process.	Endowment Label	In a significant initiative, ET, in cooperation with the Mohammed bin Rashid International Centre for Endowment Consultancy, launched an innovative free advertising endowment under the concept of Waqf. This comes in line with the decision of HH Sheikh Khalifa bin Zayed Al Nahyan, President of the UAE, to declare the year 2017 as the 'Year of Giving', and in support of the wise vision of The UAE's Vice President and Prime Minister of the UAE and Ruler of Dubai, Sheikh Mohammed Bin Rashid Al Maktoum, in reviving the Waqf as a community development tool, allowing organizations and community campaigns to obtain free advertising space on the company's fleet which comprises thousands of vehicles throughout the UAE.	Around 1,798 buses have been provided for advertising on behalf of 12 governmental and local authorities and associations.
	Transport services for the school transport centre	Working with private schools under contract with the Corporation to transport low income students free of charge as a community initiative, subject to their social situations and their financial conditions.	Under the initiative, a dedicated vehicle was provided to transport one special needs student in Abu Dhabi to-and-from school throughout the academic year 2017/2016.
	Free medical tests for employees	Coordinating with the DHA and the Ministry of Health by allocating a day to conduct a free medical tests for the employees of the Corporation, including drivers and supervisors.	The initiative was implemented in the Month of Occupational Health and Safety (March 2017).
	Umrah programme for distinguished employees	The Corporation organized, in cooperation with the charity association "Dar al-Ber", Umrah trips for distinguished drivers and technicians with low-income, including all costs according to nominations.	12 employees have benefited from Umrah programme in April.
	Umrah for drivers, technicians and supervisors in the Corporation	In an effort to provide the best services to employees, support their excellence and give them an attractive and positive work environment. An initiative was introduced to facilitate the performance of Umrah for the employees of the Corporation branches throughout all its investment centres, in order to strengthen the communication between employees through a social and religious programme.	Participation of 953 drivers, supervisors and technicians in the Umrah programme.
	Lectures to instil the culture of charity in employees	The initiative organizes lectures about the Year of Giving to promote the concept and culture of charitable work among the Corporation employees.	A lecture was organized in cooperation with the Emirati Nachama Volunteers group in the third quarter of 2017.

Category	Initiative	Brief description	Results/ beneficiaries
Consolidate the spirit of volunteerism and encourage specialized volunteering programmes in all segments of society to serve their country and contribute efficiently to its development	Volunteering group	Form a volunteering group representing the Corporation to participate in internal and external events at the State level, to enhance the Corporation role in charity work.	A volunteering methodology has been adopted during the 3rd quarter, in addition to the participation of 279 volunteers in internal and external activities, and giving a lecture entitled "Volunteerism" was presented during the 4th quarter.
	"For You" initiative	Cooperation with public benefit associations and charities through the participation of volunteering teams of the Corporation to visit homes and utilities in the northern regions and contribute to maintenance work.	In the framework of the initiative itself, 10 volunteers participated in the maintenance of old houses in the Emirate of Umm Al Quwain, in addition to the participation of 6 volunteers in community activities in the Emirate of Abu Dhabi. Ras Al Khaimah in coordination with Dar Al Ber Association.
	"Safe in Ramadan" initiative	The initiative, in cooperation with Al Ehsan Charitable Society, aims to participate in the "Safe in Ramadan" campaign through the distribution of meals on fasting people in the streets of UAE.	150 volunteers participated at the state level.
	"Be Compassionate" initiative	An initiative that includes providing blankets and coats for those in need during the winter in cooperation with Dar Al-Ber Association, both inside and outside the country, through the provision of financial support and the participation of the Corporation staff in the assistance of the target groups.	200 low-income drivers and drivers were distributed in January.
	"Eid Clothing" initiative	Providing the needy families and children with Eid clothes and gifts, in cooperation with the competent authorities. This initiative is implemented annually during the month of Ramadan.	200 boxes were distributed to needy families.
Empower the spirit of serving the homeland in new generations as one of the essential attributes of the Emirati national, as serving ones homeland is always a synonym for the love of the country, a feeling which has been instilled in the Emiratis heart from decades ago	Ramadan Iftar initiative	MOUs have been concluded with one of the charity associations to provide Iftar during the holy month of Ramadan as per the distribution areas of the Corporation's projects for Iftar.	In the holy month of Ramadan, 500 people have been provided Iftar meals nationwide.
	Mir Ramadan	Provide the needy families at the state level with their requirements in Ramadan, in cooperation with the public benefit organizations through the provision of financial contributions from the community and staff.	Mir Ramadan has been provided to more than 50 families before the beginning of the holy month of Ramadan.
	"Support a Colleague" initiative	Carry the costs of ET employees medical in cooperation with Dar Al-Ber association in accordance with the concluded agreement.	A value of AED 472,210 has been allocated to treat 102 employees.



It is important to mention that two of these initiatives, “Support a Colleague” and “Umrah Trips for Employees”, have been awarded the Innovation category in the field of volunteerism and humanitarian work in the 6th edition of the “UAE Ideas” Conference and Awards.

In addition to these initiatives, the Corporation has continued to undertake some additional initiatives that reflect its approach to CSR and sustainability, particularly the initiatives mentioned below:

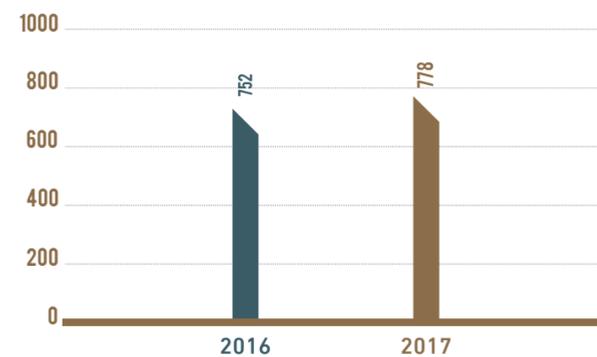
The National Bus Project:

to provide free transport to many community entities and causes such as student centres, charitable organizations, partners and governmental and semi-governmental bodies. 100 buses were allocated in the various branches of the Corporation in the past year, and they were able to increase the number of free transport trips by 3.5%, compared to 2016, with 778 trips carried out on behalf of 204 different entities.

Financial and physical sponsorships for community service:

Around 22 governmental and non-governmental organizations have benefited from this programme to the tune of more than 2.5 million dirhams. The areas of support included education, innovation, safety, health, transport, communications and others.

Description	2016	2017	Percentage of yearly increase
Number of trips carried out by the National Bus Project	752	778	3.5%



Sustainability Report:

The ET Sustainability Report, combined with its Annual Report for 6 years, is an advanced institutional practice in which it promotes the values of transparency, governance, quality and disclosure policies, as well as value of commu-

nity responsibility, in line with the guidelines developed by the Initiative (GRI Global Reporting Initiative), where the Corporation issued its report for 2016 under G4 last year. Active participation in community, national and humanitarian activities: This was manifested through a large number of activities in various national, voluntary, cultural, awareness and other fields, which were organized in the Corporation or contributed in cooperation with governmental, private and civil partners.

1- Cultural events:

Participation in the cultural caravan initiative in cooperation with the Ministry of Culture, which took place along the year through the organization of events and accompanying exhibitions and the provision of buses to transport the participants and participate in the Mobile Library initiative in cooperation with Zayed Charitable & humanitarian Foundation to provide an equipped bus to serve the initiative. This is in addition to conducting lectures, attended by 50 male and female employees, which coincided with the launch of the National Month of Reading, and came in response to the decision of the Council of Ministers to dedicate the month of March of each year for reading.

2- ET Safety and Traffic Education Award:

The 2017-2016 Traffic Safety and Education Award was launched. It received more than 1,195 entries in various categories during 2017, and a ceremony was held to honour the winners.

3- Participation in the activities of the Gulf Traffic Week 2017:

under the slogan “Your Life is a Trust”, which was carried out through the participation of branch departments in the traffic exhibitions organized by the traffic departments, as well as lectures and awareness programmes for community members and school students, and the distribution of educational materials to school students and parents.

4- Safety awareness programmes for school students:

These were discussed in detail in Part One of this report. For example, more than 150 awareness lectures were held,



including 62 lectures for kindergarten students, to enhance the safety concept for targeted groups, School awareness activities, such as the implementation of the Golden Rule Drawing Project to educate students on safety conditions throughout the country, and provide the necessary care and support for schools in the area of safety, through the distribution of safety books to students and parents.

5- Organizing a blood donation campaign:

It took place with the participation of the Corporation employees as part of the activities of the 6th session of the “Safety and Occupational Health Month”.

6- Implementation of a number of specialized initiatives aimed at women in 2017:

Celebrating special events (such as the celebration of International Women’s Day, Mother’s Day, and the UAE Women’s Day).

7- Ramadan Initiatives:

A Ramadan programme was implemented for the employees of the Corporation which included a number of religious lectures and cultural competitions under the slogan “Ramadan Taqwa Wa Iman”. Also, the Corporation employee contributed to a water well construction in one of the developing countries and was named after Emirates



Transport employees. In addition to contributions in providing Eid clothing for the needy families in cooperation with Dar Al-Ber Charity Association, and supporting and sponsoring the activities of “Safe in Ramadan” initiative in coordination with charities and with employees’ participation in distributing meals to members of the community on the roads in different emirates of the state. This is in addition to the coordination with the Association of Dar Al-Ber to launch the distribution of “Mir Ramadan” for the benefit of needy families at the state level, through visits from the Corporation volunteers to their homes to distribute Ramadan requirements. Moreover, the Corporation sponsored “A Day for the Fasting” initiative to provide Iftar for 200 fasting people, distributed by volunteers in the tents organized by Dar al-Ber Association in residential areas.



8- National Events:

The Corporation has held extensive celebrations on the occasion of UAE’s 46th National Day in all Emirates Transport branches and

Headquarters. It also organized events on the Flag Day and Martyr’s Day, under the directives of HH. Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE and Ruler of Dubai, with the participation of all leaders and employees of the Corporation.

9- Volunteer programmes for Emirates Transport employees:

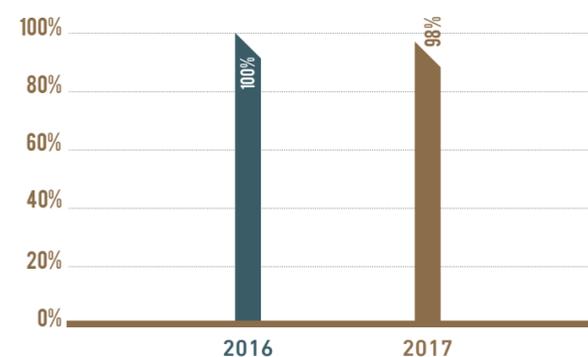
33 volunteer programmes with 465 employees and 454 volunteer hours in various social, charitable and environmental fields.

10- Enhance the internal work environment:

Here to mention the “Happiness” initiatives, which included 20 major initiatives dedicated for the personnel, as mentioned in the 4th Section.

In light of this diversity in the Corporation’s contributions at the community level, the rate of satisfaction about services provided for the benefit of community groups reached 98%.

Description	2016	2017
Rate of overall satisfaction of the community (as per direct questions)	100%	98%



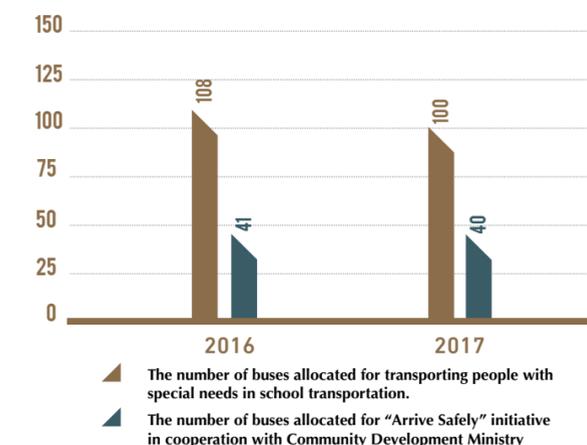
Vision and commitment

Emirates Transport has a vision and a deep understanding of the issues of social responsibility that extend to the areas of environment, occupational safety, health, and road safety. That is why it became one of the leading institutions in the UAE not only in terms of the volume of initiatives but also in terms of quality. It has made unique achievements at the local and regional levels. Not only that, it has continuously updated its vision and made it compatible with the needs of the community and the requirements of sustainability. This is clearly reflected in its growing environmental investment projects, which has established a modern investment approach in line with the latest global aspirations in this field.

Inspired by people of determination

The number of people with special needs who benefited from our transport system on a daily basis reached 635 people during 2017, being divided into two main groups. The Corporation continued to play its role in the “Arrive Safely” initiative, which was launched in cooperation with the Ministry of Community Development in late 2013. Around 40 buses were al-

Description	2016	2017
The number of buses allocated for transporting people with special needs in school transportation.	108	100
The number of buses allocated for “Arrive Safely” initiative in cooperation with Community Development Ministry	41	40
Total	149	140



located to transfer 550 students enrolled in the five rehabilitation centres of the Ministry of Health. At the same time, 100 buses were provided with the necessary equipment to transfer 69 students from the public schools under the Ministry of Education, and the Department of Education and Knowledge in Abu Dhabi. This is in addition to 14 vehicles, 8 of which are fully equipped and 6 are regular vehicles transporting 16 students.

Moreover, the Corporation was keen on providing the necessary training programmes for school transport staff (drivers, and male and female supervisors) through the Emirates Transport Training Centre, particularly the programme of transporting people with special needs, classified in the category of specialized programmes as well as other training programmes.

Mass transit is the essence of our services

Mass transit is an essential part of the transport culture that Emirates Transport seeks to establish in the community, as an ideal solution to a number of global challenges facing the transport sector, particularly the need to reduce emissions, reduce carbon footprint and traffic congestions.

Mass transit has long been a common factor for a large number of services provided by the Corporation, especially school transport and commercial transport. The Corporation fleet includes 10,251 large, medium and small buses, including 5,765 school buses. Thousands of transferees a day contribute significantly to sustainable transport solutions and benefit from their advantages over different levels. A previous study by the Corporation in 2014, in collaboration with the Dubai Centre for Carbon Control, showed that the annual reduction in emissions of School transport alone amounted to 92,000 tons of carbon dioxide equivalent (tCO2e).

Emirates Transport continuously sought to encourage this approach among different segments of society, especially its employees, by providing this service to 1,075 of them in the Emirate of Abu Dhabi and Dubai through 49 buses. A case in point is the free mass transport referred to above.

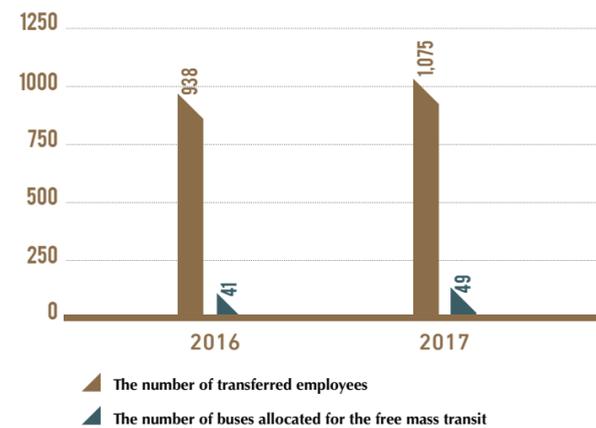


Environmentally friendly projects

Eco-friendly investment projects, successfully launched by the Corporation several years ago, have gained a momentum and won several local, regional and global awards, particularly those concerned with environmental conservation and sustainability patterns. Such projects also constituted a role model for several Corporations and served as an additional evidence of environmental conservation within the context of achieving development and striving towards economic profitability.

In 2017, the Corporation placed more emphasis on such projects by resuming those that have been previously launched rather than initiating new initiatives, especially the initiative related to the conversion of diesel buses into hybrid vehicles, as well as testing the first electric school buses ever at the regional level.

Data of free mass transit for employees	2016	2017
The number of transferred employees	938	1,075
The number of buses allocated for the free mass transit	43	49



Modifying buses to operate with compressed natural gas

The Corporation, since the establishment of the centre in cooperation with ADNOC, has accomplished the conversion of around 8,096 vehicles including 1,010 converted vehicles in 2017, in addition to providing maintenance services for 2,340 vehicles that have been previously converted.

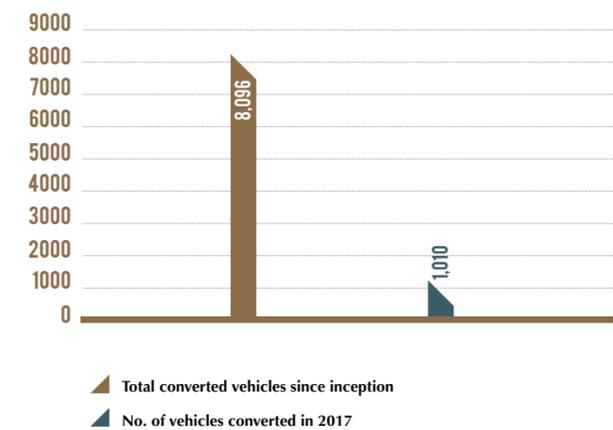
Since its inception in 2010, the Centre continued to win a number of awards concerned with effective investment and environmental solutions. As such, it won the first place (in equal shares) at "Arabia CSR" Awards in its 10th session in the category of partnerships and collaborations for the initiative of buses conversion from diesel to compressed natural gas. Indeed, this project is considered the first unique initiative on the regional level particularly that it is a specialized project as well as approved and universally recognized in line with the international approved specifications.

The main idea lies in modifying diesel buses to operate through a dual fuel system of both diesel and natural gas. This project has several benefits from the environmental and investment perspectives which can be summarised as follows: Reduction of fuel costs in the Corporation's fleet by 25% as minimum.

Reduction of carbon emissions by 96.KM/CO2 during the first year of implementation depending on special techniques innovated by the Corporation work team, so that the engines or the technical performance of the vehicle might not be negatively impacted.

8,096 Total converted vehicles since inception

Description	Total converted vehicles since inception	No. of vehicles converted 2017 in
No. of diesel vehicles modified to run on compressed natural gas	8,096	1,010





Tyres retreading Unit

The unit, which was launched in 2013, completed its 4th anniversary. It witnessed a remarkable leap proven in its business results through achieving a growth rate of 53% after re-treading 13,764 tyres throughout the last year.

Description	2016	2017
No. of retreaded tyres	9,004	13,764

Dry Car Wash Unit

The Dry Car Wash Unit has managed to extend its activities and boost its investment and environmental benefits by successfully saving 47,385,722 litres of water through conducting around 238,719 orders of dry wash, where only 358,78,5 litres were consumed with and an annual growth rate of 12% in comparison with the year 2016.

Description	2016	2017
No. of washed vehicles at "Dry Car Wash Unit"	213,509	238,719



Electric Vehicles

An exciting addition could soon be on its way to join the Corporation's fleet. During 2017, ET stepped up its efforts in the sustainability realm with final phase of field tests for the first electric school bus in the region. The bus already completed factory and operational testing lasting 3 months, achieving positive results and promising to be a big step in favour of the green development efforts witnessed by the UAE.

The bus accommodates 45 students and has zero emissions due to its of electric power, while similar traditional diesel or petrol powered buses consume around 0.347 litres per K/M. Because of its keenness to provide an effective infrastructure for bus operations (and others) under proper standard conditions, two integrated electric charging stations have been established and equipped to serve buses. It is worth mentioning that bus batteries could be fully charged in only 4 hours, and it is sufficient for the bus to travel for a distance of 100kms within extreme operating conditions, whilst operating the air conditioning and all other electronic devices. On the other hand, the maximum distance travelled in normal operating conditions could reach 150kms, maintaining a storage capacity of battery at 25% as a provisional power to ensure the bus will continue running in emergency conditions. Similarly, the Corporation also offers electric golf carts to its customers wishing to use this type of vehicles. Today, the size of its fleet has amounted to 90 electric golf carts.



Description	2017
No. of electric golf carts	90



271,024 tCO₂e
Carbon footprint

Our carbon footprint reflects our commitment

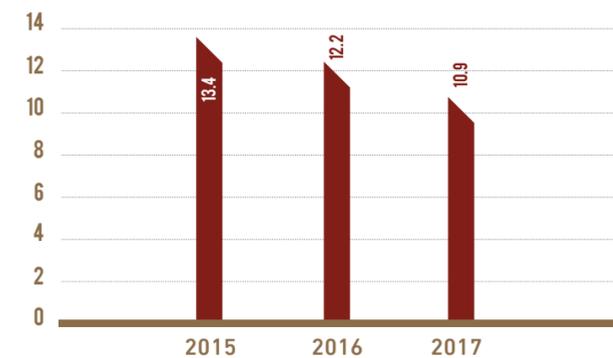
Carbon footprint measurement results conducted by the Corporation in 2017, in cooperation with the Dubai Carbon Centre of Excellence, revealed that the carbon footprint in Emirates Transport continued its relative decrease, particularly when compared with the recent, and ongoing, growth in the Corporation's revenues, in general, as well as the size of its fleet which accounts for around 97% of the Corporation's carbon footprint.

In this sense, the study revealed that the total gas emissions in the third category (as indicated below) equals 271,154 tons of carbon dioxide equivalent (tCO₂e) while in the first and second categories, they were equal to 271,024 tons of carbon dioxide (tCO₂e) due to low emissions in the 3rd category. In other words, gas emissions has increased at 1% compared to last year, as they were equal to 268,146 tons of carbon dioxide equivalent (tCO₂e), while the fleet size grew during the same period by 12.8% and Corporation revenues increased by 6.8%.

Based on the above results, it is evident that one vehicle share of carbon footprint has steadily decreased from 13.4 tons of carbon dioxide equivalent (tCO₂e) in 2015 up to 12.2 tons in 2016, then to 10.9 tons in 2017. This reflects the significant the development in the operational activities especially in fleet management and viability improvement.

Carbon footprint in relevance to growth of ET's fleet and revenues

Description	2016	2017
Carbon footprint (Carbon dioxide emissions/tCO ₂ e)	268,146	271,024
Corporate fleet (vehicle)	22,069	24,898
Share of carbon footprint per vehicle (Carbon dioxide emissions/tCO ₂ e)	12.2	10.9
Revenues (AED Million)	2,395	2,558



The share of carbon footprint per vehicle (tCO₂e) year on year.

The measurement results came as per the below categories, noting that the emissions considered belong actually to the 1st and 2nd categories only, as they are subject to direct control of Emirates Transport.

First Category:

Emissions released under this category constitute about 97% of total emissions amounting at 262,890 tons (tCO₂e) by a slight increase of 2,037% in comparison to results achieved in 2016, i.e. equal to less than 0.8% , despite the fleet growth at 12.8% as mentioned above. The fleet of vehicles owned by the Corporation mainly releases such emissions including fuel combustion (diesel & gasoline) at 89% and vehicles air-conditioner gases at 11%. The centres of Transportation and Leasing Department represented more than 50% of total emissions under this category (especially Abu Dhabi centre as well as Emirates for Transport and Leasing together representing more than 35% of total emissions). While emissions released by governmental transportation vehicles represented 10% of total emissions under the first category. However, school transportation sector is liable for around 31% of total emissions of this category. It is also worth mentioning that diesel fuel was the key source of greenhouse gas emission under the first category causing approximately 68% of gases released by vehicles fuel combustion as a whole.

2nd category:

It includes the emissions released by the purchased water and electricity representing 3% of total emissions amounting to 8,134 (tCO₂e). This indicates an increase estimated by 829 (tCO₂e) compared to the results for the year 2016, i.e. equal to 11.4% due to high rates of water and electricity consumption as well as the expansion undergone by the Corporation in its administrative, technical and service facilities. The Corporation's consumption of electricity amounted to 14,442 M/watt resulting in 7,054 tons of emissions, while water electricity was estimated at 29,930,214 gallons resulting in 1,080 tons of emissions.

3rd Category:

It includes carbon dioxide emissions released by paperwork

Electrical power & water consumption

Description	2016	2017
Electricity power consumption (M/watt)	12,131	14,442
Electricity (Gigajoule)	43,672	51,991
Water consumption (Gallons)	29,181,959	29,930,214
Emissions resulting from electricity consumption (tCO ₂ e of carbon dioxide equivalent)	6,268	7,054
Emissions resulting from electricity consumption (tCO ₂ e of carbon dioxide equivalent)	1,053	1,080
Total carbon footprint within the 2nd category (tCO ₂ e of carbon dioxide equivalent)	7,321	8,134

consumption and business air travel, i.e. the indirect emissions released by manufacturing and transportation of such products. This category has been ignored it is relatively slight as it is estimated at 130 (tCO₂e) representing less than 0.05% of total carbon footprint emissions as well as being beyond the direct control of ET Corporation.

Therefore, carbon footprint studies annually conducted by the Corporation in cooperation with the competent authorities indicate that Emirates Transport is following the right course towards gas emissions reduction. Results also emphasize the success of its initiative to control and mitigate such emissions in its strenuous efforts to meet its commitments towards environment and sustainability.



The sustainability efforts undertaken by the Corporation are not restricted only to its investment projects but also include its different operating, administrative policies and activities. Such efforts are aimed at boosting the environmental conservation and carbon footprint reduction as well as adopting the recycling culture through several practices as follows:

Recycling

Recycling has gained a lot of interest at the global level in response to the rationalization of the limited natural resources and the reduction of consumption. For this reason, Emirates Transport seeks to double its efforts in this respect. Last year, the Corporation undertook this responsibility by

13,764 retreaded tyres

continuing to recycle the oils used by its vehicles and also recycle the workshops wastes (scraps), damaged tyres and batteries in addition to recycling office electronic devices by disposing of them in cooperation with the competent bodies.

Recycling efforts details during 2017	Quantity
Total No. of retreaded tyres	13,764 retreaded tyres
Quantity of vehicle oils sold to recycling companies	1,521 barrels
Value of vehicle oils sold to recycling companies	243,292 AED
Quantity of damaged tyres sold to recycling companies	38,409 damaged tyres
Quantity of scraps (wastes of workshops) sold to recycling companies	67,211 tons
Value of scraps (wastes of workshops) sold to recycling companies	145,143 AED
No. of big-sized batteries sold to recycling companies	1,964 batteries
Value of big-sized batteries sold to recycling companies	237,819 AED
No. of small-sized batteries sold to recycling companies	6,224 batteries
Value of small-sized batteries sold to recycling companies	311,200 AED
Other recycling revenues	22,202 AED (For sale of 22 empty barrels +15 air-conditioner units)



4 years since the start of the "Printing Management Services"

Paperwork Consumption Rationalization

For the 4th consecutive year, the Corporation continues to execute the "Printing Management Services" initiative launched in 2014 for the sake of achieving several environmental ben-

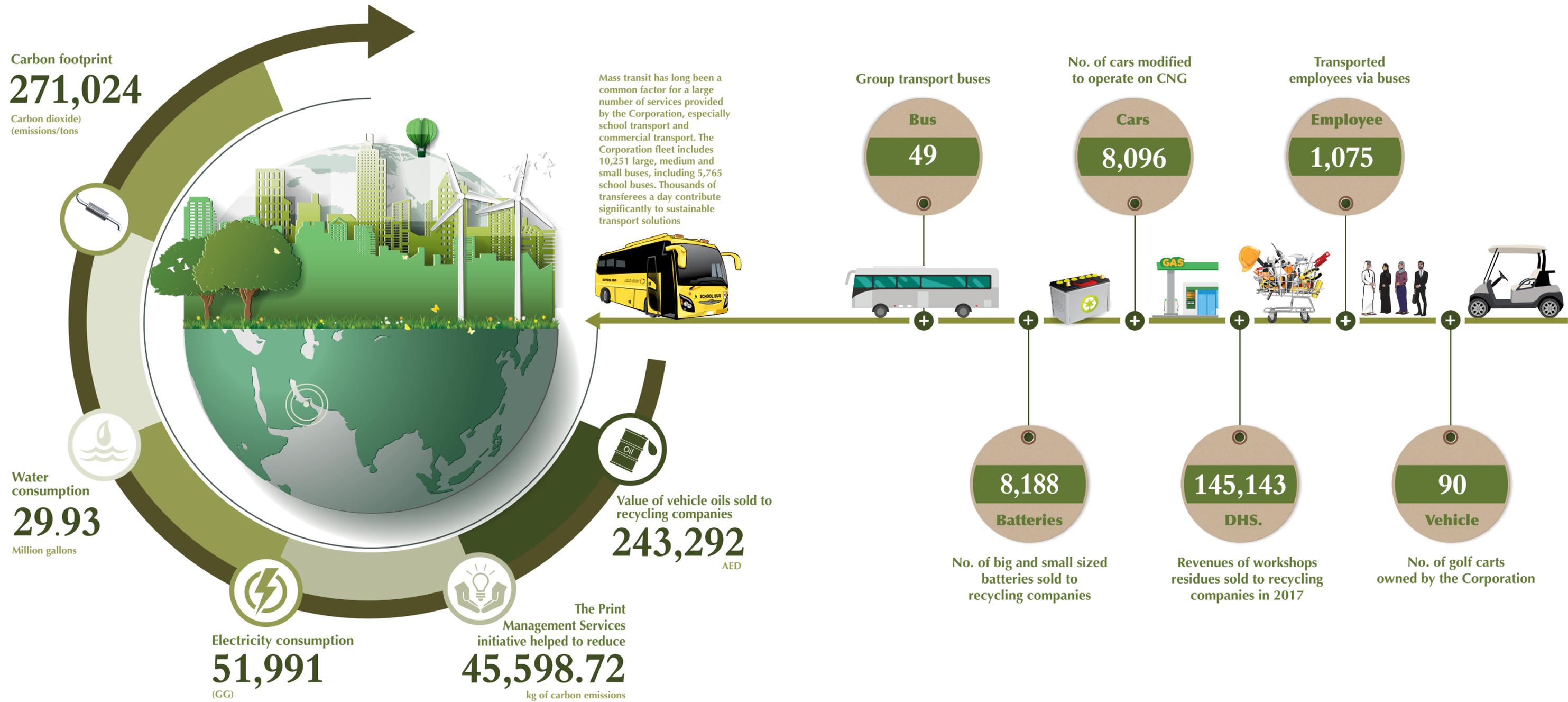
efits that aim to reduce the consumption of paperwork and printing, and also saving the electricity and associated maintenance work as per the below table indicating the annual benefits gained from this initiative.

Description	Annual Savings
Reduction of toner and printer spare parts costs and associated maintenance	Annual saving of AED 806,400
Reduction of printers toner consumption	Saving estimated by 5-10% of toners cost
Reduction of papers usage	Around 5,290,950 sheets of paper
Reduction of power consumption in printers and scanners	Around 48,873,50 Watt of power
Reduction of carbon emissions released by printers	Estimated at 45,598,72 kg of emissions

Green Buildings

Emirates Transport is currently experiencing an intensive activity throughout its work sites and constructions related to them, in response to its expansion plans in the area of services thus ensuring the optimization of business performance in light of current challenges and future growth rates. The Corporation has completed 11 construction projects in different areas. This growth ideally goes in line with the Corporation's sustainability philosophy it has adopted. Accordingly, higher international engineering practices have been implemented to design and carry out the construction projects, in addition

to employing the best international practices in the green buildings sector in line with the sustainability requirements in order to ensure environmental conservation and carbon footprint reduction. All construction projects in Abu Dhabi emirate have been rated under "Pearl 1" System as per the specifications set by Abu Dhabi Urban Planning Council in accordance with the sustainability plans. This also applies to "Al Safat" system for green buildings rating in the emirate of Dubai and other systems applicable in the remaining emirates.



Raising awareness about CSR

Emirates Transport Corporation is fully aware that strategic commitment towards social responsibility and sustainability requires raising the awareness of the public to such issues and boosting the associated individual and communal behaviours

besides the initiatives. Therefore, the training and education provided by ET to its employees are focusing on CSR aspects. In 2017, the Corporation provided the following training programmes:

Titles & names of programmes executed within CSR areas in 2017	Programme duration/hour	No. of attending employees /per Programme
Future vehicles forum	176	11
Al Waha Happiness Forum	40	5
Green Economy Summit	32	2
Happiness and Positive Thinking workshop	111	37
Sustainable Transportation conference	90	5
Culture of volunteering work	44	22
Creativity and Innovation Workshop	28	14
Arabic Innovations Forum	18	1
The Pleasures and Benefits of Reading	2	1
The Journey to Happiness	2	1

Working together for a greener environment

The educational efforts of Emirates Transport in the sustainability area are not restricted only to its internal environment but also it oversteps beyond the external community via communicating with the public. Furthermore, in 2017, the Corporation has actively contributed together with its partners to events, and functions related to the sustainability and environmental conservation, including but not limited to the following activities:

- Participating in events such as the “Earth Hour” initiative,

the “Energy World Day”, the “World Environment Day” and raising awareness about these activities through computers desktops as well as via gift posters given to the ET staff.

- Attending the World Future Energy Summit and Eco Waste Exhibition 2017 in Abu Dhabi.

- Attending exhibitions that raise awareness about sustainable environmental practices related to waste management.

- Attending WETEX 2017.

Outstanding volunteering efforts

During 2017, the volunteering activities in Emirates Transport witnessed a remarkable expansion. This resulted in winning the Innovation Award category in the area of humanitarian and volunteering work within the functions of the 6th cycle of the UAE Ideas & Awards Conference. Furthermore, the Corporation’s initiatives have been recognised by partners, especially from the “Absher” volunteering team, for supporting the team activities.

The most prominent achievement in this regard was the adoption of a volunteering methodology that has been officially approved. In this sense, the Corporation triggered 5 volunteer-

454 Total volunteering hours

ing initiatives in response to 2017 Year of Giving, particularly the formation of a volunteering team to represent the Corporation and the participation in indoor and outdoor functions and events on the national level.

Description	No. of volunteering staff	No. of volunteering programmes	Total volunteering hours
Total data of volunteering activities during 2017	465	33	454

Together...We continue the journey of leadership

Emirates Transport is fully aware that addressing today’s challenges is no longer restricted to exerting more efforts but also it requires more creativity and innovation as well as adherence with the UAE authentic values. Therefore, 2018-2022 strategy has been formulated to represent a new era, giving the way to qualitative transformation reflecting its position as a flagship Corporation and its unique excellence in investment, business and social responsibility areas.

Form a strategic perspective, Emirates Transport has launched last year, the central operating processes and adopted the corporate digital transformations. As on the investment level, the Corporation successfully launched City Taxi project in Abu Dhabi and initiated the implementation of a business plan for the project of buses renovation in order to engage in the public transport market in the UAE.

On the short term, the Corporation is focusing on the automation of the operational and financial processes and enhancing the safety precautions for transportation services

as well as its constant endeavour to enter new markets, in line with the strategic priorities of the Corporation. It also aims at upgrading the operational capability of the business centres and corporate assets optimization.

At the level of future efforts in the area of training activities, which witnessed qualitative leaps in the recent years, Emirates Transport is striving to enhance this investment area through its ambitious initiative to launch the mobile training (via clients websites) in addition to the acquisition of the training market in the private school and launch the leasing of the Corporate training facilities. The Corporation is also striving to obtain more international accreditations as well as to win local, regional and global awards in the training and education areas.

Emirates Transport, through its strategic plan 2018-2022, is determined to move with steady steps on its march towards excellence and development. The Corporation is reluctant to invest all possible efforts and resources to accelerate its exceptional achievements and actively contribute to the promising future of the UAE and its people.



General Standard Disclosures			
Disclosure Ref	Definition	Page / Direct Answer	External Assurance Reference
Strategy and Analysis			
G4-1	Statement from the Director General	10 to 13	-
G4-2	Description of key impacts, risks, and opportunities.	38	-
Organizational Profile			
G4-3	Name of the organization	Cover Page	Yes, Page 27
G4-4	Primary brands, products, and/or services	16 to 22	Yes, Page 27
G4-5	Location of organization's headquarters	16	Yes, Page 27
G4-6	Number of countries where the organization operates	16	Yes, Page 27
G4-7	Nature of ownership and legal form	16	Yes, Page 27
G4-8	Markets served	16 to 22	Yes, Page 27
G4-9	Scale of the reporting organization	27	Yes, Page 27
G4-10	Number of Employees	106 to 108	Yes, Page 27
G4-11	Percentage of Employees covered by CBA	No CBA in the UAE	Yes, Page 27
G4-12	Organization Supply Chain	97	Yes, Page 27
G4-13	Significant Changes to the Organization Structure	30 to 32	Yes, Page 27
G4-14	Precautionary Approach	90	Yes, Page 27
G4-15	Externally Developed Economic, Environmental and Social Charters	34 to 37	Yes, Page 27
G4-16	Memberships of Associations	46	Yes, Page 27
Identified Material Aspects and Boundaries			
G4-17	Entities Included in the Organization Consolidated Financial Statements	27	Yes, Page 27
G4-18	Report Content and Aspect Boundaries	27	Yes, Page 27
G4-19	Material Aspects	90	Yes, Page 27
G4-20	Material Aspect Boundary within the Organization	90	Yes, Page 27
G4-21	Material Aspect Boundary outside the Organization	90	Yes, Page 27

General Standard Disclosures			
Disclosure Ref	Definition	Page / Direct Answer	External Assurance Reference
G4-22	Effect of Re-Statement from Previous Report	No Re-Statement	Yes, Page 27
G4-23	Significant Changes in Scope and Aspect Boundaries	No Significant Changes	Yes, Page 27
Stakeholder Engagement			
G4-24	List of Stakeholders	87 to 89	Yes, Page 27
G4-25	Basis for Identification and Selection of Stakeholders	87 to 89	Yes, Page 27
G4-26	Approach to Stakeholder Engagement	87 to 89	Yes, Page 27
G4-27	Key Topics Through Stakeholder Engagement	87 to 89	Yes, Page 27
Report Profile			
G4-28	Reporting Period	27	Yes, Page 27
G4-29	Most Recent Report	27	Yes, Page 27
G4-30	Reporting Cycle	27	Yes, Page 27
G4-31	Contact Point Regarding the Report	27	Yes, Page 27
G4-32	Report the "In Accordance" Option Chosen	27	Yes, Page 27
G4-33	Policy on External Assurance	27	Yes, Page 27
Governance			
G4-34	Governance structure of the organization	31 & 32	Yes, Page 27
G4-35	Process for Delegating Authority	34 & 35	Yes, Page 27
G4-36	Executive Level Position for Economic, Environmental and Social Responsibility	31 to 37	Yes, Page 27
G4-37	Process for Consultation with Stakeholders on Economic, Environmental and Social Responsibility	31 to 37	Yes, Page 27
G4-38	Composition of Highest Governance Bodies and Committees	31 to 37	Yes, Page 27
G4-39	Highest Governance Body	31 to 37	Yes, Page 27
G4-40	Nomination and Selection for the Highest Governance Body	31 to 37	Yes, Page 27
G4-41	Process for the Highest Governance Body to Ensure Conflicts of Interests are Avoided and Managed	31 to 37	Yes, Page 27
G4-42	Role of Governance Bodies in Development of Vision or Mission	31 to 37	Yes, Page 27
G4-43	Measures Taken to Develop the Highest Governance Body on Economic, Environmental and Social Topics	31 to 37	Yes, Page 27
G4-44	Evaluation of Highest Governance Body performance on Economic, Environmental and Social Topics	31 to 37	Yes, Page 27
G4-45	Role of Highest Governance Body in Identification of risks and opportunities on Economic, Environmental and Social Impacts	31 to 37	Yes, Page 27
G4-46	Role of Highest Governance Body in Effectiveness of risks and opportunities on Economic, Environmental and Social Impacts	31 to 37	Yes, Page 27
G4-47	Frequency Review of Highest Governance Body	31 to 37	Yes, Page 27

General Standard Disclosures			
Disclosure Ref	Definition	Page / Direct Answer	External Assurance Reference
G4-48	Highest Committee which Review the Organization's Sustainability Report	31 to 37	Yes, Page 27
G4-49	Process for Communication Critical Concerns to the Highest Governance Body	39	Yes, Page 27
G4-50	Nature and Number of Critical Concerns Communicated	39	Yes, Page 27
G4-51	Remuneration Policy for the Highest Governance Body	35	Yes, Page 27
G4-52	Process for Determining Remuneration	35	Yes, Page 27
G4-53	Stakeholders Views on Remuneration	35	Yes, Page 27
G4-54	Ratio of Compensation for Highest Paid Individual and All Employees	Confidential	Yes, Page 27
G4-55	Ratio of Percentage Increase for Highest Paid Individual and All Employees	Confidential	Yes, Page 27
Ethics and Integrity			
G4-56	Code of Conduct and Ethics	39	Yes, Page 27
G4-57	Internal & External Mechanism for Advice on lawful Behaviour	39	Yes, Page 27
G4-58	Internal & External Mechanism for Advice on un- lawful Behaviour	39	Yes, Page 27
Specific Standard Disclosures			
Material Aspect	DMA and Indicator Definition	Page / Direct Answer	External Assurance Reference
Economic			
Economic Performance			
G4-DMA	Reasons for Materiality & its Impacts	57 & 59	Yes, Page 27
G4-EC1	Direct economic value generated & distributed	57 & 59	Yes, Page 27
G4-EC2	Financial Implications & Other Risks & Opportunities Due to Climate Change.	57 & 59	Yes, Page 27
G4-EC3	Coverage of the Organization's Defined Benefit Plan Obligations.	57 & 59	Yes, Page 27
G4-EC4	Financial Assistance Received from Government.	57 & 59	Yes, Page 27
Market Presence			
G4-DMA	Reasons for Materiality & its Impacts	90	Yes, Page 27
G4-EC5	Range of Ratios of Standard Entry Level Wage Compared to Local Minimum Wage	Confidential	Yes, Page 27
G4-EC6	Proportion of Senior Management Hired from the Local Community	110	Yes, Page 27
Procurement Practices			
G4-DMA	Reasons for Materiality & its Impacts	97	Yes, Page 27
G4-EC9	Proportions of Spending on Local Suppliers	97	Yes, Page 27

Specific Standard Disclosures			
Material Aspect	DMA and Indicator Definition	Page / Direct Answer	External Assurance Reference
Environmental			
G4-DMA	Reasons for Materiality & its Impacts	124	Yes, Page 27
G4-EN1	Materials used by weight or volume.	138 & 139	Yes, Page 27
G4-EN2	Percentage of materials used that are recycled input materials.	138 & 139	Yes, Page 27
Energy			
G4-DMA	Reasons for Materiality & its Impacts	135 to 139	Yes, Page 27
G4-EN3	Energy Consumption within the Organization	135 to 139	Yes, Page 27
G4-EN4	Energy Consumption outside the Organization	135 to 139	Yes, Page 27
G4-EN5	Energy Intensity	135 to 139	Yes, Page 27
G4-EN6	Reduction of Energy Consumption	135 to 139	Yes, Page 27
G4-EN7	Reduction in Energy Requirements	135 to 139	Yes, Page 27
Effluents and Waste			
G4-DMA	Reasons for Materiality & its Impacts	124 to 139	Yes, Page 27
G4-EN22	Total Water Discharge by Quality and Destination	135 to 139	Yes, Page 27
G4-EN23	Total weight of waste by type and disposal method.	135 to 139	Yes, Page 27
G4-EN24	Total number and volume of significant spills.	135 to 139	Yes, Page 27
G4-EN25	Weight of transported, imported, exported, or treated waste deemed hazardous	135 to 139	Yes, Page 27
G4-EN26	Identity, size, protected status, and biodiversity value of water bodies and related habitats significantly affected	135 to 139	Yes, Page 27

Specific Standard Disclosures			
Material Aspect	DMA and Indicator Definition	Page / Direct Answer	External Assurance Reference
Compliance			
G4-DMA	Reasons for Materiality & its Impacts	135 to 139	Yes, Page 27
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.	135 to 139	Yes, Page 27
Overall			
G4-DMA	Reasons for Materiality & its Impacts	135 to 139	Yes, Page 27
G4-EN31	Total environmental protection expenditures and investments by type	135 to 139	Yes, Page 27
Social: Labour Practices and Decent Work			
Employment			
G4-DMA	Reasons for Materiality & its Impacts	106	Yes, Page 27
G4-LA1	Total number & rate of employee turnover by age group, gender & region	108 & 109	Yes, Page 27
G4-LA2	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by major operations.	106 & 107	Yes, Page 27
G4-LA3	Return to work and retention rates after parental leave, by gender	108 & 109	Yes, Page 27
Labour Management / Relations			
G4-DMA	Reasons for Materiality & its Impacts	106	Yes, Page 27
G4-LA4	Minimum notice period(s) regarding significant operational changes, including whether it is specified in collective agreements.	106 to 109	Yes, Page 27
Occupational Health and Safety			
G4-DMA	Reasons for Materiality & its Impacts	41 to 45	Yes, Page 27
G4-LA5	Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor & advise on occupational health and safety programmes .	108 to 110	Yes, Page 27
G4-LA6	Type and Rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities by region.	41 to 45	Yes, Page 27
G4-LA7	Workers with High Risks of Disease related to their Occupation	41 to 45	Yes, Page 27
G4-LA8	Health & Safety topics covered in formal agreements with trade unions.	No Trade Unions	Yes, Page 27
Training and Education			
G4-DMA	Reasons for Materiality & its Impacts	111 & 112	Yes, Page 27

Specific Standard Disclosures			
Material Aspect	DMA and Indicator Definition	Page / Direct Answer	External Assurance Reference
G4-LA9	Average hours of training per year per employee by gender and employee category.	111 & 112	Yes, Page 27
G4-LA10	programmes for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings.	111 & 112	Yes, Page 27
G4-LA11	Percentage of employees receiving regular performance and career development reviews.	111 & 112	Yes, Page 27
Diversity and Equal Opportunity			
G4-DMA	Reasons for Materiality & its Impacts	106, 107 & 115	Yes, Page 27
G4-LA12	Composition of governance bodies and breakdown of employees per category according to gender, age group, minority group membership, and others.	107 to 109	Yes, Page 27
Equal Remuneration for Men and Women			
G4-DMA	Reasons for Materiality & its Impacts	106	Yes, Page 27
G4-LA13	Ratio of basic salary of men to women by employee category.	108 & 109	Yes, Page 27
Labour Practice Grievance Mechanism			
G4-DMA	Reasons for Materiality & its Impacts	114	Yes, Page 27
G4-LA16	Number of Grievances about Labour Practices	114	Yes, Page 27
Social: Human Rights			
Investment			
G4-DMA	Reasons for Materiality & its Impacts	106 & 107	Yes, Page 27
G4-HR1	Percentage and total number of significant investment agreements that include human rights clauses or have undergone human rights screening.	106 to 121	Yes, Page 27
G4-HR2	Total Hours of Employee Training on Human Rights Policies	111 & 112	Yes, Page 27
Non-Discrimination			
G4-DMA	Reasons for Materiality & its Impacts	106 & 107	Yes, Page 27
G4-HR3	Total number of incidents of discrimination and actions taken.	114 & 115	Yes, Page 27
Security Practices			
G4-DMA	Reasons for Materiality & its Impacts	106 to 121	Yes, Page 27
G4-HR7	Percentage of security personnel trained in the organization's human rights policies or procedures that are relevant to operations	106 to 121	Yes, Page 27

Specific Standard Disclosures			
Material Aspect	DMA and Indicator Definition	Page / Direct Answer	External Assurance Reference
Human Rights Grievance Mechanism			
G4-DMA	Reasons for Materiality & its Impacts	114 & 115	Yes, Page 27
G4-HR12	Number of grievances about human rights impacts filed, addressed, and resolved through formal grievance mechanisms	Nil	Yes, Page 27
Social: Society			
Local Communities			
G4-DMA	Reasons for Materiality & its Impacts	113	Yes, Page 27
G4-SO1	Percentage of operations with implemented local community engagement, impact assessments, and development programmes	124 to 143	Yes, Page 27
G4-SO2	Operations with significant actual or potential negative impacts on local communities	124 to 143	Yes, Page 27
Anti-Corruption			
G4-DMA	Reasons for Materiality & its Impacts	39	Yes, Page 27
G4-SO3	Total number and percentage of operations assessed for risks related to corruption and the significant risks identified	39	Yes, Page 27
G4-SO4	Communication and training on anti-corruption policies and procedures	39	Yes, Page 27
G4-SO5	Confirmed incidents of corruption and actions taken	Nil	Yes, Page 27
Social: Product Responsibility			
Customer Health & Safety			
G4-DMA	Reasons for Materiality & its Impacts	92	Yes, Page 27
G4-PR1	Percentage of significant product and service categories for which health and safety impacts are assessed for improvement	92 to 96	Yes, Page 27
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 27
Product Service and Labeling			
G4-DMA	Reasons for Materiality & its Impacts	92	Yes, Page 27
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	92 to 96	Yes, Page 27
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 27
G4-PR5	Results of surveys measuring customer satisfaction	92 to 96	Yes, Page 27
Customer Privacy			
G4-DMA	Reasons for Materiality & its Impacts	92 to 95	Yes, Page 27
G4-PR8	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data	Nil	Yes, Page 27