

# ANNUAL REPORT

# 2018

TRANSFORMING TO STAY AHEAD



**2018**

Transforming to stay ahead

“Our country has smoothly moved from the ‘phase of establishment’ to the ‘phase of empowerment.’ Today, it is bracing itself to build and make its own future to reach a brighter tomorrow, whose features have been drawn from ‘The UAE Strategy for the Future’ and ‘The UAE Strategy for the Fourth Industrial Revolution’. The paths for the future were also outlined by the ‘UAE Vision 2071.’”



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

“Our achievements continue and multiply, our abilities are growing, our country is developing, our knowledge of our era is expanding, our awareness of the challenges is increasing, and our relation to the variables of our times has shifted from coping with them to contributing in making them”.



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 development of the transport sector and related services has continued to attain greater attention throughout the world, in light of major changes and anticipated transformations that we are currently witnessing on a global scale, which are leading to an urgent need to develop new methods and tools in transport services.

In fact, this need stems from the importance of introducing innovative solutions to facilitate people's lives, meet their changing needs and enable them to face any challenges or difficulties they might encounter. On the other hand, the extraordinary urban expansion and the emergence of large cities has reinforced the need to reduce the environmental risks caused by this accelerated development and consequently encouraged global major economic transformations in transport services and its supporting infrastructure. A good example of this is the increasing connectivity of vehicles to the internet to deal with traffic jams, in addition to electric and self-driving cars, which have become stand-alone industries that spare no effort in investing and employing the latest capabilities of artificial intelligence and the Internet of Things.

Being conscious of these inevitable changes at an early stage, ET did not content itself with common solutions to meet the new challenges, but further set up strategic initiatives and proactive plans to cope with these developments, seeing it as an opportunity to re-design the nature of its activities accordingly and implement new investment opportunities in this field, a move that will strengthen its leadership position, add more to its achievements, and expand its activities in the transport sector, both inside and outside the country. This ambitious approach is facilitated by the vast potential of the Corporation and its accumulated experience of 37 years, as well as the diversity of services and the solid relations with its partners and customers and their firm trust in the level of services provided to them. All these can be considered as core elements of the major

achievements that ET has experienced in its march towards a successful future and in its relentless endeavor to reflect the vision of the State of 2021 and its centennial 2071.

The year 2018 was another important milestone and a new turning point at the exceptional journey of Emirates Transport. The Corporation, through its distinguished team and under the supervision of the board of directors, achieved many objectives towards a new transformation of its identity. Related to this is the implementation of the restructuring project and pursuing the initiatives and projects under the Strategic Plan of 2018 – 2022, and other projects associated with the development of technological systems, cost management and other ambitious initiatives that we are striving to accomplish in order to enhance the position of the Corporation within the transport sector. The ultimate goal is to take the quality and efficiency criteria of services provided to our customers from both the public and private sectors to higher levels.

In view of the accomplished financial results, the Corporation has closed the year 2018 with an impressive performance and a qualitative growth, which is a continuation of the achievements over the past few years. As such, the revenues of Emirates Transport Group attained AED 2.71 billion, a growth rate of 8% compared to 2017. Along with the very encouraging financial results, Emirates Transport also added other successes at the level of human resources, safety, quality, governance, risk management, cost management, community partnership and other fields. All these constituents form an integral part of the Corporation's structure emphasizing that growth and development are an institutionalized approach rooted in the Corporation's culture, consolidating more optimism and confidence in a more prosperous and expanding future.

**God bless,**



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

## GM MESSAGE

We are pleased to present to you with the Emirates Transport Annual Report 2018, under the title “Transforming to stay ahead”, to share with you the achievements of the Corporation during the year 2018, and the strenuous efforts made by our exceptional team over the past year.

The year 2018 was very significant for us all from the time His Highness Sheikh Khalifa bin Zayed Al Nahyan, President of the UAE, declared it the “Year of Zayed” to mark the 100th anniversary of the birth of the late leader and founding father of the UAE, Sheikh Zayed bin Sultan Al Nahyan. The Corporation is also honoured that its founding legislation document of 1981 bears the signature of our father Zayed and his founding brothers, the rulers of the seven Emirates. For this reason, Emirates Transport committed itself to continue its institutional mission in achieving the national and societal goals set by the country’s first leaders.

In its endeavour to pave the way for future strategic changes, Emirates Transport has launched the implementation of its Strategic Plan 2018-2022, in accordance with the directives of the Board of Directors and in line with the broad visions set up to ensure sustainable growth and maintain the leading position of the Corporation in the internal markets. It also aims at providing the Corporation with a more modern structure and a more efficient business system to face potential challenges, and with highly competitive capabilities that will enable not only the implementation of the three strategic policies of growth encapsulated by the expansion within the current businesses of the Corporation, the seizing of new opportunities and strengthen institutional capabilities and enablers to achieve the vi-

sion of “Integrated transport and sustainable growth”.

By the end of the year 2018, Emirates Transport has achieved a significant success in its continuous growth at the financial, institutional and community levels. It has enhanced its leadership position in the field of school and commercial transport, technical and logistic services, inside and outside the country, and also strengthened its strategic partnerships with various parties in government, semi-government and private sectors. A fact which hastened the reaping of the benefits of the existing initiatives and projects, both within its strategic plan and within the new trade identity transformation project. Starting from the current year, 2019, Emirates Transport will implement a transitional organizational structure that facilitated the organizational and structural changes associated with it, during the first year of the strategy, particularly the three geographical zones system. This will enable the Corporation to perform better at the level of services provided to its customers; it will also enable the improvement of operational performance, efficiency and productivity.

In terms of financial results, Emirates Transport revenues in 2018 increased to AED 2.71 billion, a growth of 8% compared to 2017. The overall performance of the operating plan increased to 86% compared to only 84% in the previous year. At the same time, the total assets reached AED 3,589 million, while the Corporation’s fleet has increased to 29,640 vehicles and buses of different sizes and types. Services became more diversified and their number reached 38 different services, including 11 major services, 19 sub services and 8 complementary services, in addition to the services and activities of subsidiaries and associate entities. The Corporation has succeeded in

providing outstanding customer service to its base of 4,100 customers, expanding the latter by 5% compared to the previous year, an increase which clearly reflects the level of trust in Emirates Transport services and the strength of the contractual relationship with its customers. Eventually, the customer satisfaction index in relation to the services provided attained 84%, while the satisfaction index for the happiness initiatives amounted to 79%.

For this objective, the Corporation intensified its communication with customers through various channels devoted to this purpose. The number of queries received and processed increased to 6,000 with an annual growth rate of 18%, whilst the total number reached 40,158 inquiries. As for customer satisfaction, in relation to the procedures undertaken in resolving the queries, it reached 97% in 2018, which clearly demonstrates the vitality of the relationship between the Corporation and its customers.

To make its services more accessible, the Corporation has focused in recent years on making the existing services more available through electronic applications and platforms, in accordance with the government line and those of the internal markets, as well as global movement towards digitization and smart services. During the year 2018, the Corporation engaged in the updating of the classification criteria of its services, with the aim of enhancing competitiveness and improving its ability to market its services and increase the satisfaction of its customers.

On another level, the Corporation was eager to participate in all tenders related to its field of business. It succeeded in winning 45 public tenders, compared to only 32 tenders in 2017, achieving a remarkable qualitative growth in terms of the number of tenders and in the total value which more than doubled by 253%. This growth is undoubtedly the outcome of the spirit of competitiveness adopted by the Corporation in its various fields of operation.

With regards to our human resources, the total number of employees of the Corporation increased by 26,111 employees by the end of last

year, recording an increase of 4,182 employees and a growth rate of 19% compared to the total number of employees in 2017. In this context, the number of drivers reached 5,867 in the school transport sector, while their number in the rest of the sectors and business centres rose to 9,738 drivers. Also, the number of bus supervisors reached 6,120, and the number of auto technicians stood at 2,791 by the end of the year, while employees in the executive and other administrative categories reached 1,595.

In support of the Emiratisation policy, the Corporation gathers under its roof more than 2,383 Emirati employees deployed in different locations, with the rate of Emiratisation in the senior management category reaching 75%. The year 2018 saw the implementation of 37 different training programmes. The total number of training hours was 2,349 for 275 employees, whereas the number of training programmes for drivers, and transport and safety supervisors amounted to 75 programmes, with a total of 97,000 training hours benefiting 27,100 drivers and supervisors. This is in addition to organizing 12 training programmes in the field of corporate social responsibility, benefiting 107 employees with a total of 919 training hours.

In its efforts to motivate and recognise the efforts of its personnel, Emirates Transport organized 12 initiatives targeting employees with the aim of enriching their work environment. Last year saw the honouring of 22 work teams and 288 male and female employees under various recognition programmes. On top of these initiatives comes Emirates Transport Excellence Awards, under the slogan "Through you we Shine", where 86 employees, work teams, centres and departments were honoured. The award acquired 80% in the results of the employees' happiness index.

At the level of the school transport sector, the total number of students transferred on a daily basis reached 246,000 students who studied in 678 schools, including 620 public schools and 58 private schools. More than 6,100 school buses, with 331,000 seats,

have been allocated to serve the students of these schools, and covering a total distance of 75 million kilometres.

In terms of strategic partnerships, the Emirates Transport continued to develop its partnerships with a number of government and private entities. The rate of satisfaction of partners about MOUs increased to 91.5% in 2018, while the index of partners' happiness rose to 92.7%.

In this context, three new MOUs were signed with Mohammed Bin Rashid Establishment for SME Development, with Humaid Bin Rashid Charity Foundation and with Ras Al Khaimah Transport Authority. Also, four joint projects and initiatives were implemented in association with the Ministry of the Interior, Abu Dhabi Police GHQ, Dubai Roads and Transport Authority, Sharjah Environment Company, in addition to various marketing and promotional participations in joint activities with partners. On another stance, the strategic relations team carried out 45 visits and meetings, 12 marketing visits and 6 reference check visits were held, in addition to the active participation in 16 local and international conferences and exhibitions, as well as hundreds of regular visits to teams of business centres and units.

On the other hand, the list of suppliers of goods and services to the Corporation increased to 819 domestic and external suppliers, 9 of which are located outside the country. The total purchases executed during the previous year amounted to 923 million dirhams. And while the supplier satisfaction index during last year was 88%, the suppliers' happiness index recorded 87.6%.

In the area of safety, we have achieved remarkable results by reducing the average of accidents on the roads to one accident per 100,000 kilometres, while school transport has reached an average of one accident per 615,000 kilometres. The Corporation has also continued its annual campaign of "Occupational Safety and Health Month" in 2018 under the slogan "Let safety lead you", where more than 104 activities and events were held in different

branches and sites of the Corporation. The campaign was supported by 78 government, private and community institutions, and with the participation of more than 20,000 individuals from inside and outside the Corporation.

Moreover, the 20th Emirates Transport Awards for Traffic Safety and Education was organized under the slogan: "Our Students are a Trust", which included the honouring of 61 winners in the five categories of the award including public and private schools, students, their parents and other groups.

In conjunction with the "Year of Zayed" 2018, the Corporation organized 30 community initiatives, many of which were dedicated to celebrating the founding leader and the values he instilled in men and women of this country and the great achievements of his era. Social Responsibility was another point of focus for the Corporation. As such, this latter took the initiative to implement a rich programme of social and community services with a total cost of more than AED 4 million.

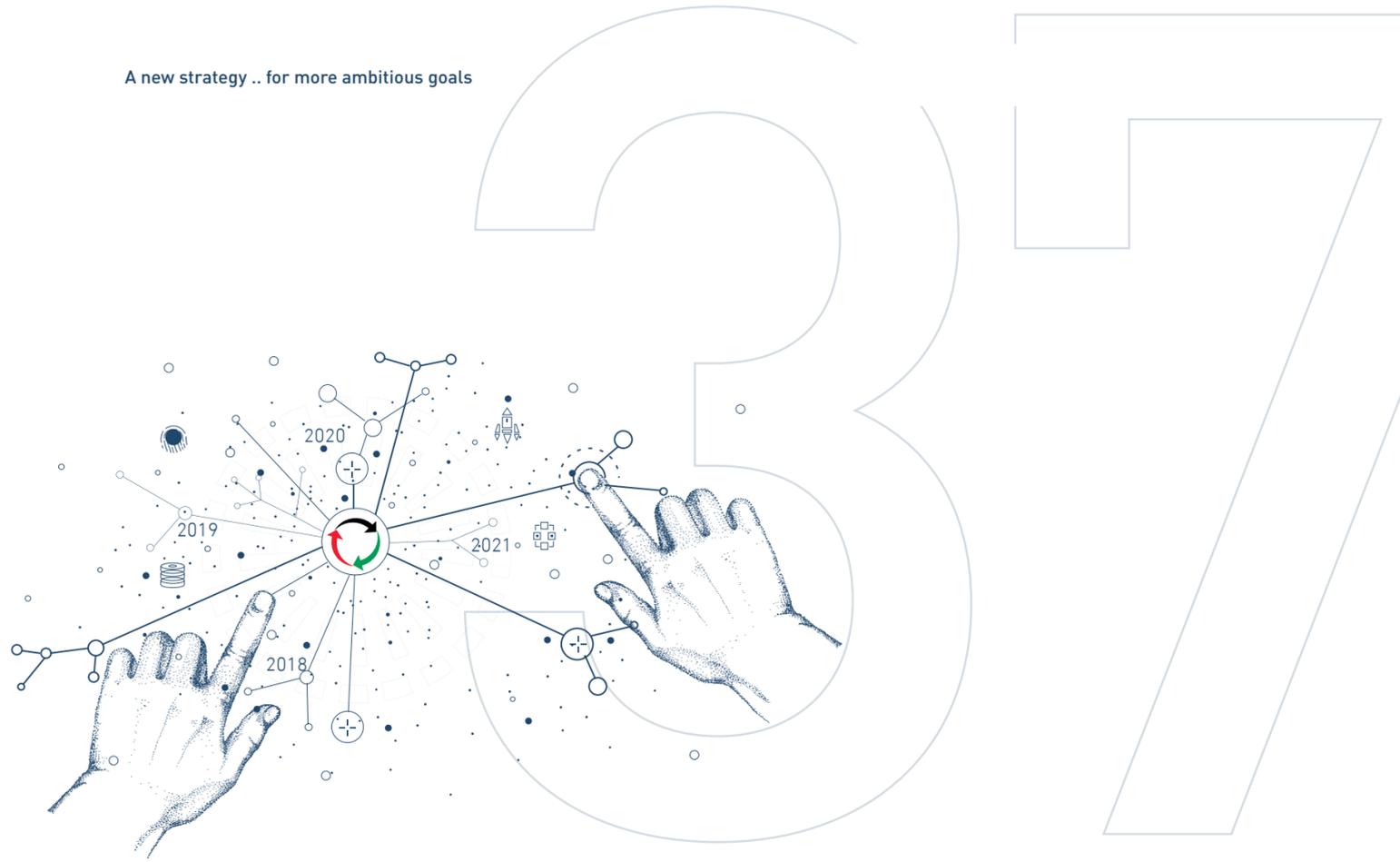
During the year 2018, Emirates Transport continued to be among podium winners by winning five new local awards, thus confirming its continued vitality, entrepreneurial capabilities and outstanding creative resources. The Corporation was also honoured in Dubai Sustainable Transport Award, Emirates Ideas Award, Arabia Ideas Award, the Arabia CSR Awards and the Dubai Chamber of Social Responsibility. In conclusion ...

We proudly affirm that the achievements and positive results achieved by Emirates Transport throughout 2018 would not have been possible without the active support and guidance of the Chairman and the Board of Directors. We also extend our thanks to our customers for their contributions to our mutual success, as well as to our dedicated teams who produced an outstanding performance despite the challenges faced by the sector, turning these challenges into opportunities and victories that enhanced the status of the Corporation locally and abroad.



## **A new strategy .. for more ambitious goals**

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### Emirates Transport... A rich past and a promising future

With a national vision, big aspirations and an unlimited passion for modernising and development, Emirates Transport was established pursuant to the Federal Law No. 17 of 1981, as “Emirates General Transport and Services Corporation” a federal government institution with financial and administration independence, which was entrusted with the duties of organising, managing and supervising transport, maintenance and related services for the benefit of federal, local and private sector institutions. It is now operating under the umbrella of “Emirates Investment Authority”.

Over the past 37 years, Emirates Transport has witnessed a huge investment growth and a remarkable diversification in its services, which placed it at the forefront of its peers as the leading operator not only in the field of school and commercial transport, but also at the level of auto and logistic services in the UAE. This pioneering role extended to the regional and international markets, supported by a prestigious base of strategic partnerships with various stakeholders in the government, private and semi-government sectors, particularly those who have influenced the business landscape in the UAE and contributed to the shaping of the culture of quality and excellence.

The path to success was neither short nor easy. It was achieved

through a clarity of vision, broad ambition, combined efforts, and a concerted action by tens of thousands of employees at all levels of management and functional categories who worked tirelessly through hundreds of work teams to achieve noble goals, and establish a distinctive professional and organisational culture.

Today, Emirates Transport continues to stride in its way with confidence and stability, especially after becoming the largest federal corporation in the United Arab Emirates, with more qualitative achievements that go in line with its Strategic Plan 2018-2022, through which a new phase of strategic transformation has been launched. An accomplishment which will make Emirates Transport more modern, competitive, and capable of fulfilling its investment aspirations and national contribution, particularly since the number of its human resources exceeded 26,000 employees and having equally boosted its already large fleet to an impressive 30,000 vehicles, all operating from its corporate headquarter in Umm Al Ramool in Dubai, as well as 41 working sites throughout the UAE. These are all working together to achieve the happiness of more than 4,000 clients from different governmental, private, civic institutions, organisations, entities and even individuals, thus empowering its unique approach to excellence and leadership.

### Business Centres and Units .. Exceptional services and a well-planned investment

Division	Centre	Details
School Transport	Government School Transport Centre	The Centre provides school transport services 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.

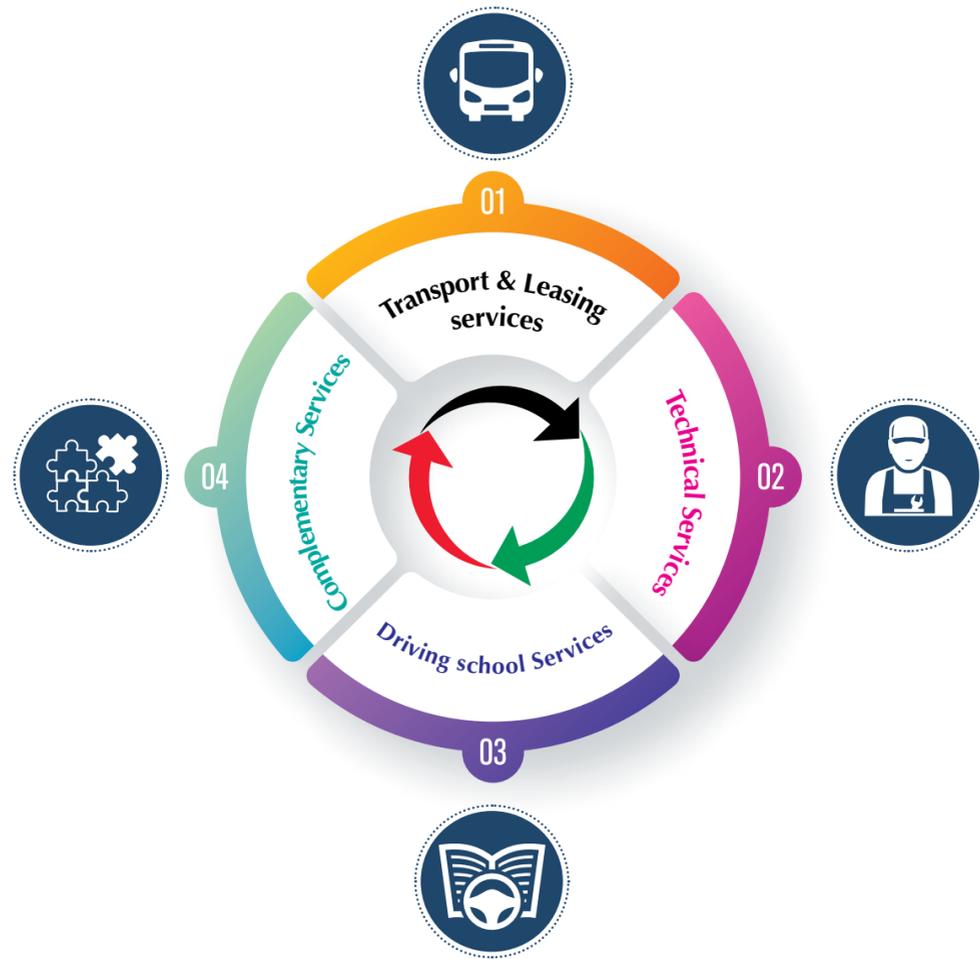
Division	Centre	Details
Transport and Leasing	Government Transport Centre	Provides transport and leasing services for federal and local government entities by providing vehicles for various uses, with or without qualified drivers.
	Abu Dhabi Centre for Transport and Leasing	Provides all types of transport 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, vehicle maintenance and repair services, and management of auto workshops for Abu Dhabi and affiliated areas.
	Emirates Centre for Auto Services	Provides auto services, vehicle maintenance and repair services, and management of auto workshops for Dubai, Sharjah, Ajman and the Central Region.
	Etihad 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	Organises 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.

## Local and Regional Partnerships

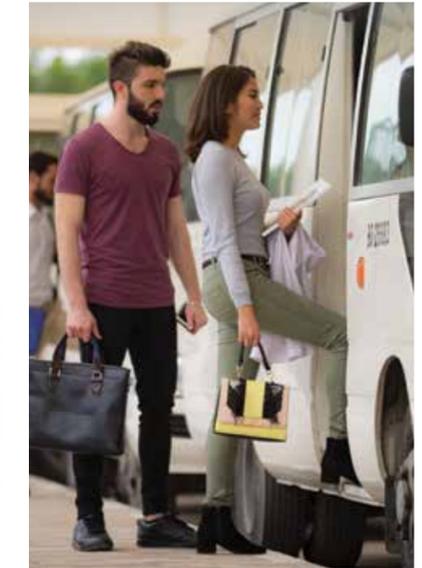
NAME	DETAILS
 Speed Trans	A company equally owned by Emirates Transport and Ajman Public Transport Corporation. It manages and operates taxis, and provides vehicles and bus leasing services in the Emirate of Ajman.
 Emirates Model Building Maintenance Company (EMBM)	A joint venture project between Emirates 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.
Shurooq Al Emarat Services Company	Founded in cooperation with Sharjah Investment & Development Authority (Shurooq). The company delivers an array of services in the Emirate, among other services added in 2018, including transport in luxury cars through Sharjah Company for Transport solutions (Owned completely to Al Shurooq Services Company), in addition to providing strategic support for Government entities in the Emirate.



### Diverse and integrated services

Emirates Transport has designed a diverse package of services by undertaking ambitious investment stemming from decades of expertise and promising aspirations, as well as a careful study of the actual and future needs of customers. These achievements reflect the eagerness of the Corporation's leaders to expand further their services, in terms of quantity, quality, and geographic spread, keeping a good eye on the strong performance of domestic markets and the rapid growth of the national economy. In the last few years, the Corporation directed its attention towards developing existing services and making them reachable through applications and e-platforms, in a way

that complies with the government's directives, and also with the global orientation towards digitization and smart services. In 2018, the Corporation chose to reclassify its services based on an updated policy that suggests 5 matrices that reflect the basic classification criteria. The aim was to enhance the competitiveness of the Corporation, improve its ability to promote services and eventually increase the satisfaction rate of customers. According to this new classification, the Corporation has been able to provide 38 different services, 11 of these are primary services, while 19 are secondary services and 8 are complementary, as well as services provided by subsidiaries and associates, as shown in the table.



#### Transport & Leasing services (School-Commercial-General)

Primary

- Daily and regular transport for school students (Public).
- Daily and regular transport for school students (Private).
- Leasing of buses, vehicles, motor bikes, (with/without driver) for government and private entities.
- Commercial transport.
- Public Transport.
- Fleet management.

Secondary

- Transport for students (Recreational/events).
- Transport for students in evening centres (Public).
- Collective transport for students in summer centres.
- Provision of supervision services on school buses. (Public).
- Bus leasing to transport school students on a regular daily basis (private).
- Provision of supervisory services in buses (Private).
- Company transport (workers, employees).
- University Transport.
- Miscellaneous Transport (Goods).
- Petrochemical materials transport.
- Refrigerated Transport.
- Luxury cars transport services.
- Taxi services.



Technical Services

Primary

- Auto maintenance and repair of buses, vehicles & motorcycles.
- Converting vehicles to operate on natural gas.
- Auto inspection of heavy trucks at ET sites.
- Workshops management.

Secondary

- Roadside assistance.
- Bodywork repairs and adjustments.
- Tyre retreading.
- Bus body repairs
- Maintenance of luxury vehicles.
- Dry car wash.



Driving School Services

Primary

- Driving school services.

Secondary

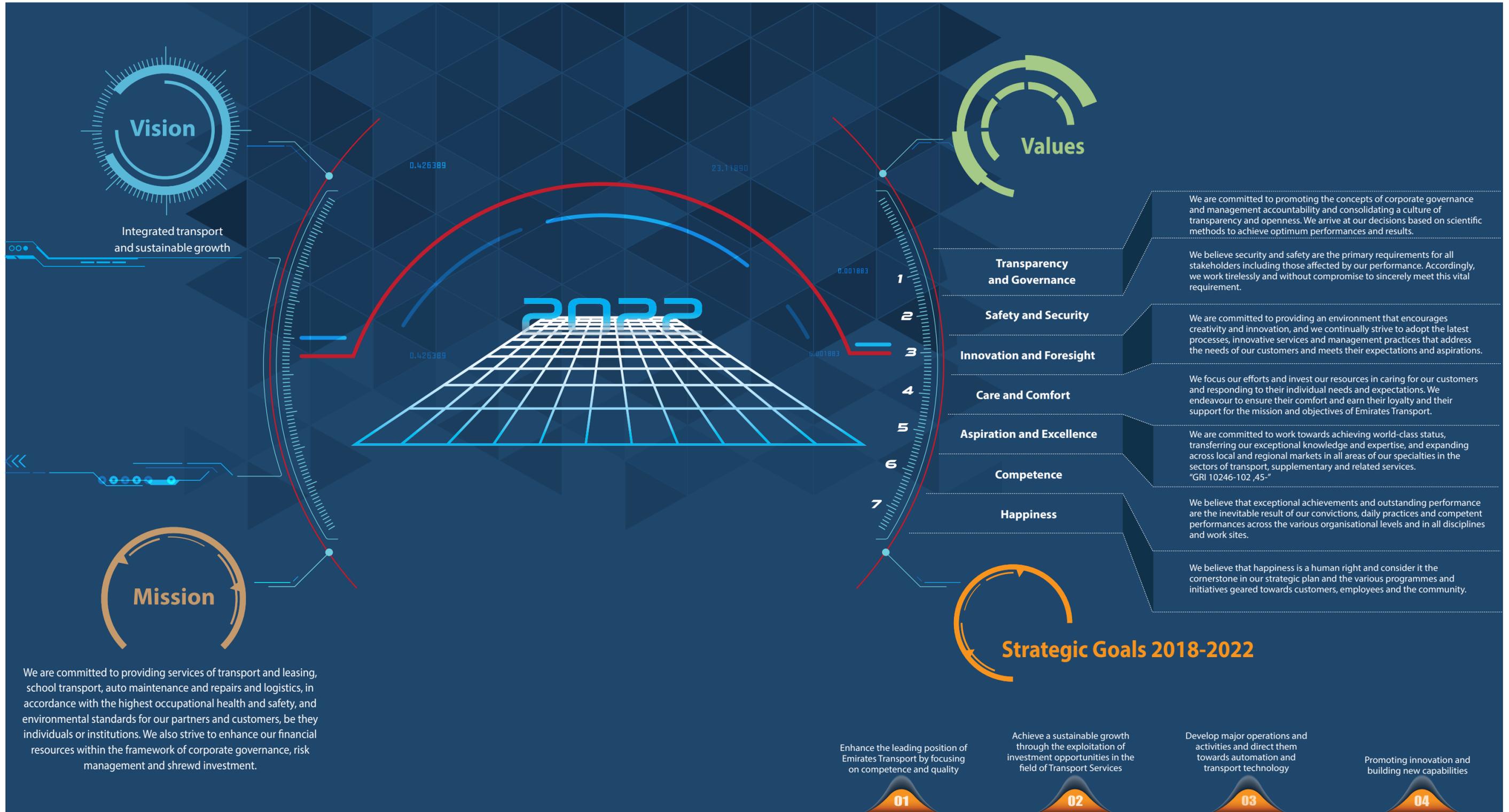
- Training services.

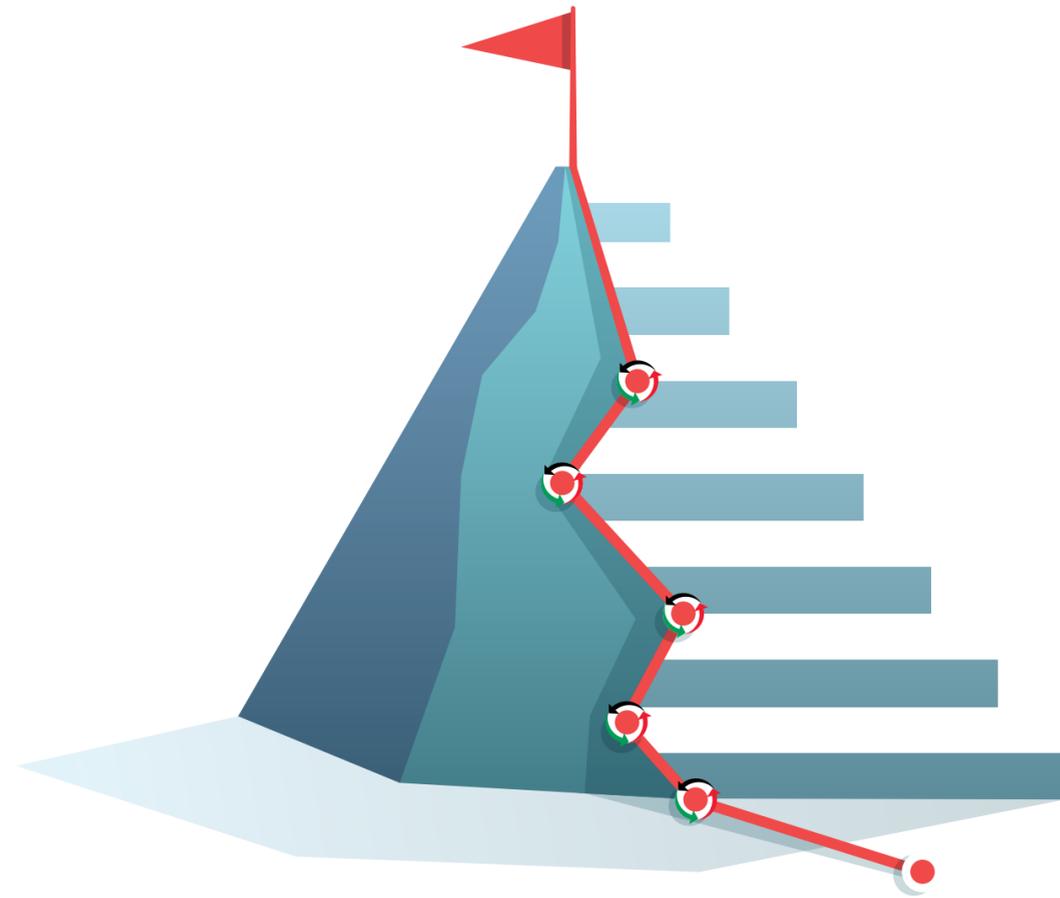


Complementary Services

Complementary

- Sites Leasing.
- Provide Ads spaces on buses, vehicles and the Corporation buildings.
- Valet parking.
- Renewal of cars license.
- Auctions for selling used vehicles.
- Provision of supportive manpower (Administrative assistant- messenger-2 drivers).
- Customs' services.





## Goals and Framework

Since 2013, Emirates Transport has sought to publish its annual comprehensive reports on a regular basis. These reports are designed in a way to combine the regular annual report along with the sustainability content. A custom that has become eventually part of ET's corporate culture, reflecting its commitment to the values of transparency, disclosure and governance.

The current report is the 7th issue to be published, and Emirates Transport aspires through it to support its investment breakthroughs and business achievements, ensuring its compatibility with the strategic plans and that it plays a pivotal

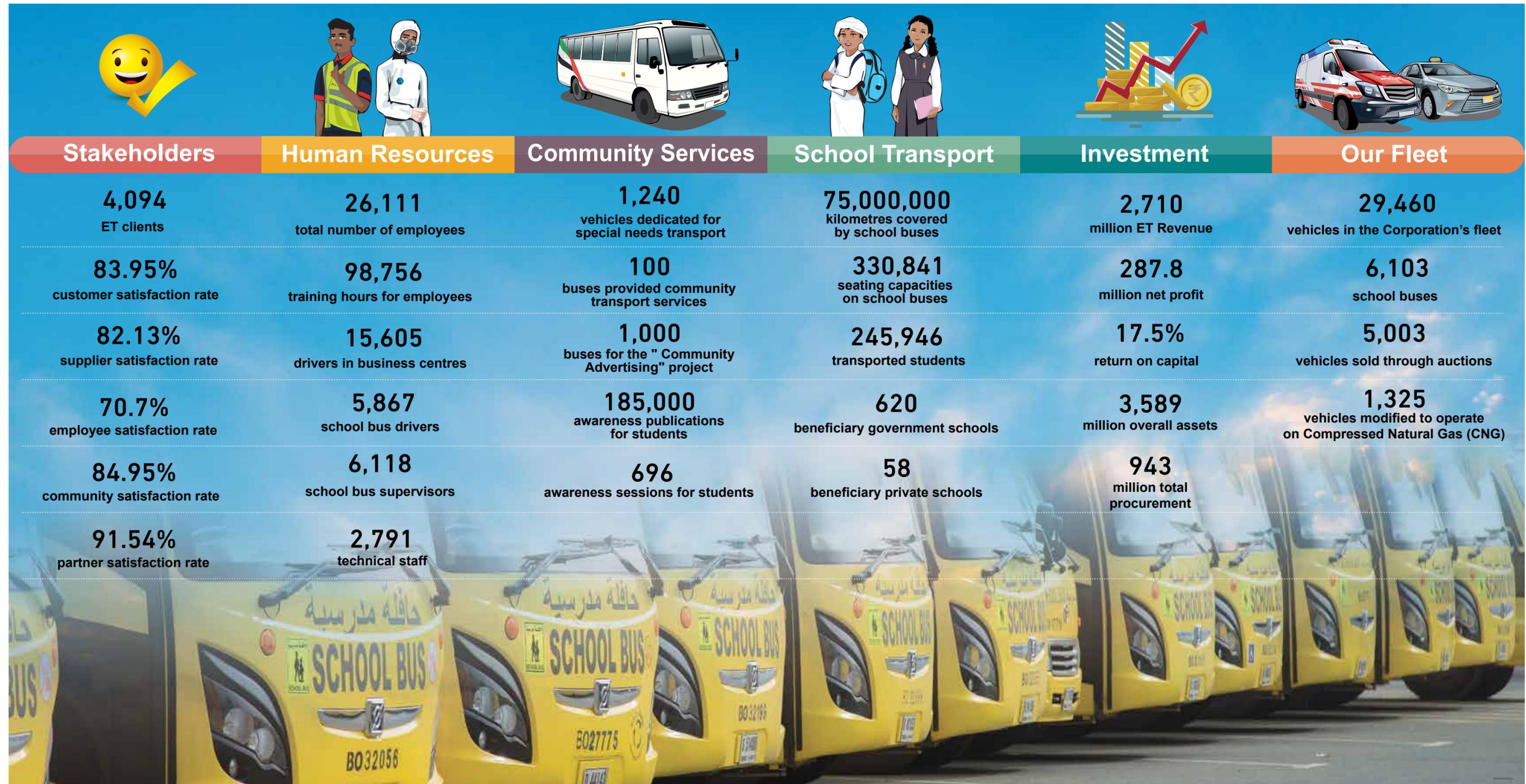
role in developing the relationship between the Corporation and different stakeholders whether customers, partners or the local community. The report also sheds light on the ongoing administrative and institutional developments, helping to move it forward, and improve the administrative and institutional values of employees through various administrative practices, as well as strengthening trust among stakeholders and empowering its national and community roles.

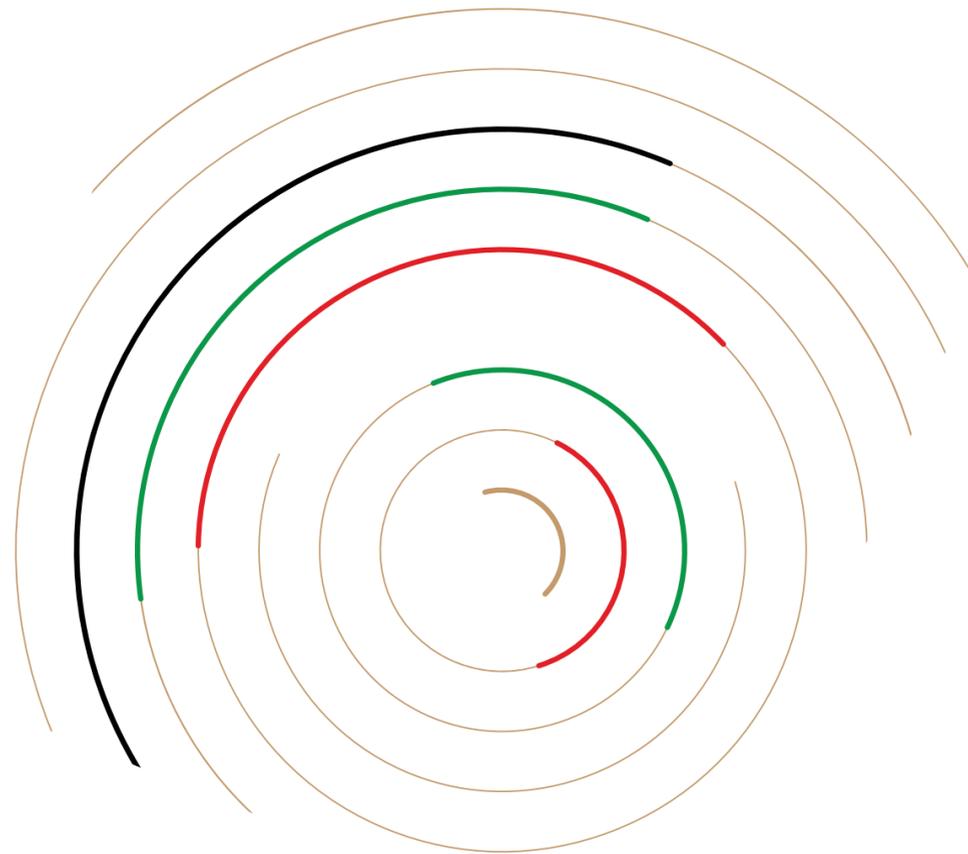
Under the title "Transforming to stay ahead", the report saw the light at a turning point in the Corporation's journey, where radical transformations started taking place, inspired by a

glorious past upon which a new and more promising future is foreseen. And as has been the custom, the current report displays in details comprehensive financial, investment and administrative outcomes, in "GRI 102-45, 102-46" addition to the efforts made in the fields of community responsibility and sustainability. It also sheds light on the strategic transformation of the Corporation, from the period of January 1st till December 31st of 2018 and the impact it had on the different locations and affiliates of the Corporation, including the achievements and the national and voluntary initiatives carried out internally and externally.

Following the previous years' models, this report is published in a printed as well as a digital copy and can be accessed or downloaded via our website. The report's copies are available in both Arabic and English and comes after a multitude of revisions by various administrative levels at Emirates Transport to meet the standards of transparency, disclosure and governance adopted by Emirates Transport. This report has been prepared in accordance with the GRI Standards: Core option. For the Materiality Disclosures Service, GRI Services reviewed that the GRI content index is clearly presented and the references for Disclosures 102-40 to 102-49 align with appropriate sections in the body of the report.



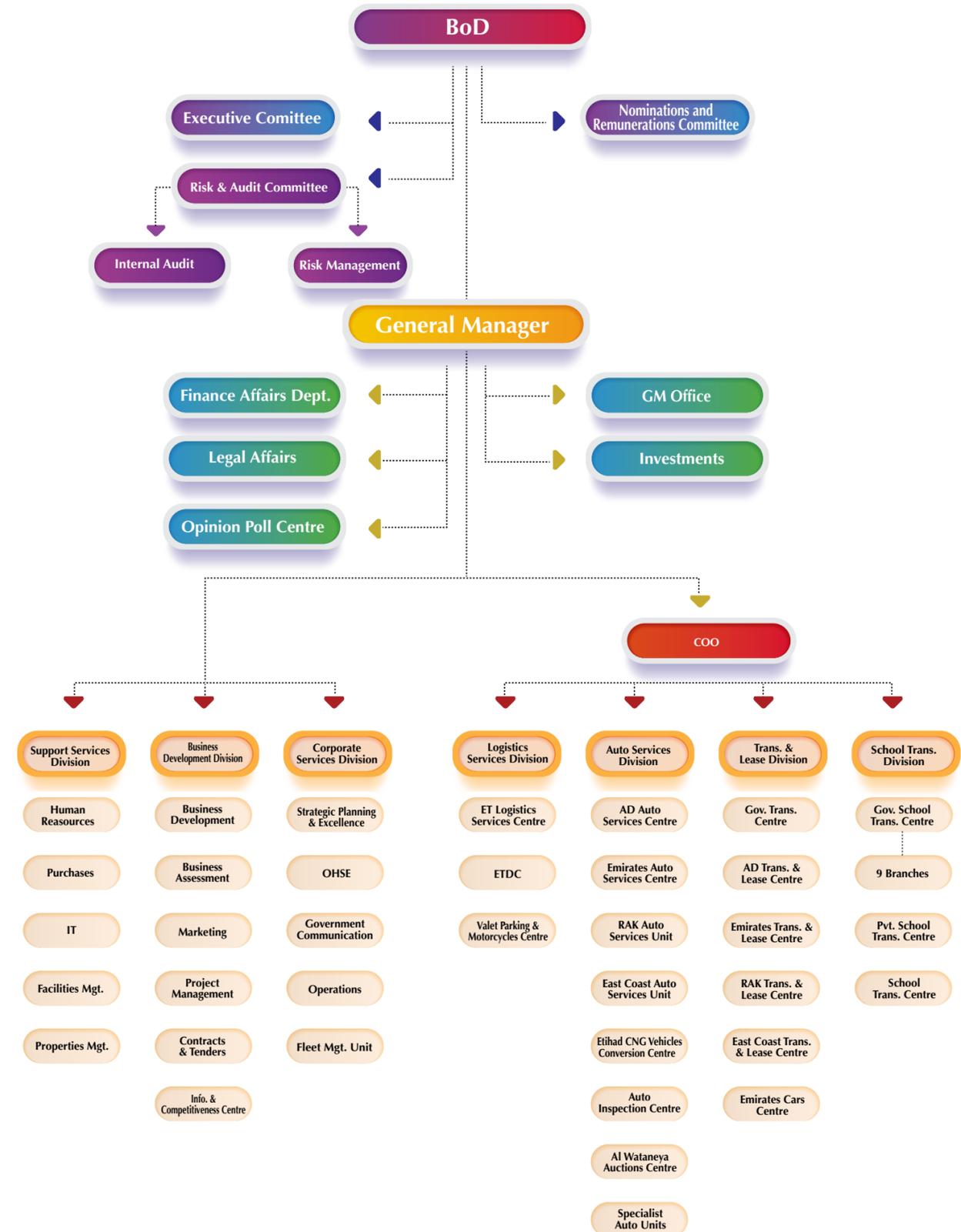




### The Organisational Structure: On the verge of transformation

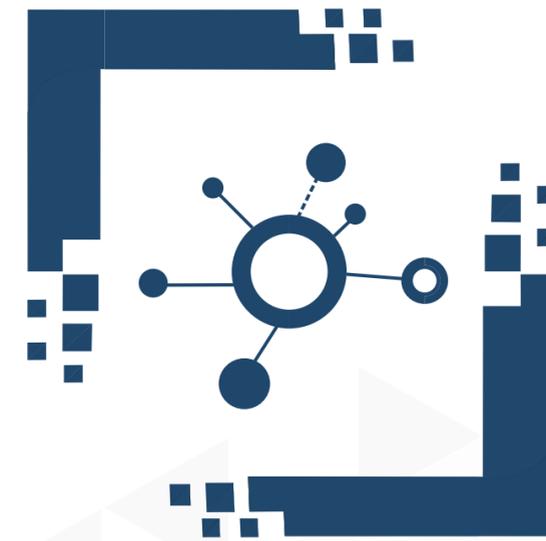
In 2018, Emirates Transport pursued the implementation of Strategic Transformation stages as per the Strategic Plan of 2018-2022. The Corporation has implemented a transitional organisational structure in the first year of the plan to pave the way for the organisational and structural transformations, which came into effect early this year (2019),

particularly working under the three geographical regions system. In fact, this system will enable Emirates Transport to offer better services to its customers, respond faster to their requirements, enhance administrative and operational performances, and as such improve efficiency and productivity.



A new strategy .. for more ambitious goals

### Executive Management:



## Implementing the Strategic Plan of 2018 - 2022

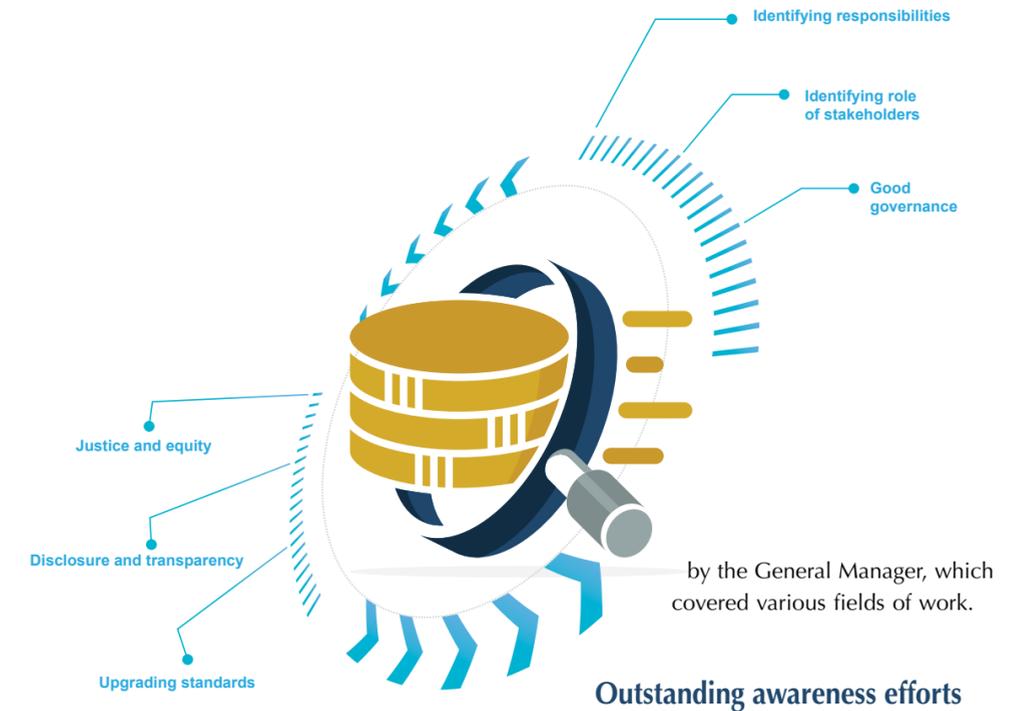


Emirates Transport commenced the implementation of its Strategic Plan 2018-2022, as its fifth - and the first five-year plan. The year 2018 was a preliminary year in which the Corporation paved the way for the upcoming strategic changes, in accordance with the directives of the Board of Directors, in line with the vision of the Corporation to ensure the sustainability of growth and maintain Emirates Transport's leading position in the local markets. The Plan also managed to adopt a more modern structure and work systems, with highly competitive abilities, making ET more apt to meet the growing needs and respond faster to the current local, regional and international changes in the fields of transport, leasing, technical and logistical services, as well as make it more immune to the various challenges.

To achieve the best possible results, the concerned teams made sure that the new Strategic Plan of the Corporation incorporates a comprehensive and integrated strategic transformation plan based on 9 strategic programmes and 28 strategic

projects, all of which aim to bring about a qualitative leap in the services and operations of the Corporation.

In this context, the Corporation organised a series of workshops during the past year to introduce employees to the new Strategic Plan 2018-2022. These workshops addressed various job categories, especially the leadership and supervisory categories, and aimed to ensure effective management of change at the time of strategic transformation. It also aimed to mobilize all institutional efforts to achieve strategic directions, and to ensure coordination and harmony between all units and business centres to achieve the three strategic directions, which include the growth and expansion of the current business of the Corporation, as well as the expansion and growth through the acquisition of new investment opportunities. The third pillar is to enhance the capabilities and institutional potential to achieve the vision of Emirates Transport "Integrated Transport and Sustainable Growth" and ensure that all efforts are directed towards achieving the strategic goals of the plan.



Emirates Transport believes that its continuous efforts to promote governance, transparency, astute leadership, anti-corruption, information security and innovation in government work, are incomplete without effective awareness campaigns. As such, the Corporation has issued a number of publications, printed and online and available both in Arabic and English (besides Urdu if needed). The goal is to raise awareness among employees and other groups concerned about these issues, something that various departments contributed to this year by further expanding their own publications and issuing more online editions. The Corporation itself also carried out the Icons Project and the Organisational Fees project, both of which contributed not only to the polishing of the visual identity of the Corporation, but also played a part in the development of awareness and marketing messages.

Complimenting these efforts, a number of activities were organised by Emirates Transport where related publications were distributed, such as leaflets to raise awareness about fatigue in drivers, risk assessment, road safety management system, as well as a guidebook on workshop safety and the Awards Guide for the 21st Session of the ET Awards for Traffic Safety and Education" 2018/2019.

### A legacy of governance, transparency and quality

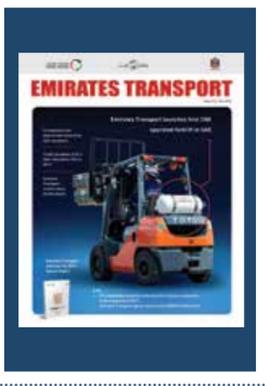
Over the past few years, the Corporation has focused its efforts on developing its internal systems, policies and procedures to ensure maximum transparency, governance, auditing and combating corruption in all its forms and at all levels. More than that, it has endeavoured to consolidate these principles in its institutional culture and among its employees by putting "Transparency and Governance", in particular, at the top of its Organisational Values. As a result, no fraud cases have been recorded in the Corporation during 2018.

In response to this approach, the Board of Directors held 5 meetings during the past year, the Executive Committee held 9 meetings, the Audit and Risk Management Committee held 8 meetings, and the Nominations and Remuneration Committee held 10 meetings, while the Audit Committee held 2 meetings, and issued 10 audit reports. The Corporation continued its efforts in this area through participation in the Global Internal Audit Conference held in Dubai, in May 2018, in cooperation with the Global Institute of Internal Auditors. The same year saw the issuance of 84 organisational decisions



**Annual Report 2017**

Starting from 2013, ET has been issuing a comprehensive annual report as part of its disclosure, transparency and governance efforts. Last year witnessed the publication of its 6th annual report, in printed and electronic versions and in both Arabic and English languages. For the fifth year in a row, it combined the Corporation's regular annual report and its sustainability report. The report was prepared in accordance with the principles of the Global Reporting Initiative GRI- G4 Guidelines.



**ET Magazine**

A quarterly magazine issued by the Corporation, in both Arabic and English languages, distributed to partners and customers in the government and private sectors, as well as employees. An electronic version is available for browsing and download on the Corporation's website. Four issues were published in 2018. Also, the Magazine has acquired a new look and a more amended content in its 70th edition, in line with the modern media trends and to better reflect ET's leading position.



**Instructions**

**Safety guidelines:**  
An electronic newsletter published in Arabic and English by the Environment, Safety and Occupational Health Department. It is distributed periodically to employees via e-mail. And it is concerned with enhancing awareness about the awareness of occupational health and safety for employees. 13 publications were issued over the past year.

**Facilities Management Email Guidelines**  
An e-newsletter that is distributed periodically to employees via e-mails and is concerned about raising awareness about the rationalization of water and electricity. 4 publications were issued during 2018.



**Periodicals**

**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 awareness and guidance essays. 12 e-bulletins were published in 2018.

**Awareness leaflet (Information Security Bulletin)**  
An awareness e-newsletter published by the Corporation's IT Department in both Arabic and English languages and is distributed periodically via e-mail to employees. This publication is concerned with increasing awareness of the security aspects of information systems and electronic risks for employees. In all, 13 issues were published last year.

**Leadership Bridges**  
An e-newsletter that is periodically distributed to employees via e-mail and is concerned with enhancing and developing performance in employees. 12 publications were issued in 2018.



**Charters**

**Code of Ethics**  
Printed and published in Arabic, English and Urdu, and distributed to all concerned categories.

**Excellence Culture in the Service of Customers**  
An e-newsletter that is periodically distributed to employees via e-mail and is concerned with enhancing and developing performance in employees. 4 publications were issued during 2018.

**Customers Service Code**  
Available in Arabic and English.

**Code of Ethics for ET Suppliers**  
A manual distributed to suppliers and is available in both Arabic and English languages.

**Administrative books editions**  
Short periodical editions listing and referencing recent business and administrative books produced internally by the Corporation. It addresses various aspects of management and development.



**Booklets**

**Guide to Policies and Procedures of Risk Management Department**  
Printed in Arabic and English languages and covers the processes and methodologies of risk management in Emirates Transport.

**Key Risk Indicators Guide**  
A printed guide in Arabic language. It identifies key indicators for each of the main risks to the Corporation.

**Complaints and Grievances Manual**  
A guidance manual available in Arabic, English & Urdu.

**Employee Handbook**  
Dedicated employees' manual designed to increase functional knowledge and awareness, available in Arabic, English and Urdu.

**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. It is available in Arabic and English languages.



### Advanced risk management

During 2018, the Risk Management Department of ET witnessed qualitative developments in various aspects, with the GM issuing decision No. (45) of 2018 on the issuance of a Risk Management Policy. It aims to identify risks, understand and manage them proactively to benefit from opportunities and achieve the strategic objectives of the Corporation. It is also intended to add value and protect the interests of the Corporation as part of the ongoing commitment to stakeholders. The policy has set goals, principles and responsibilities for all risks managed in the Corporation, and it was subsequently published in Arabic and English languages and distributed.

The year 2018 was also characterized by multiple meetings of the specialized committees. Accordingly, 8 meetings were held by the Audit and Risk Management Committee, which reports directly to the Board of Directors, while the Executive Committee on Risk Management (an Executive Committee chaired by the General Manager and the Executive Directors) held 3 meetings. The latter committee produced 31 recommendations for 2018, and offered a convenient opportunity for senior management to have a direct insight on major deficiencies in overall performance, through the ongoing committee meetings and topics put forth for discussion. As members of the senior management, the committee's members contributed with swift recommendations and decisions empowering at the same time those recommendations through continuous follow-up. The meetings of the committee also provided a means of

consultation and communication between the various departments in the Corporation through distribution of roles during meetings, in relation to the implementation of several recommendations that require inter-departmental coordination.

In terms of the latest developments and updates in policies, procedures and methodologies, the following has been achieved:

1. Adoption of the Operational Risk Management Plan for 2018.
2. Reviewing the major risks in line with the updates in the corporate strategy 2018 -2022.
3. Adoption of business continuity policy at the Corporation level.
4. Adoption of risk management policy.
5. Renewing the validity of the ISO 31000: 2009 certification for Risk Management after the completion of audits by the British Standards Institute (BSI).

With regards to achievements, training and awareness efforts related to risk management and governance during 2018, the following was achieved:

- Spreading a culture of risk management.
- Raise awareness about the importance of insurance coverage and the risks involved.
- Raise awareness among risk owners about the mechanism of working to identify and assess risks by meeting with more than 40 different entities in order to enable the senior management in the Corporation to deal with risks and

evaluate them.

- Study and analyse the risks for a number of studies related to new projects.
- Study Risk Analysis within the Strategic Plan of Emirates Transport 2018-2022.
- Risk analysis for the organisational restructuring of the Corporation.
- Contribute in strengthening risk management, compliance and corporate governance practices by introducing the

GRC System to the approved systems of the Corporation.

- Initiate the e-archiving project for risk management in coordination with the concerned department.

In 2018, the highest risks for Emirates Transport were identified as follows:

- Old business model.
- Inability to meet financial obligations.
- Customer interruption or loss.
- Loss of financial, organisational or reputational status.

### Consolidating the transparency approach

Emirates Transport has succeeded, through long years of administrative and institutional practices, to establish an advanced approach characterized by the value of transparency. This has been reflected through the various operations, services and roles played by the Corporation.

Accordingly, 8 training programmes were implemented in fields of transparency, governance and anti-corruption In 2018. More than 64 employees have benefited from these programmes with a total of 508 hours of training, as shown in the attached table.

Programmes implemented in relation to transparency, governance and anti-corruption during 2018	Duration of each programme/ hours	Number of attendees
Workshop for preparing comprehensive reports	24	1
Workshop for implementation of added-value	70	2
Workshop for registration of copyright	90	18
Workshop to introduce the executive regulations of HR Law	6	3
workshop for studying customers' complaints	112	28
Workshop to introduce the guidelines for HR services accelerators	6	1
Global internal audit conference	160	6
Workshop for preparing mechanisms of taxes declaration	40	5
<b>Total</b>	<b>508</b>	<b>64</b>



### Tireless efforts to enhance the safety system

Safety has been a crucial concern for Emirates Transport, and a corporate value that receives a great deal of attention and effort to develop it at all levels, and throughout all locations and service delivery sites. The year 2018 has seen remarkable efforts to upgrade the occupational health and safety and road safety systems, and some of the major achievements were as follows:

- For the fourth year in a row, the “Executive Committee for Audit of Safety Measures in School Transport and Business Centres” continued its diligent follow-up on many aspects of occupational health and traffic safety, monitoring the Corporation’s performance in order to develop it further.

This is in addition to discussing related issues, until the end of 2018. The achievement percentage in the recommendations of the Committee reached 89%. The rates of completion were as follows:

Achievement	Ratio
Recommendations of the accelerators team to reduce traffic accidents and work injuries	92%
Results of internal audit on the integrated management system	92%
Recommendations in serious accidents reports	90%



- Adding to the Committee’s previous efforts, the Technical Committee follows up the technical amendments and development of the Emirates Transport fleet, including the follow-up on the development of the school transport fleet and ensuring compliance with the school transport legislation in the country. On the grounds of this, The committee held 7 meetings and issued 56 recommendations, out of which 41 recommendations were closed by the end of last year, with a percentage of 73% of the total recommendations.

- Updating the methodologies, procedures and policies, in addition to the new environment and safety decisions issued at the level of the Corporation, including the issuance of a number of publications. The most important of these is the new edition of the Integrated Management System (IMIS) Manual, the updating of the emergency plan for departments and centres, leaflets about drivers’ fatigue, leaflets about the assessment of risks, leaflets about the Management of Traffic Safety on the road, and the manual about work safety in technical workshops.

- Organising the activities of the 7th session of the “Month of Occupational Health and Safety” under the slogan “Let Safety Lead You”. The activities, which included 104 events, took place in all the branches of the Corporation and its locations throughout the country, and were sponsored by 78 entities, with participation of 20,000 people. Major activities included “Zayed

and Health” Exhibition, where pictures of the late Sheikh Zayed bin Sultan Al Nahyan, the founder of the UAE, were displayed. The event coincided with the UAE celebrations of the “Year of Zayed” in 2018. Moreover, the event saw the organisation of workshops, awareness lectures, medical examinations, evacuation drills of buses and buildings, and various proactive exercises. A campaign was also organised to raise awareness about the “Stop” sign of school buses among various members of the community, particularly school students and drivers, in parallel with the “Emirati Child Day”. Also, mock driving licenses were issued to school students participating in the event, besides blood donation campaigns, training on defensive skills in the field of civil defence, awareness about fire control methods using intelligent fire extinguishers, training in first aid skills, providing advice and directives through different channels of communication in the Corporation, and through social media networks.

- Pursuing the hard work on the Smart System of Student Safety in Buses: in accordance with the phase objectives set for the system, and in collaboration with the strategic partners including the Ministry of Education and the Department of Education and Knowledge in Abu Dhabi.

- Multiplying the efforts to instil a culture of safety among young people and school students by organising the 20th edition of the “Emirates Transport Awards for Traffic Safety and Education”



under the slogan “Our Students are a Trust”, where 61 winners were honoured in the five categories of the Award, most of whom students who belong to public and private schools, in addition to their parents and other participants.

Statement	Session 18 2015 - 2016	Session 19 2016 - 2017	Session 20 2017 - 2018
Government Schools	31	24	19
Private Schools	9	3	3
Schools Projects	30	11	16
Outstanding Students Projects	1,140	1,141	1,212
Safety Family	21	16	10
Number of Honourees	52	60	61
<b>Total participation</b>	<b>1,231</b>	<b>1,195</b>	<b>1,260</b>

- Cooperation with partners in areas of the environment and occupational health and safety: Emirates Transport utilises its partnerships for the aim of promoting safety standards and awareness activities. Examples of such cooperation during 2018 include:

- Cooperation with the police authorities to implement the awareness campaign on the “Stop” sign of school buses, as

part of the activities of the 7th session of the “Month of Occupational Health and Safety “ referred to previously.

- Participation with Dubai Police in “A Day Without Accidents”.

- Collaboration with the Dubai Carbon Centre to measure the carbon footprint of the Corporation.

- Awareness editions and guidelines: The Corporation continues its efforts within the context of its safety awareness. During the first quarter of 2018, more than 185,000 instructional publications were distributed to students from public and private schools. It is also keen on sponsoring and supporting schools in the field of safety by providing Safety publications to students and parents, as well as supporting schools in the implementation of the Golden Rule Drawing Project to educate students on safety conditions throughout the country.

- Training is one of the substantial means used by Emirates Transport to consolidate the principles of safety. From there, the Corporation undertook to implement the following programmes during the past year:

- Training programme head of audits on traffic safety system 39001: 2012 for a number of employees.

- Training programme head of audits on the quality management system ISO 9001: 2015 for a number of employees.

- Carrying out a number of workshops on risk management in school transportation.

- Dedicating around 2,000 hours to train auto services workers on occupational health and safety and environment procedures.

- Qualifying two employees from the Department of Occupational Health and Safety, as safety technicians for transferred students, in cooperation with the Abu Dhabi Health Authority and with the approval of the International Child Protection Organisation.

Adding to these qualitative programmes, the efforts invested by other departments and centres in training employees on safety issues, especially Emirates Transport Training Centre and Emirates Transport Driving Institute, which have provided intensive training to all employees of the Corporation including male and female supervisors and drivers. As such, the number of training programmes provided reached 75 programmes, comprising 96,407 training hours, to the benefit of 27,107 drivers and supervisors.

These efforts come to complement what Emirates Transport started years back. The Corporation follows a clear strategic methodology which resulted in a considerable drop down



in accidents on the road. Hence, The competent authorities recorded 5,639 accidents during 2018, of which only 936 accidents were caused by the drivers of the Corporation, i.e. 16.60% from the total number of accidents, and with a decrease of 26% compared to the results in 2017. Similarly, the Corporation’s branches, centres and subsidiaries have also recorded positive results in the reduction of traffic accidents by 10% in 2017, compared to the previous year 2016.

Data of accidents which the Corporation’s drivers are responsible for in 2018		
Severity of the accident	Number of accidents	Rate
Superficial	360	38.5%
simple	491	52.5%
Average	24	2.6%
Serious	7	0.7%
Unclassified	54	5.7%
<b>Total</b>	<b>936</b>	<b>100%</b>

As in the previous years, the systems of occupational health and safety and road safety adopted by Emirates Transport was recognised by a number of prestigious awards during 2018, including The Arabia CSR Award, Dubai Chamber CSR Label, and the Ideas Arabia Award for the Risk Assessment project of School Bus Routes .

These exceptional achievements in the field of safety have been praised by ET’s partners. Accordingly, a number of delegations have performed field visits to the Corporation’s locations to learn about ET’s rich experiences and leading practices, with an interest to exchange and embrace similar practices.

### An environment that enhances innovation

Based on its institutional value, “Innovation and Future Foresight”, Emirates Transport has been committed to provide an environment that encourages creativity and innovation. It continuously strives to adopt the latest processes, innovative services and management practices that address the needs of our customers and meets their expectations and aspirations.

In this context, a number of related workshops were held in 2018, including a workshop on “Intellectual Property Rights” at the Dubai General Directorate, as part of the Corporation’s participation in the Emirates Innovation Day, in collaboration with the Dahi Khalfan Intellectual Property Centre, and Emirates Intellectual Property Association. The aim was to spread the intellectual property



culture among employees, and invite them to register their innovations for their own personal advantage and society at large.

Furthermore, a training workshop was organised to introduce the services of Hamdan Bin Mohammed Centre for Creativity and Innovation, which is a subsidiary of Mohammed bin Rashid Establishment for the Development for Small and Medium Enterprises. The workshop was attended by 20 employees at ET's head office, in the framework of empowering employees and motivating them to practice entrepreneurship.

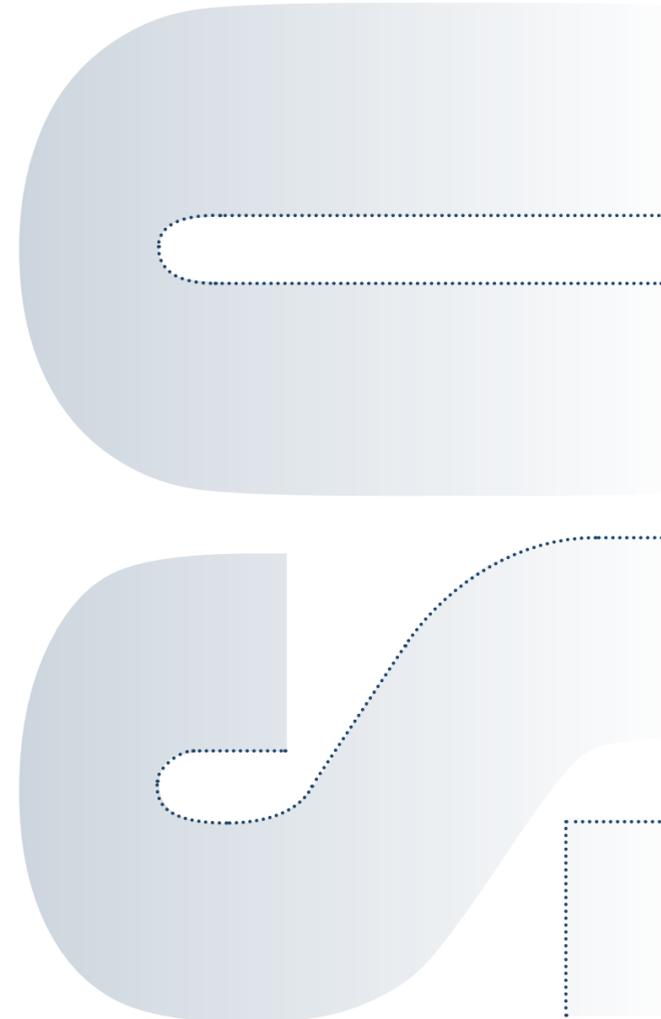
### Development of IMS

Emirates Transport strives to achieve the highest standards in quality, excellence and safety in the provision of 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 in compliance with the latest international

trends in the field. During the year 2018, Emirates Transport issued a new version of the Integrated Management System (IMS) manual. It also updated 6 quality certificates according to the latest versions as follows:

- Quality Management System ISO 9001:2015
- Environmental Management System ISO 14001:2015
- Information Security Management System ISO 27001:2013
- Customer Satisfaction System ISO 10001:2018
- Customer Satisfaction, Monitoring and Measuring Systems ISO 10004:2018

This is in addition to the accreditation certificate approved by the Abu Dhabi Environment, Health and Safety Centre (OSHAD) after fulfilling all the requirements of the Abu Dhabi Occupational Safety and Health System, as well as the implementation of the Abu Dhabi Traffic Risk Assessment Project. The Corporation has also been acknowledged globally at the level of the provision of Logistics to the Petrochemicals and Chemicals Sector, besides the SQAS Gulf System for Sustainability and Quality Assessment.



- 
**Quality Management System**  
 ISO 9001:2015
- 
**Environmental Management System Certificate**  
 ISO 14001:2015
- 
**Occupational Health & Safety Management System OHSAS Certificate**  
 OHSAS 18001:2007
- 
**Customer Complaints Management System**  
 ISO 10002:2018
- 
**Customer Satisfaction Management System**  
 ISO 10001:2018
- 
**Quality Training Management System**  
 ISO 10015:1999
- 
**Road Traffic Safety Management System**  
 ISO 39001 : 2012  
 لأول جهة حكومية في الدولة
- 
**Risk Management System**  
 ISO 31000 : 2009
- 
**Information Security Management System**  
 ISO 27001:2013
- 
**Customer Satisfaction, Monitoring and Measuring Systems**  
 ISO 10004:2018
- 
**Quality in Project Management**  
 ISO 21500:2012
- 
**Certification by Abu Dhabi Occupational Health & Safety Centre (OSHAD)**
- 
**Gulf Quality and Sustainability Assessment (SQAS Gulf)**

### A growing international and local presence

Emirates Transport has invested a lot of efforts to strengthen the trust of the stakeholders, especially customers. One of the most important means of achieving this is to obtain more accreditations, and memberships in organisations, committees, associations and various entities related to its field of work and which are active locally and globally. As a result, this has a positive impact on the level of credibility and reliability. The

year 2018 saw an increasing activity in this area, mainly from the Emirates Transport Training Centre and Emirates Transport Driving Institute through their membership in the International Federation of Training and Development Organisations in Switzerland (IFTDO) And the accreditation of the Abu Dhabi Centre for Technical and Vocational Education (ACTVET), as well as the accreditation of Highfield and the Dubai Foundation for Ambulance Services to add to the long list of memberships which includes the following:



Annual rate of increase in the number of followers  
+ 6%

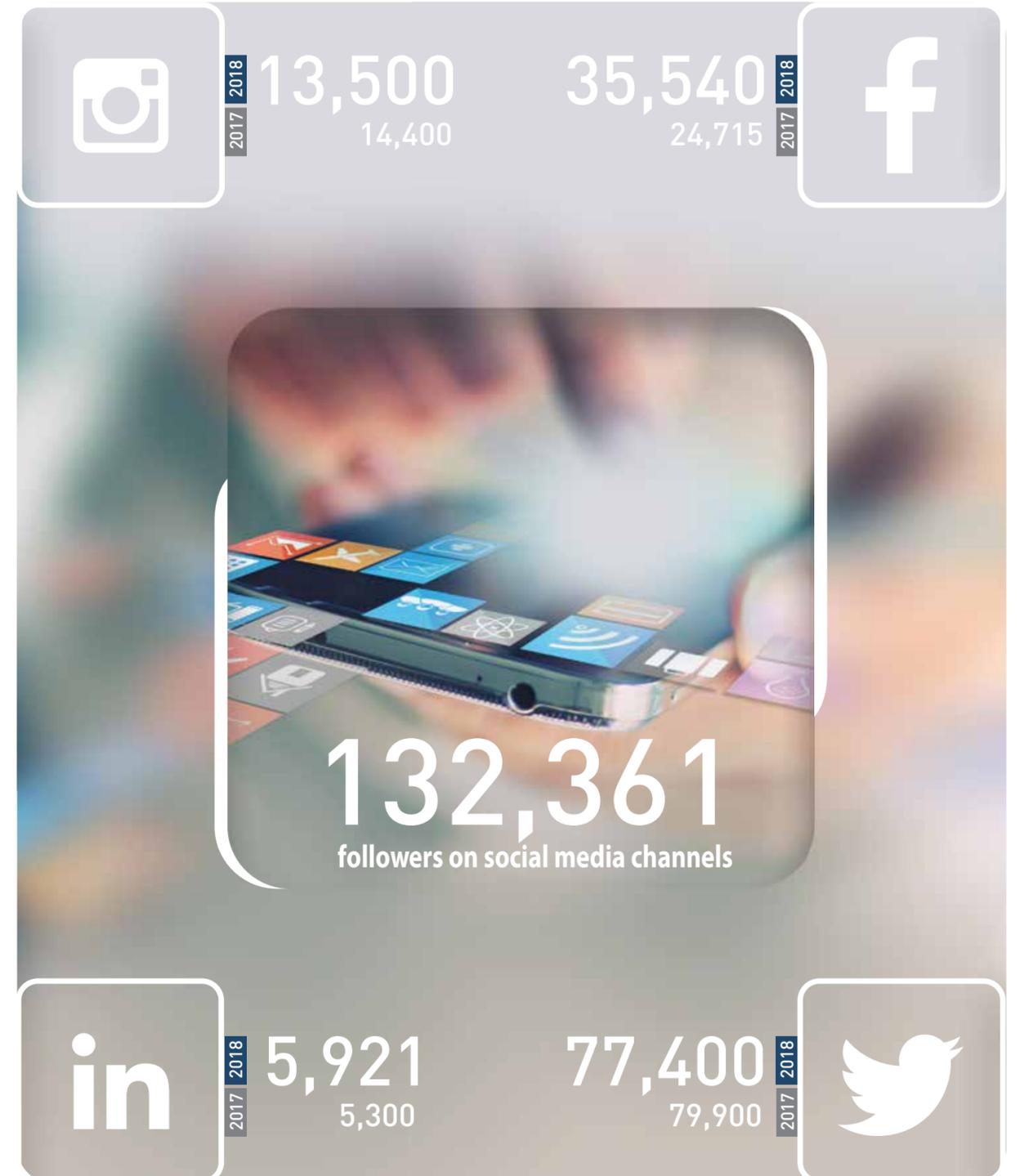
### We communicate to convey our message

Emirates Transport has always established strong relationships with all stakeholders' groups, especially customers and end-users of its services, as well as members of the community, employees, suppliers and others. Over the past few years, the Corporation has developed various means and channels of communication that suit each category apart, using the latest tools of technology. The ultimate goal is to improve its relations with stakeholders categories through the use of intensive and constructive communication.

The Corporation has achieved a remarkable growth in the number of messages recipients, through its active presence in different social media channels mainly (Twitter, Facebook, Instagram and LinkedIn). The number of followers increased at the end of 2018 to 132,361 followers, compared to 124,315 followers, which recorded an annual increase of about 6%.

These communication efforts of the Corporation's work teams expanded over the past year to include a multitude of marketing and promotional activities, such as its participation in 16 exhibitions and conferences inside and outside the country, and the launch of marketing campaigns, using SMS and e-mails. This is in addition to the production of marketing videos, the issuance of various media publications, and the contribution in more than 23 community, cultural, national and voluntary activities to enhance communication with different categories of society.

Details	2018
Number of publications, press and news reports	237
Number of newsletters (distributed via e-mail to employees in Arabic & English)	220
Number of TV & radio interviews and reports	32
Number of Tweets	593
Number of Instagram posts	1,018
Number of Facebook posts	450
Number of short text messages (SMS)	5
Number of SMS recipients	100,000
Number of website visitors	138,195
Number of new followers on ET's social media channels	8,046
Total number of followers on ET's social media channels	132,361





## A well-deserved tribute

Yet again, Emirates Transport graced the winners' podiums after winning five local, regional and international awards in 2018, in return for its efforts to implement innovative and pioneering practices locally and internationally and display exceptional leadership capabilities in its field of work.



### Dubai Award for Sustainable Transport

The Roads and Transport Authority (RTA)  
ET won the Dubai Sustainability Transport Award, as part of the Road Safety category for road safety unit project.



### Ideas UAE Award

Dubai Quality Group  
ET won the Ideas UAE Award in the category of techniques for its project on Safety Risk Assessment for school bus routes. The Corporation received the award during the 13th session of the conference, organised by the Dubai Quality Group.



### Ideas Arabia 2018

Dubai Quality Group  
ET won the Ideas UAE Award in the category of techniques for its project on Safety Risk Assessment for school bus routes.



### Dubai Chamber CSR Label

Dubai Chamber of Commerce and Industry  
ET obtained Dubai Chamber CSR Label for the 6th consecutive year, for its considerable contribution on different levels including, environment, workplace, market, local community, as well as using global practices of CSR. The recent evaluation report showed a positive development, which reflects a significant maturation of the regulations, policies and initiatives implemented by the Corporation in this field, and the keenness of its leadership to develop strategies, objectives and performance indicators that support these directives, ensuring a commitment from the Corporation to perform its responsibilities at its best.



### Arabia CSR Award

The Arab Organisation for Social Responsibility  
During the ceremony of the Arab Organisation for Social Responsibility, ET was honoured at the level of Arab governments, in the following categories:  
- Public sector category: The first place in the category of large corporations.  
- Category of partnerships and cooperation: The first place (tyre renovation project).



## **Financial and Investment Performance: Early Fruits of Transformation**

Financial Performance .. Record Results	54
Outstanding Performance for Business Centres	58
School Transport	62
Transport and Leasing	68
Auto Services	74
Logistics Services	80



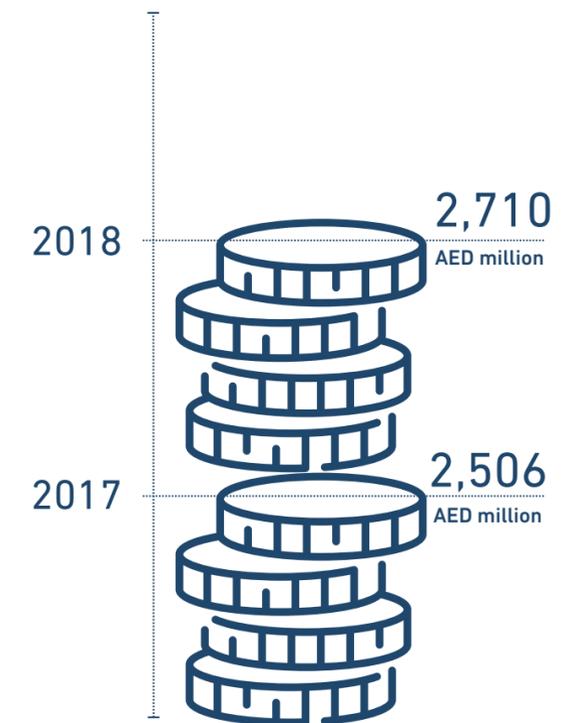
## Financial Performance .. Record results

### Financial Performance .. Record results

2018 marked a crucial turning point in the Corporation's course, as it began a strategic transformation to enhance the successes it had achieved over the past 37 years, and to accelerate the achievement of strategic objectives through improved management and operational performance. The results were sensed shortly afterwards as the Corporation managed to achieve record financial results in 2018, as well as remarkable corporate successes within its various investment divisions, business centres and affiliated units. 2018 was a year of growth in terms of the Corporation revenues, profits and total assets. Revenues amounted to AED 2,710 million compared to AED 2,506 million in 2017, an annual growth of approximately 8%, while the profits grew by 17.9% amounting to AED 287.8 million compared to AED 244.2 million in the year before. In turn, the total assets value increased by 4.2% to record AED 3,589 million compared to 3,446 in 2017.

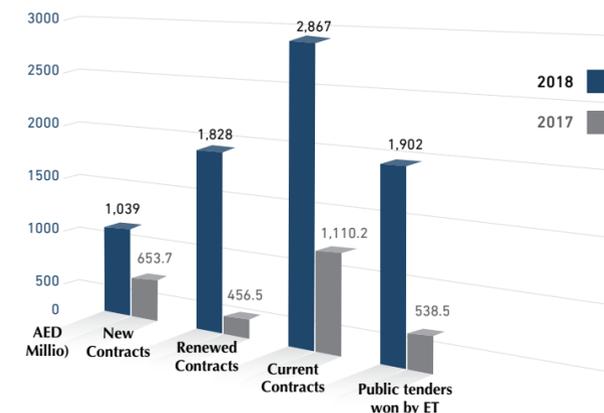
Emirates Transport managed to achieve such positive and remarkable results solely without any government support or assistance from any third party. This growth is attributed to the success of ET in its operational plans and investment preferences, the Corporation systematic and calculated expansion within the business sectors, As well as the rational implementation of the Corporation programmes in the field of cost reduction, cost control and adoption of best practices.

The Corporation's subsidiaries continued adding more to the revenues with AED 44.8 million, mostly through the Saudi-Emirati Integrated Transport Company (SEITCO), Emirates Facilities Management Company, followed by Emirates Transport Technology Solutions (ETTS) and Reyama Taxi.





## Business Centres .. Outstanding performance



Details	2017		2018	
	No.	Total Value (AED – Million)	No.	Total Value (AED – Million)
New Contracts	95	653.7	112	1,039
Renewed Contracts	48	456.5	69	1,828
Current Contracts	143	1,110.2	181	2,867
Public tenders won by ET	32	538.5	45	1,902

The investment divisions, which agglomerate the various affiliated business centres and subsidiaries, implemented and decoded the operational plans in place to a remarkable successes in 2018, Exceptional completion rates recorded compared to previous years, evidenced by the conclusion and signing of new and renewed contracts over the past year.

ET successfully concluded 112 new contracts (excluding daily contracts), an annual increase of 18% over last year whereas renewed contracts increased by 44% to reach 69 contracts. The Corporation is currently managing 181 contracts as compared to 143 in 2017, and with a total value of approximately AED 3 billion (AED 2.87 billion). The Corporation has been keen to participate in all tenders related to its fields of business as in previous years and due to its increasing competitive power in various fields of work, ET succeeded in winning 45 public tenders as compared to 32 tenders only in 2017. Thus, achieving a remarkable qualitative growth, both in regards to the number and total value, which jumped by a massive 253%.

In recognition of its excellence in business, Emirates Transport won the 2017 BIZZ Award for “Business Excellence” and “Successful Leader In Business Excellence”, which was awarded to the General Manager of the Corporation. The award is considered one of the world’s most prestigious business prizes awarded by the World Federation of Business in Houston USA, and it clearly reflects the Corporation’s dynamic investment and competitive edge.

The qualitative investment success which shaped performances has necessitated a parallel growth in the Corporation’s operational, administrative and service facilities, and

infrastructure, In addition to its extensive fleet of diverse vehicles and the human resources which comprise the heart of productivity process in ET. We shall address this in detail in section IV of this report.

### A larger, more modern fleet

The increase in the number of new and renewed contracts, as well as the increase in the number of tenders won by the Corporation necessitated more resources and tools to meet and fulfil the operational requirements, This was evident in the expansion of the fleet size which amounted to 30,000 various vehicles, uniformly distributed among the various business centres, and offering different transportation services ranging from school transportation, commercial, leasing, cargo, etc.. throughout the UAE.

The fleet increased by 4,562 vehicles to 29,460 since the end of 2017 (24,898 vehicles at the end of 2017), with a remarkable annual growth rate of more than 18% compared to 13% in 2017. This reflects the rapid growth in the size of the fleet in parallel with the rapid growth of the entire business. Light vehicles formed the biggest bulk with 16,111 vehicles, followed by 11,000 buses of all types. The Corporation is keen to modernize and upgrade its fleet of vehicles whereas replacement and substitution are carried out periodically as well as strict controls in place to ensure constant scrutiny regarding readiness to perform the various tasks assigned. Periodic and preventive maintenance are carried out, as well as equipping the fleet with the latest technology to ensure a competitive performance while meeting the highest safety standards for the transferred, employees and road users alike.



No. of large buses

3,860



No. of medium buses

5,808



Number of buses and vehicles equipped for transport of people with special needs

1,240



Number of Light Vehicles

16,111



No. of petroleum transport tankers

52



No. of commercial freight vehicles

314



No. of refrigerated transport trucks

29



No. of electric vehicles

138



No. of motorcycles

1,687



The rest of vehicles, equipment and agricultural equipment

221

**29,460** vehicles  
**Total size of fleet**



**Construction and facilities to meet needs**

As for the infrastructure and facilities, The competent departments and centres have addressed the needs of the Corporation over the past year, supporting its operational and competitive capabilities, developing its activities and operations, and responding to the expectations of the customers while taking into consideration their current and future needs through the completion and implementation of 10 infrastructure development projects extended over 120,000 square metres with an estimated total cost of AED 138 million. Most of these projects entailed construction, maintenance, expansion and development to the facilities of the branches and the stations of the

affiliated business centres, Such as the construction of the Juwaiz'e Station in Sharjah, Al Adla Station in Abu Dhabi, Auto Inspection Centre in Al Sadd in Al Ain, Al Tuwaien Station in Fujairah, and other projects that were predominantly of service and administrative domain. These implemented projects have been characterized and labelled as meeting the prerequisites of green buildings specifications and design per the applicable regulations and standards within the state, and in particular the Pearl Rating System in Abu Dhabi and Alsa'fat Rating System in Dubai, in accordance with the values of sustainability and social responsibility vision adopted by the Corporation.



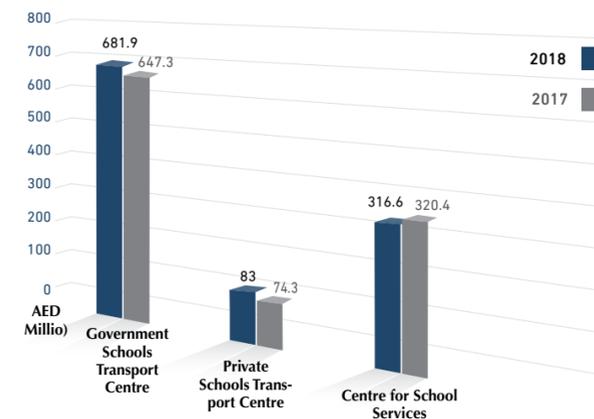
## School Transport

In spite of the wide spectrum of the services provided by the Corporation, school transport remains at the forefront and a priority in terms of importance, school transport was one of the first services introduced by ET and it account for the largest bulk of the Corporation human and material resources due to the significant national, social and developmental value it carries, as well as being the biggest in terms of revenue.

Emirates Transport provides its services in this field through the School Transport Division, which includes four business centres, namely the Government Schools Transport Centre, the Private Schools Transport Centre, the Schools Services Centre, in addition to the revenues generated from advertising services. The Corporation revenues from these business centres amounted to AED 1,082.4 million, an increase of 3.8%, compared to 2017, representing 40% of the overall total revenues of the Corporation.

Most of these revenues were generated by the Government Schools Transport Centre, with revenues amounting to AED 681.9 million, an annual growth rate of 5.4% compared to 2017 followed by the School Services Centre with AED 316.6 million, and the Private Schools Transport Centre at AED 83 million.

Private Schools Transport Centre continued to front and achieve the highest annual growth rates in the division compared to the other affiliated business centres, Its annual growth in revenue was 11.7%, in addition to concluding 18 new contracts within the current running 96 contracts at the centre to transfer 27,262 male and female students from 58 schools across the UAE through 1,002 buses. The continued growth in the centre's activity is due to the eccentric concern of senior management at ET to the Private Transport Sector as the forefront of the five investment opportunities that form the strategic pillars of the Corporation which make it a constant focus within its core targets. Resources are allocated for the development and expansion of the services to attract more customers, Including further efforts to develop the mechanism of the control systems in the buses, to provide a smart application that allow parents to monitor their children whereabouts on the bus, to know their location and the expected time of bus arrival. The Corporation efforts to promote safety and security in school transportation have paid off as It was awarded the 2018 International Arab Ideas Award in the category of technology for the project of safety risk assessment on school bus routes during the 13th session of the conference organized by the Dubai Quality Group.



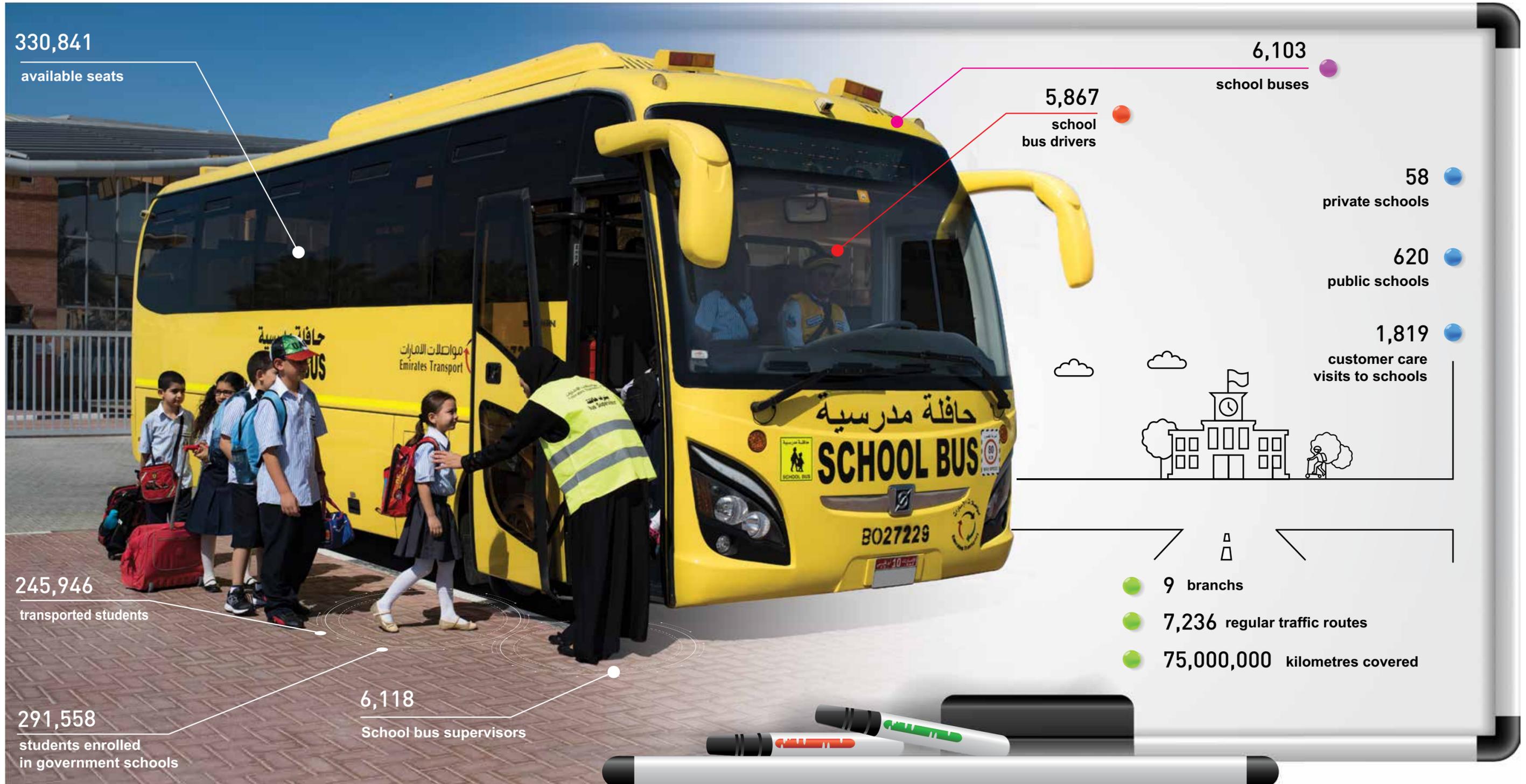
Centre	Revenues 2017 (AED - Million)	Revenues 2018 (AED - Million)
Government Schools Transport Centre	647.3	681.9
Private Schools Transport Centre	74.3	83
Centre for School Services	320.4	316.6
<b>Total</b>	<b>1,042</b>	<b>1,081.5</b>

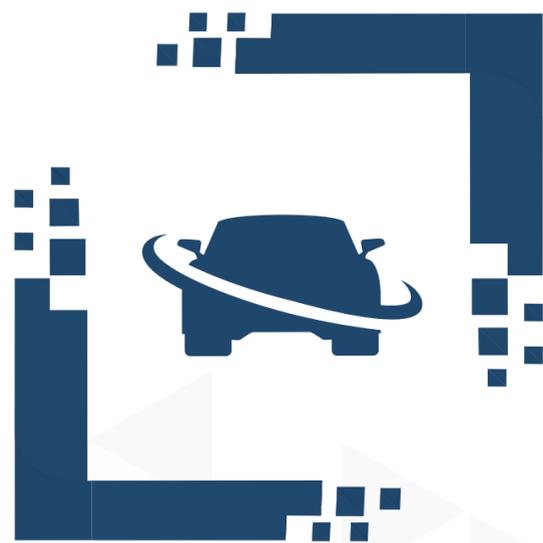
Details	2017	2018
No. of public schools	645	620
No. of private schools	69	58
Total number of served schools	714	678
No. of school buses*	5,765	6,103
No. of school bus drivers*	5,641	5,867
No. of school bus supervisors*	5,877	6,118
No. of students enrolled in government schools	287,372	291,558
No. of available seats	295,995	330,841
No. of transported students*	242,805	245,946
Ratio of transported to those registered in the public sector	74,40%	74%
No. of regular traffic routes	6,889	7,236
No. of awareness sessions for students	646	696
No. of inspection field visits for buses	9,223	10,627
No. of customer care visits to schools	1,891	1,819
No. of kilometres covered	75,000,000	75,000,000

\* Includes government and private schools

Contracts for the Centre for Private School Transport	During 2018
No. of new contracts	18
No. of contracted new schools	3
<b>Total No. of running contracts</b>	<b>96</b>







## Transport and Leasing



The Transport and Leasing Division ranked second in terms of revenues. It achieved through its six affiliated business centres AED 1,081.6 million, an estimated 39.9% of ET's total revenues. The division succeeded in concluding 749 new contracts and provided transport services, leasing of vehicles and drivers, commercial and petroleum transportation, fleet management and other services through 17,000 various vehicles, 5,000 drivers, technicians and administrators, who are operating out of 22 branches and stations to serve 791 customers nationwide.

Abu Dhabi Centre for Transport & Leasing (ADTC) topped the division centres in terms of revenue with 29.4%. The

Government Transport Centre followed in second with a growth in revenue by 17.2% compared to 2017, an estimated AED 290.5 million, and 26.9% of the division's total revenue. Emirates Centre for Transport & Leasing came in third with revenues of AED 251.1 million and an annual growth rate of 8.8%, whereas Emirates Cars Centre, which ranked fourth in terms of revenue, managed to achieve the forefront position among the rest of the centres in terms of revenues annual growth with more than 68.4%. Revenues of the East Coast Centre for Transport and Leasing increased by 48.8% to account for AED 18.6 million, whereas RAK Transport and Leasing Centre managed to grow revenues by 9.6%, compared to 2017.



Centre	Details	2017	2018
Abu Dhabi Centre for Transport & Leasing	Revenue (AED - Million)	324.64	318.4
	No. of Buses & Vehicles	4,850	5,153
	No. of Drivers	2,228	2,344
Government Transport Centre	Revenue (AED - Million)	247.87	290.5
	No. of Buses & Vehicles	4,317	4,860
	No. of Drivers	2,017	1,799
Emirates Centre for Transport & Leasing	Revenue (AED - Million)	230.8	251.1
	No. of Buses & Vehicles	5,141	5,600
	No. of Drivers	1,800	2,700
Emirates Cars Centre	Revenue (AED - Million)	110.33	185.8
	No. of Buses & Vehicles	1,706	1,232
	No. of Drivers	472	233
East Coast Centre for Transport and Leasing	Revenue (AED - Million)	12.5	18.6
	No. of Buses & Vehicles	209	360
	No. of Drivers	70	117
RAK Transport and Leasing Centre	Revenue (AED - Million)	15.7	17.2
	No. of Buses & Vehicles	198	238
	No. of Drivers	112	136

Emirates Transport Taxi and Abu Dhabi Airport Taxi have continued providing services during the past year, doubling the number of taxi vehicles to 803 compared to 400 and the number of drivers has nearly doubled as well to 936 Compared to 491 drivers at the end of 2017, These drivers are undergoing special developing and training courses before assuming their duties. The number of trips provided increased by 819% to hit a record 4 million

trips benefiting customers, whereas the company allocated 3 vehicles specifically for the transportation of people with special needs and old age. These allocated vehicles managed to cover 742 trips in the fourth quarter of 2018. In turn, Airport Taxi Company continued providing services to its customers and achieved close performance rates as in 2017, with a fleet of 222 vehicles and 345 drivers.



Data during 2018	No. of Vehicles	No. of Drivers	No. of trips covered
Emirates Taxi Company	803	936	3,916,664
Airport Taxi Company	222	345	546,908

**Abu Dhabi Centre for Transport & Leasing**

318.4

AED - Million

2018	2017
5,153	4,850
2,344	2,228

**Government Transport Centre**

290.5

AED - Million

2018	2017
4,860	4,317
1,799	2,017

**Emirates Centre for Transport & Leasing**

251.1

AED - Million

2018	2017
5,600	5,141
2,700	1,800

**Emirates Cars Centre**

185.8

AED - Million

2018	2017
1,232	1,706
233	472

**East Coast Centre for Transport and Leasing**

18.6

AED - Million

2018	2017
360	209
117	70

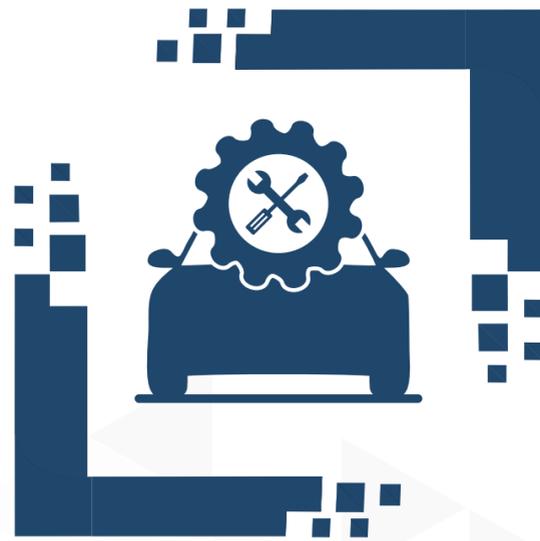
**RAK Transport and Leasing Centre**

17.2

AED - Million

2018	2017
238	198
136	112





## Auto Services

The Auto Services Division forms an integral component of the Corporation operational system, Through the business centres and specialized technical units the division offers a wide range of technical services such as maintenance and repair of vehicles and other machinery including periodic and preventive maintenance, accident repairs, quick fit services, emergency services, towing services and the sale of spare parts, equipment and related machinery. In addition, the division conduct auto inspections, workshops management, and provide technical consultations and recommendations in the field of maintenance and repair services, as well as providing various administrative and consultancy services to owners of large fleets in the management of auto workshops. The activities include tyre rethreading, the conversion of vehicles to work on natural gas (CNG), Dry Car Wash and other services that benefit the business centres within the Corporation and large number of external dealers from Corporations and individuals.

The division managed to achieve annual revenues of AED 286.4 million and high-performance rates following the pattern of the other investment divisions. The competent specialized teams in all the business centres and Specialised units within the division provided nearly 380,000 maintenance operations, 238,000 auto inspection, 82,000 road side assistance, while Al Wataneya Auctions managed to sell more than 5,000 used cars and attracted 19,244 users to its online smart application.

In terms of a consistent investment performance aligned with the sustainability objectives, the centre converted 1,325 vehicles to operate on natural gas, including the first forklift operating on natural gas in the state. The project of converting diesel buses to work on compressed natural gas qualified the Corporation to win Dubai Award For Sustainable Transport for the 10th time consecutively. In addition, 257,000 dry car washes were completed by the relevant unit, as well as the retreading of approximately 16,000 used tyres which contributed in saving about AED 6.4 million from the tyre allocations budget. Emirates Transport ranked second in the category of partnerships and cooperation within the Arabia Corporate Social Responsibility Award for its project of tyre retreading project in late 2018.

Abu Dhabi Auto Services Centre which solely secured about 31.8% of the division revenues, topped the division list by earning AED 91 million from 165,000 repair oper-

ations to 48 customers (excluding individual customers), followed by Emirates Auto Services Centre which secured about 22.7% of the division revenues by earning AED 65 million and an annual growth rate of 10.7% from more than 179 thousand maintenance operations. The Body Repairs Unit came third in revenues of 36.6 million dirhams, followed in fourth position by the Roadside Assistance Unit with 29 million dirhams.

The Auto Inspection Centre came fifth in terms of annual revenues with AED 23.5 million and an annual growth of about 12%, compared to 2017 revenues, while the Centre's teams in its 9 stations managed to conduct 237,811 auto inspection operation during 2018.

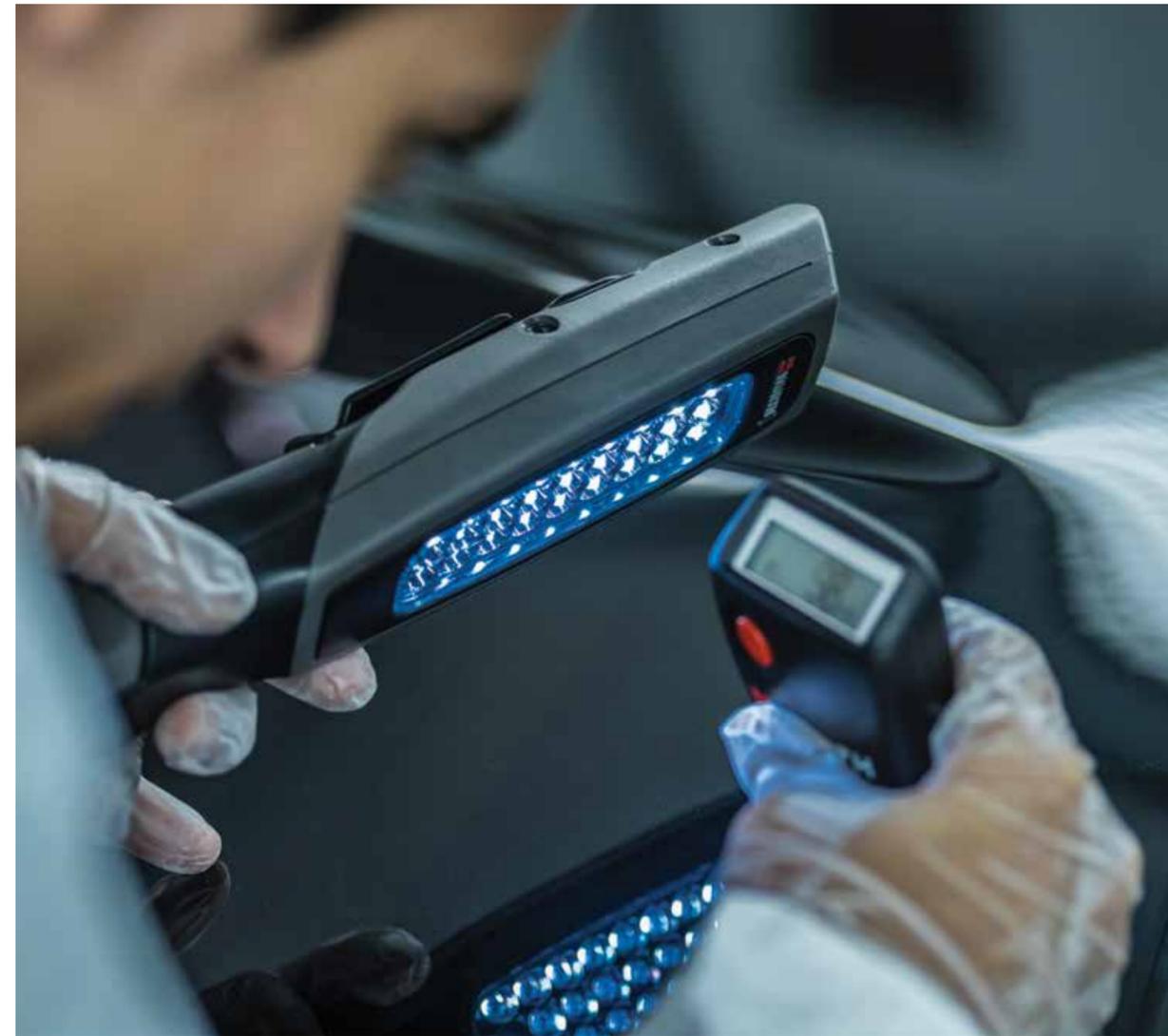
In terms of achievements, the Roadside Assistance Unit was able to make a quantum leap by concluding 2 major contracts, the first with the Department of Transport in Abu Dhabi and the second with Dubai Roads and Transport Authority (RTA). The unit managed a speed record with 6 minutes response time in Abu Dhabi and 8 minutes in Dubai which had a huge impact on the speed of road clearance and thus reducing congestion and emissions. As a result, the number of vehicles serviced increased from 58,000 vehicles in 2017 to 82,000 vehicles last year with a growth rate of more than 41% in business operations.

**286.4**  
million in annual revenues

**7.9%**  
annual growth, compared to 2017



Centre	Details	2017	2018
Abu Dhabi Auto Services Centre	Revenue (AED - Million)	94.64	91
	No. of mechanics	836	833
Emirates Auto Services Centre	Revenue (AED - Million)	58.7	65
	No. of mechanics	705	718
Auto Inspection Centre	Revenue (AED - Million)	21	23.5
	No. of mechanics	48	50
Al Wataneya Auctions	Revenue	7.5	6.2
	No of sold cars	4,848	5,003
East Cost Auto Services Unit	Revenue (AED - Million)	4.3	4
	No. of mechanics	85	83
Emirates VIP Auto Unit	Revenue (AED - Million)	4.2	7.2
	No. of mechanics	24	21
	No. of beneficiary vehicles	2,000	1,296
Etihad CNG Vehicle Conversion Centre	Revenue (AED - Million)	5.2	5.8
	No. of mechanics	17	18
	No. of Converted vehicles	1,010	1,325
RAK Auto Services Unit	Revenue (AED - Million)	2.4	2.3
	No. of mechanics	54	54
Tyre Retreading Unit	Revenue (AED - Million)	11.6	11.6
	No. of Tyres Rethreaded	13,764	16,732
Dry Car Wash Project	Revenue (AED - Million)	3.8	4.4
	No. of Cars Washed	238,719	256,996
Roadside Assistance Unit	Revenue (AED - Million)	22.8	29
	No. of beneficiary vehicles	58,253	82,234
	No. of vehicles	102	125
	No. of drivers	66	78
Body Repairs Unit	Revenue (AED - Million)	24.2	36.6
	No. of mechanics	145	207



Sales of Al Wataneya Auctions	2018		Total
	Internal	External	
Total vehicles sold	1,967	3,036	5,003
Total value of sold vehicles (AED - Million)	55.4	47.6	103
<b>No. of auctions during 2018</b>	<b>47 Online Auctions</b>		





## Logistics Services

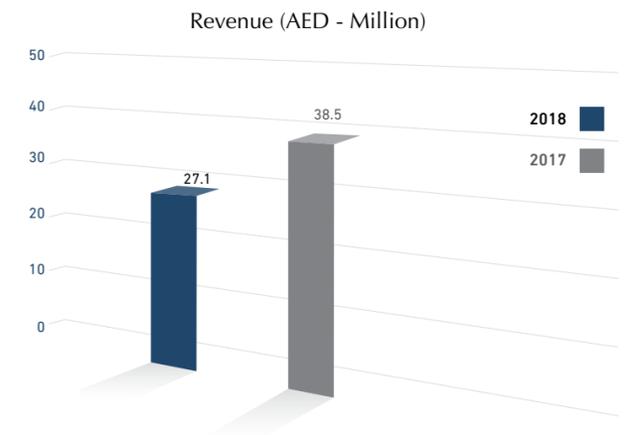
Revenue from the Logistics Services Division, including its three business centres, were AED 64.9 million, registering a slight decrease of 1 AED million from last year. The division served more than 30,000 clients, mainly customers of ET Driving Centre, with more than 2,000 various vehicles. Emirates Transport Logistics Centre ranked the highest in revenues during last year with AED 27.1 million from serving 30 clients in logistics transport. Valet Parking & Motorcycle Leasing Centre came in second with AED 19.3 million and a growth rate of 7.2%, followed in third position by the ET Driving Institute with revenues of 18.5 million.

For its part, Emirates Transport Training Centre continued performing its services by providing more than 96,000 specialised professional training hours benefiting 27,263 trainees in the field of school transport including 19,233 ET drivers on an average of 3 training hours each, 7,869 male and female safety supervisors with 6 training hours for each supervisor, as well as 141 external trainees from outside the Corporation. During the past year, the Centre was able to expand its membership base to include the International Federation of Training and Development Organizations (IFTDO), Dubai Service Excellence Programme, renewal of the British Association for Accident Reduction (ROSPA) membership, in addition to the accreditation of Abu Dhabi Centre for Technical and Vocational Education and Training, the accreditation of Highfield

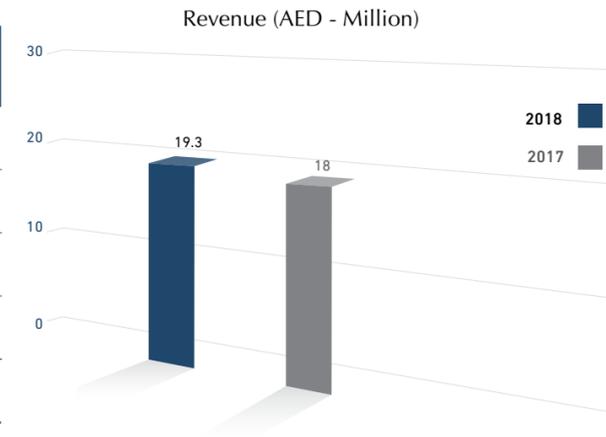
International and Dubai Corporation for Ambulance Services. The Institute also expanded its training programmes to include 16 diverse training programmes covering various aspects of school transportation.

Emirates Transport Driving Institute has acquired a number of qualitative developments in the performance of its functions, duties and providing services to the general public, The Institute provided trainees with 46 training programmes that included 76,601 training hours which resulted in the success of 2,136 trainees in obtaining their driving licenses out of 30,592 trainees. The Institute continued developing its availed services to all customers to ensure maximum satisfaction and happiness by launching five smart driving education projects in 2018, The Smart Mobile Driving Centre, the Smart Simulation Training Project, the Smart Learning Project, the Online Training System and the VIPs driving school, as well as the automation project for training vehicles reservation services. The Institute also played an awareness role by representing the Corporation and participating in the annual conference of the Arab Organization for Traffic Safety, which was held in the Republic of Tunisia in May 2018. 2018 witnessed the signing of an agreement with the Public Transport Agency at the Roads and Transport Authority in Dubai for the privatization of training public transport drivers which reflects the Institute's leading position.

ET Logistics Services Centre	2017	2018
No. of Vehicles (Trucks and Tankers)	244	300
No. of Drivers	130	40
Revenues (AED - Million)	38.5	27.1

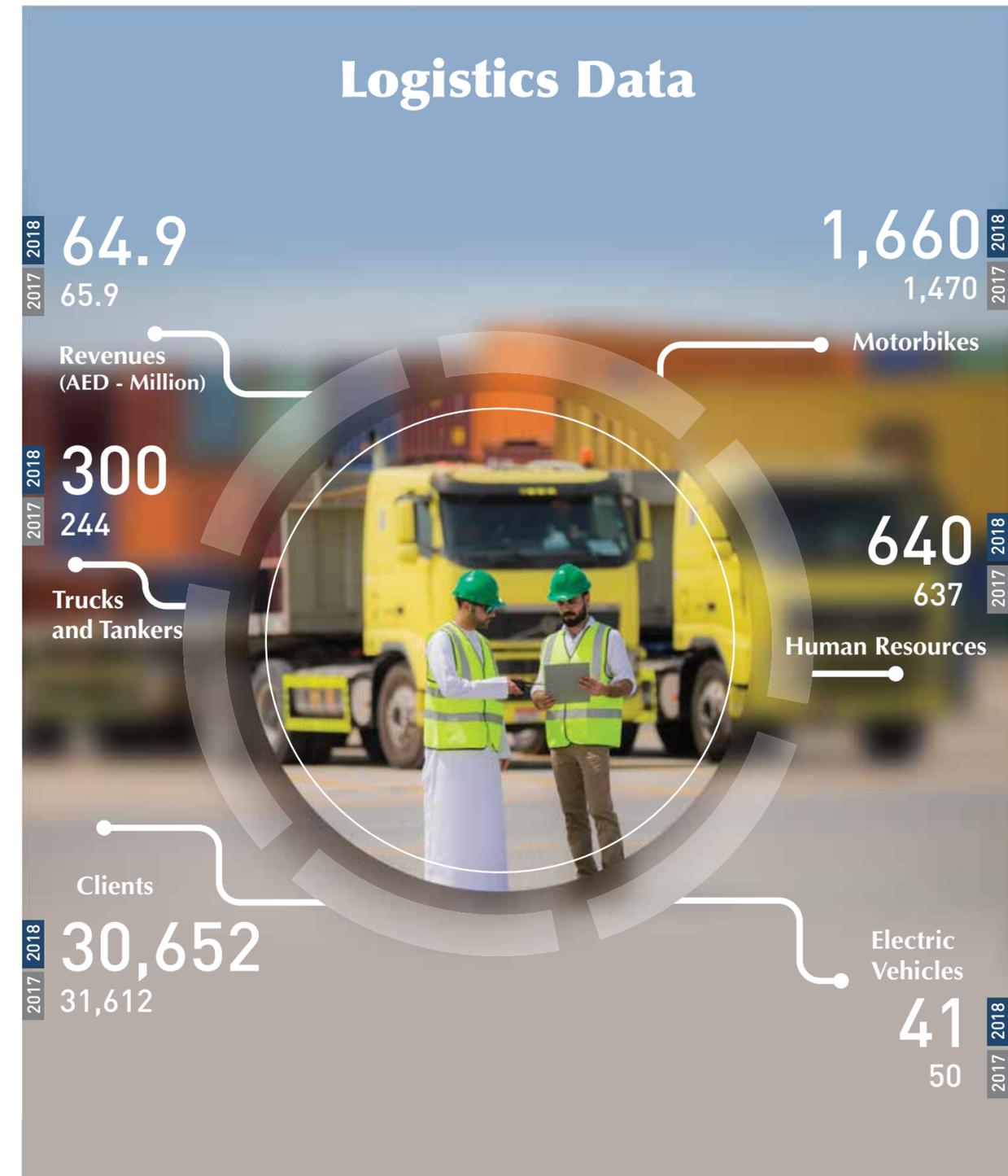


Valet Parking & Motorcycle Leasing Centre	2017	2018
No. of Vehicles	1,520	1,706
No. of Electric Vehicles	50	41
No. of Motorbikes	1,470	1,660
No. of Drivers	350	350
Revenue (AED Million)	18	19.3



Data of Emirates Transport Training Centre	2017	2018
Total no. of Trainees	30,333	27,263
Trainee Drivers	20,643	19,233
Trainee Bus Supervisors	9,690	7,869
External Trainee	66	141
No. of Training Programmes	36	52
No. of Training Hours	175,840	96,407
No. of Training Locations	27	27

Data of Emirates Transport Driving Centre	2017	2018
Total no. of passing /license holders	1,214	2,136
No. of training programmes	7	46
No. of training hours / training lectures	87,800	76,601
No. of training vehicles and types (light/heavy/multi)	51	72





### **Stakeholders:**

#### **Strong ties and fruitful cooperation**

Customer care is our top priority	93
Evolving methodology of excellence	96
With suppliers; trust and transparency	99
Strong partnerships for building and developing	100



## Stakeholders: Strong ties and fruitful cooperation



Emirates Transport takes pride at the exceptional network of prestigious stakeholders it has been able to build through its long journey, thanks to the nature and diversity of its services. By adopting mature and responsible investment, community and environmental visions, policies and methodologies derived from its vision, mission and corporate values, Emirates Transport has succeeded in maintaining and developing these relations throughout the years, in accordance with a strategic vision that enables the achievement of objectives more effectively and efficiently.

The high sense of responsibility and commitment from ET's devoted working teams and an expanding array of expertise, has helped cultivate a roster of beneficial business relations, supported by a number of policies, methodologies, charters, manuals and booklets that have been issued to structure the relations with each category of stakeholders. The goal is to achieve the highest levels of customer satisfaction, happiness and profitable cooperation, particularly the "Integrated Management System"

policies, the "Customers Happiness Charter", the "Suppliers Manual" and the "Code of Ethics and Conduct for Suppliers", and others related to partners, community and employees.

The multitude of activities adopted by the Corporation and the diversity of its services has been reflected through eight categories of key stakeholders:

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.

Relationships with these different groups are characterized by specific determinants and expectations that govern and frame the relationship with each category.



Expectations



Means and methods of communication

The Corporation has developed a number of qualitative tools and methods of communication that guarantee the instant response to the expectations, concerns and needs of each category.

## Customers



- Provide excellent, high quality products and services, and deliver the highest levels of customer satisfaction and happiness.
- - Informal daily participation and contacts..
- - Call centres to submit suggestions and complaints..
- - Surveys of levels of customer satisfaction.
- - Meetings, workshops, conferences and events.
- - Conferences and exhibitions.
- - The Corporation's website, social media tools and sites, and happiness indicators.
- - Publications and company news, especially the Corporation's periodic magazine and its monthly electronic publication.

## Suppliers



- Honesty and integrity in work relations, development of procedures, and achieve mutual commercial benefits.
- - Evaluating suppliers.
- - Surveys of satisfaction and happiness levels of suppliers.
- - Conferences, exhibitions, functions and official meetings.
- - MOUs and community welfare.
- - Conducting training related to quality, health and safety.
- - Contracts, bids and purchases.
- - Publications and company news, especially the Corporation's periodic magazine and its monthly electronic publication.

## Employees



- Transparency, equal employment opportunities, a stimulating work environment, and provision of opportunities for growth and career development.
- - Surveys of satisfaction and happiness levels.
- - Meetings and conferences.
- - Workshops and training programmes.
- - Systems and channels for suggestions, complaints and grievances.
- - Annual performance assessment.
- - Planned events (the Month of Occupational Health and Safety campaign, periodic meetings with new employees, Creative lab).
- - Recreational and cultural meetings.
- - Emirates Transport Excellence Award.
- - Publications and company news, especially the Corporation's periodic magazine and its monthly electronic publication.

## Partners



- Maximizing profits, developing businesses and their environment, performing them in a responsible way, sharing experiences and best practices.
- - Meetings and regional and international benchmarking visits.
- - Surveys to measure the satisfaction and happiness levels.
- - Institutional development initiatives and processes.
- - Exchange of data and information.
- - Publications and company news, especially the Corporation's periodic magazine and its monthly electronic publication.

### Federal and local government entities (Legislative and regulatory)



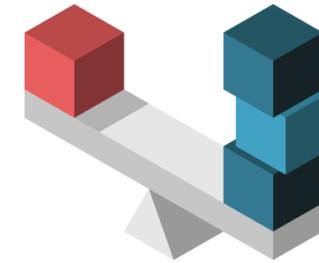
- Commitment, control, mutual cooperation, and the improvement of work standards and the regulations of services rendered for the benefit of the community.
- - Laws, policies and legislations.
- - Meetings and conferences.
- - MOUs.
- - Compliance with standards.

### Regional and global bodies



- Exchange of expertise and adoption of best global practices and standards.
- - Seminars and meetings.
- - International conferences, exhibitions, events and exchange of best practices.
- - Community and marketing sponsorship.
- - MOUs.
- - International 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.
- - Industrial and Commercial Forums.
- - Workshops and meetings.
- - Reports and periodicals.
- - Conferences and exhibitions.

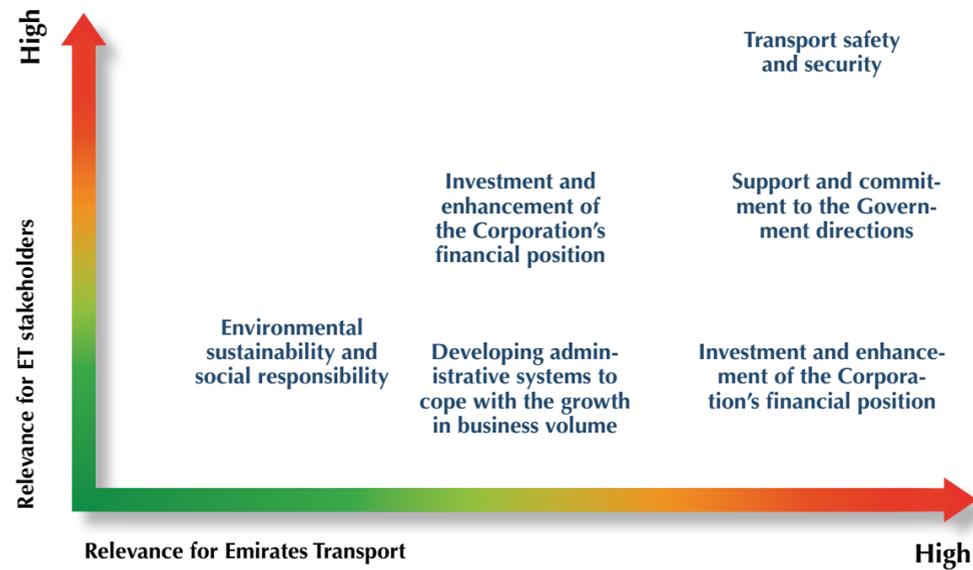
### Local community and environment



- Harmony with the community, augmenting national identity and culture, promoting the spirit of volunteerism, enhancing standard of living and environmental protection.
- - The Corporation's website and social media tools and accounts.
- - Volunteer activities.
- - Free services and business support.
- - Awareness campaigns and recycling operations.
- - Social and cultural events.
- - Charity programmes.
- - Specialized exhibitions.
- - Benchmarking.
- - Publications and company news, especially the Corporation's periodic magazine and its monthly electronic publication.

### Common objectives

The great focus of Emirates Transport has been to achieve greater consistency and convergence between its priorities and those of the stakeholders, granting more attention to issues of priority to them. Such efforts were mostly reflected in the Corporation's plans, operations and strategic objectives.



“Transport safety and security” has always been an issue of the utmost urgency to both the stakeholders and the Corporation, followed by the importance of “Supporting and adhering to the government’s directions”, which is considered as another priority. The Corporation has also centred its efforts on “Excellence and leadership in services and operational processes”, as a matter of great concern to the stakeholders.

During the last year, The Corporation continued to reinvigorate the issue of “Investments and enhance the financial position of the Corporation”, and ingrain “Environmental sustainability and social responsibility” in its business, as well as to “Develop management systems to cope with the growth in business volume”. These issues have received less attention according to the strategic directions of the Corporation.

Relative importance	Boundaries and scope
Transport safety and security.	Emirates Transport (all branches, business centres and units), all concerned stakeholders including customers, suppliers, strategic partners, employees, all transferred categories and road users.
Supporting and abiding by the government directives.	Emirates Transport (all locations), suppliers, and government partners.
Excellence and leadership in services and operational processes.	Emirates Transport (All Locations).
Investment and enhancement of the Corporation's financial position.	Emirates Transport (All Locations).
Environmental sustainability and social responsibility.	Emirates Transport (All Locations), all stakeholders categories.
Developing administrative systems to cope with the growth in business volume.	Emirates Transport (All Locations).



**Caring for customers...  
Our top priority**



Emirates Transport has undoubtedly succeeded in taking its business to the next level. It is always seeking to enhance the quality of its services and to excel in delivering them in order to achieve customers' satisfaction and happiness. "Caring" is a concept of importance to the Corporation, and this latter spares no effort to incite its employees into working with credibility to reach the highest levels of services delivery, thus ensuring the satisfaction of customers, partners as well as employees.

In its determination to promote the customers' experience and maximize the levels of satisfaction and happiness of all beneficiaries from the its services, The Corporation has made outstanding efforts to enhance relations with its customers during the course of the year 2018.

In this context, the Corporation has managed, in addition to its growing portfolio of services, to attract more customers. As such, the year 2018 saw a remarkable increase in the total number of customers by 8.5% compared to 2017, to reach 4,094 customers throughout all categories. Also, the policy of classification of customers has been updated for organisational and administrative purposes, based on the nature of relations, the type of agreements, the kind of concerned entities, and the classification of business sectors. As per the updated classification, there was an increase in the number of customers in the category of in-

dividuals, by 150% compared to their numbers in 2017. This category alone constitutes 78.8% of the total number of customers, which reflects the success of the Corporation in terms of services provided to individuals. A matter of strategic priority over the past years.

Customers category			
Category	2016	2017	2018
Partners and strategic customers	249	274	135
Major customers	239	362	116
Key customers	305	1,229	551
Individual customers	1,134	1,293	3,226
Sub - customers	90	107	10
Beneficiaries of the service	477	508	6
<b>total</b>	<b>2,494</b>	<b>3,773</b>	<b>4,094</b>

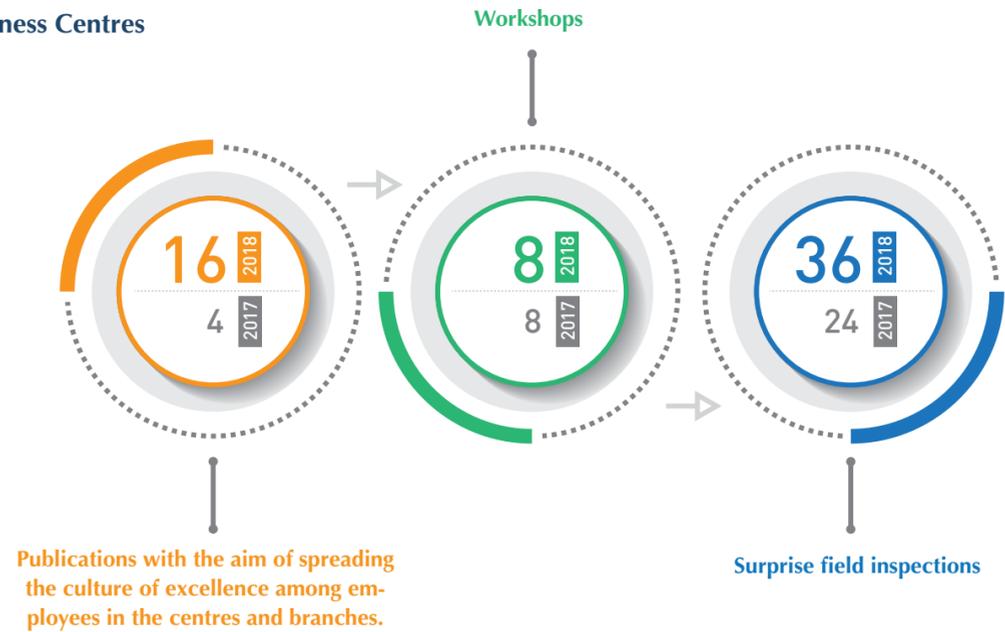
The year 2018 saw a multitude of activities and efforts directed towards promoting the relations of the Corporation with its customers. At the level of the infrastructure, the Corporation expanded its buildings and service facilities, such as the Customer Service Centre which was inaugurated to provide technical maintenance services for vehicles in Juwazi'e area in Sharjah, in addition to Customer Service Centre for vehicles auto inspection in Al-Sad area in Al-Ain. Also, a number of studies have been conducted to improve the services provided, such as the project of preparing workshops for individual services, and the provision of electrical cars maintenance, and the expansion of vehicle rental services for individuals. On the other hand, a number of discounts for the main strategic customers have been launched for the benefit of customers of the Corporation, aiming to enhance the relationship with the customers, and to promote the sales of the units serving the individuals. A number of marketing and promotional campaigns have also been carried out such as the campaign of promoting Musa'ada application which resulted in more than 7,000 downloads, as well as integrated campaigns to promote ET's Driving Institute services, a campaign to promote the Corporation's brand awareness through the radio, and through and paid campaigns on Social Media.

On another level, considerable efforts have been made by the Customer Service Department, in response to the Corporation's plans to consolidate the relations with this category. As

a result, the number of surprise field visits increased from 24 in 2017 to 36 last year with detailed reports submitted to the relevant Division. Also, the number of leaflets distributed in the aim of spreading the culture of excellence among the staff in the centres and branches increased to 16, compared to only 4 leaflets in 2017. Furthermore, several initiatives and periodic training activities were carried out (quarterly) to achieve the objectives in this regard, the most prominent of which were:

- 1- Training the front-line staff as part of the initiative goals to spread the culture of excellence in the Customer Service Department.
- 2- Organising workshops with the investment departments to display the outcomes of the studies carried out at the level of customer complaints.
- 3- Distributing promotional leaflets to the front-line staff.
- 4- Circulating e-mail bulletins to spread the culture of excellence in customer service.
- 5- Circulating e-mail bulletins to achieve the happiness of external customers.
- 6- Screening educational short films for employees involved in customer service.
- 7- Coordinate with the Emirates Transport Training Institute to train 185 drivers and bus supervisors with upheld complaints against them during 2018.
- 8- Provide training for the staff in the Call Centre and Operations Room.

### Activities in Customer Happiness Centres



The Corporation pursued its endeavours to define and empower the concept of customers happiness in its employees as well as its customers, to achieve the trilogy of the employee who is proud at delivering exceptional services, the organisation which is dedicated to satisfying the customers and the positive customer who is always ready to make initiatives. In emphasizing the importance of excellence in customer service, the Corporation has honoured a number of its employees who showed excellence in caring for customers. It also provided opportunities for a quality training for the staff during 2018, among which:

1. The Forward Thinking Forum.
2. The Oasis Forum for Happiness.
3. The workshop of Happiness and Quality of Life in the Work Environment.
4. Professional Creativity Workshop.

### A methodology of renewed excellence

With regards to methodologies, quality systems and integrated customer management systems, the Corporation has re-issued the methodology of "Excellence in Customer Relations Management". It was reviewed and developed by the higher management of the Corporation, who were keen that

this new methodology complies with government policy directions, being inspired from the UAE's strategy and vision of 2021.

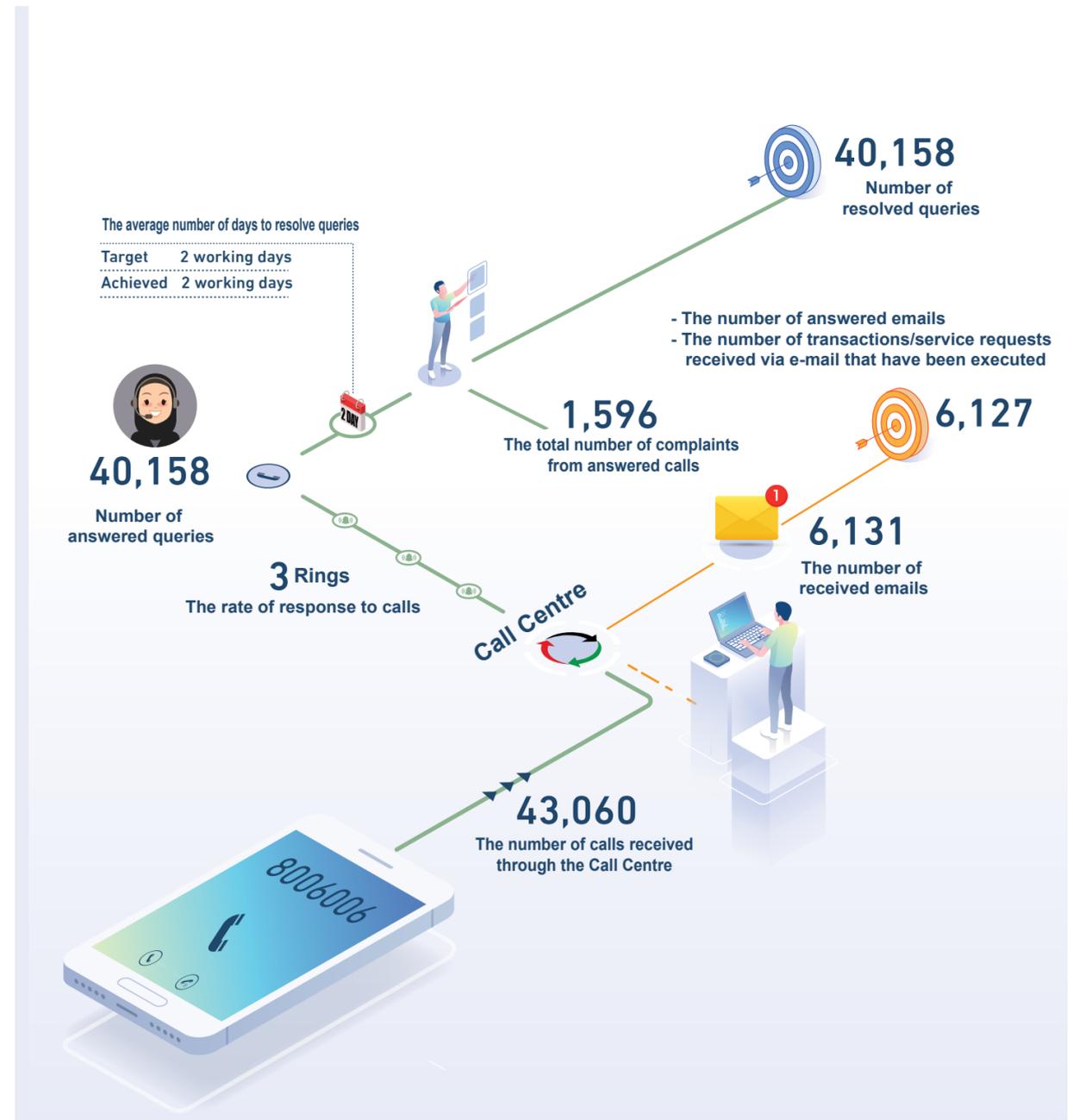
In this respect, the Department continued to collect prestigious international standards certificates and to renew them whenever necessary, after successfully completing the requirements of their accreditation:

- Customer Satisfaction Management System ISO 10001.
- Customer Complaints Management System ISO 10002.
- Management System for Monitoring and Measuring Customer Satisfaction ISO 10004.

Emirates Transport also intensified communications with its customers in 2018, through various channels devoted to this purpose, in order to listen to their opinions and aspirations, to follow up their complaints, and ensure their satisfaction and happiness, using the free toll (8006006), and e-mail address (info@et.ae), etc. the number of answered and resolved queries rose by more than 6,000, representing an annual growth rate of about 18% to reach 40,158 queries. The number of calls received by the Call Centre increased to 43,060, with an annual increase of 11.4%. The number of complaints received reached 1,596, while the number of incoming e-mails augmented to 6,131. On the other hand, customer satisfaction rates on the procedures undertaken to

resolve their feedback increased by 1% point in 2018, compared to 2017, to reach 97%, surpassing the target of 91%. This clearly demonstrates the vitality of the relations between

the Corporation and its clients and the high level of trust that exists between them, emanating from the valuable of services and satisfactory responsiveness.

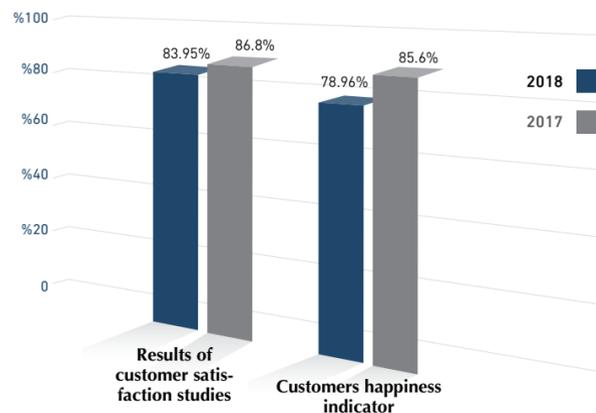




Details	2016	2017	2018
The total number of received complaints.	1,431	1,355	1,596
The total number of incorrect received complaints.	971	976	1,225
The number of correct received complaints.	460	379	371
The number of resolved complaints.	1,431	1,260	1,470
Average number of days to process complaints.	2.5	2.04	2 working days

All of these efforts have resulted in achieving high levels of customer satisfaction and happiness. This is what the Corporation is keen to monitor carefully through periodic surveys and opinion polls, where various traditional and modern tools and methods are utilised to achieve accurate and systematic scientific monitoring of customers' opinions and needs, and to accurately determine their preferences and tastes, in order to respond to them in the best manner possible and at the right time. The results of the customer satisfaction study conducted

last year showed it is approaching 84% while the customer happiness indicator reached 79% over the same period.



Details	2017	2018
Results of customer satisfaction studies	86.8%	83.95%
Customers happiness indicator	78.96%	85.6%

### Our relations with suppliers are about trust and transparency

Over the past years, Emirates Transport has established strong relations with different local and foreign suppliers. The Corporation was keen on building these connections on mutual trust, commitment to the national interest, sincere work to promote and develop local markets and joint efforts to provide the best possible solutions in an environment based on fairness and transparency, thus contributing effectively to the sustainable development in the UAE.

Last year saw a slight decline in the number of suppliers while the value of purchases rose considerably compared to 2017. While the satisfaction of suppliers was slightly more than 82%, the indicator of happiness reached 79.6%. It is worth mentioning that last year Emirates Transport took a qualitative step towards improving the relationship with suppliers, which was reflected in its contract with Tejari/JAGGAER to develop a smart electronic platform for reverse e-auctions on the prices of goods and services. Through this, the Corporation offers its suppliers transparency and free competitiveness on reverse auctions for the supply of vehicles, machinery, various equipment, goods, advisory services and construction projects. The system also



allows for the provision of more efficient and effective means of interaction between suppliers, obtaining better market prices and speeding up supply contracts. In setting up this system, the Corporation translates its institutional values and responds to professional ethics and good practices in dealing with this important category. Emirates Transport has established a set of values, professional ethics and wise practices in dealing with its suppliers, and has consistently sought to spread and promote this culture through its publications namely the Suppliers' Guide and the Supplier Code of Conduct. To achieve this goal, the Corporation has called upon all its suppliers to abide by the Charter and adopt the policies, principles and provisions therein. The Corporation was also keen on supporting small and medium enterprises through a number of facilitative actions, giving priority to suppliers who comply with sustainable development practices and other human rights and labour related regulations, including child labour.

Details	2016	2017	2018
Results of supplier satisfaction studies	88.7%	88%	82.13%
supplier happiness indicator	87.7%	87.6%	79.61%
Satisfaction of business centres with performances of suppliers	66.9%	70.91%	72%

Suppliers and purchases data	2016		2017		2018	
	Number of suppliers	Value of purchases (AED Million)	Number of suppliers	Value of purchases (AED Million)	Number of suppliers	Value of purchases (AED Million)
Local suppliers	573	637	830	915.5	810	940
External suppliers	13	3	10	7.5	9	3.2
<b>Total</b>	<b>586</b>	<b>640</b>	<b>840</b>	<b>923</b>	<b>819</b>	<b>943.2</b>

### Strong partnerships for building and developing

Emirates Transport acknowledges the importance of its constructive partnerships with various governmental, private or other kind of entities. They constitute a major support for its business, as well as being a faithful reflection of the values and aspirations of the Corporation, and they translate its national and developmental roles. That is why, the Corporation is keen on developing, diversifying and strengthening these partnerships through various channels and means. During the year 2018, the Corporation further empowered its partnerships through the conclusion of 3 MOUs and the launch of 4 joint projects, as shown in the below tables.



MOUs		
Entity	Area of cooperation	Logo
The Mohammed Bin Rashid Establishment for the Development of Small and Medium Enterprises (SME)	<ul style="list-style-type: none"> <li>- Auto services.</li> <li>- Road Assistance.</li> <li>- Transport and rental services.</li> <li>- Auto workshops management services.</li> <li>- Maintenance packages for individuals.</li> </ul>	
Humaid bin Rashid Al Nuaimi Charity Foundation	<ul style="list-style-type: none"> <li>- Transport and rental services.</li> <li>- Security and facilities management services.</li> <li>- Logistics services.</li> <li>- Community services.</li> </ul>	
RAK Transport Authority	<ul style="list-style-type: none"> <li>- Auto services.</li> <li>- Road Assistance.</li> <li>- Transport and rental services.</li> <li>- Auto workshops management services.</li> </ul>	
Ministry of Interior	<p>Effective participation in the Gulf Traffic Week 2018 under the slogan "Your life is a Trust":</p> <ul style="list-style-type: none"> <li>- Participation of ET branches in road traffic exhibitions organised by traffic police departments in all emirates of the UAE.</li> <li>- Conduct lectures and awareness programmes to community members and schools students.</li> <li>- Distribution of educational materials to school students and parents.</li> </ul>	

MOUs		
Entity	Area of cooperation	Logo
Bee'ah Sharjah Environment Co. LLC	<p>The opening of a Happiness Centre in Sharjah to serve the Corporation's end users in the auto services operations. The building includes:</p> <ul style="list-style-type: none"> <li>- A Customer Service Centre, a Auto Maintenance Service Centre for vehicles featuring 12 lanes, and accommodating 50 vehicles per day, with offices and a rest area for mechanics and technicians.</li> <li>- Bee'ah benefited from the centre which provides services to the company's vehicles.</li> </ul>	
Dubai Roads & Transport Authority	<p>The launch of 5 smart projects including the Smart Mobile Learning Centre, the Smart Simulator Training Project, the Smart Learning Project, an e-Training System and a VIP Driving Learning Centre as part of the implementation of the RTA requirements, where students can prepare for theoretical exams by distance learning. Through the launch of such projects, the Corporation seeks to implement its investment approach, which is based on keeping pace with technology, smart applications and concepts of artificial intelligence, innovation and creativity, in line with the State's orientations to develop its various services.</p>	
Abu Dhabi Police	<p>The opening of the Customer Service Centre for auto inspection services for heavy vehicles, and maintenance of vehicles, in Mazyad, Al Ain. The Centre aims to provide outstanding services to customers through strategic partnership with the General Directorate of Abu Dhabi Police to reach the highest level of service in accordance with the best international practices. The goal is to meet the aspirations of customers by providing a distinctive services for vehicles, which is necessary to provide traffic safety for all road users.</p>	

The Corporation has also amplified its strong presence in the Media, helping refurbish its image among the stakeholders, especially suppliers and partners, which reflects positively on its partnerships and reputation. It has also issued a number

of publications with marketing objectives, such as Emirates Transport Driving Institute publications. This is in addition to conducting a joint training programme with 19 different entities in various areas, as shown in the below table.

Joint efforts in training		
Entity	Area of cooperation	Logo
The General Directorate of Abu Dhabi Police	- Active participation in the Guinness Certificate Performance by organizing the largest first aid lecture, and taking part in the success of "Al Khair Card for Safety and Security" Initiative.	
The General Directorate of Dubai Police	- Conduct awareness lectures for drivers and supervisors during the Month of Safety (March 2018), to raise awareness of traffic laws governing the "Stop" signs in school buses, for road users at 3 major intersections in the Emirate, and to participate with the General Directorate of Traffic during the Year of Zayed events held in winter camps. - Conduct awareness lectures for drivers and supervisors of transport and safety during the School Transport Week.	
Sharjah Police Headquarters	- Cooperation in implementing training programmes for 580 drivers and 190 supervisors who constitute 100% of the total drivers and women supervisors working in Sharjah branch. - Cooperation with the General Directorate in the selling of seized vehicles.	
General Directorate of Civil Defence - Abu Dhabi	- Provide 30 lectures during the 1st half of 2018 for school transport drivers and transport and safety women supervisors by the Traffic and Patrol Directorate, the Community Police Department, the Civil Defence Department, and the Emergency and Public Safety Department in the General Directorate of Civil Defence.	
General Directorate of Civil Defence - Al Ain	- Conduct a drill evacuation at the headquarters of the station in the city of Al Ain, as part of a training programme for the staff to implement the highest standards of health and safety and raise awareness of employees through the application of the standards and requirements included in the policy of health and safety within the campus of the Directorate.	
General Directorate of Civil Defence - Dubai	- Conduct a drill for evacuation in fire incidents. The training was attended by about 250 employees in Emirates Transport in Dubai. The Corporation also organized a number of lectures to raise awareness of First Aid and Occupational Safety and Health in coordination with the General Department of Civil Defence and Dubai Corporation for Ambulances Services. - Conduct awareness lectures for drivers and women supervisors of transport and safety within the week of school transportation.	

Joint efforts in training		
Entity	Area of cooperation	Logo
Abu Dhabi Food Control Authority	- Cooperation in organizing awareness lectures on food safety.	
SANID	- Cooperate in conducting a training programme for the staff and supervisors of SANID in Emirates Transport Team in the UAE, to prepare the staff working in Al Ain and develop their skills in emergency response in case of traffic accidents, especially in the fields of first aid and cardio-pulmonary resuscitation.	
Dubai Health Authority	- Conduct awareness lectures for canteen supervisors on the dangers of food contaminated by the provider, and awareness lectures for drivers and women supervisors of transportation and safety during the Month of Safety. - Coordinate with the Blood Bank in Dubai for the blood donation campaign from the ET employees, where 40 employees participated in this campaign. - Conduct awareness lectures for drivers and supervisors of transport and safety within the Week of School Transportation.	
Dubai Corporation for Ambulances Services	- Conduct awareness lectures for drivers and supervisors of transport and safety during the month of safety (March 2018). - Conduct awareness lectures for drivers and supervisors of transport and safety within the week of School Transportation.	
Department of Urban Planning and Municipalities	- Coordinate with the Department regarding the outstanding participation in the awareness campaign "Our safety is a Trust".	
Emirates Foundation for Youth Development	- Coordinate for an evacuation drill, and cooperate by providing buses for the Foundation's activities.	

Joint efforts in training		
Entity	Area of cooperation	Logo
RTA - Dubai	- Coordinate and cooperate in the implementation of training programmes for drivers and women supervisors of transport and safety to issue the necessary permits to practice the profession within the transport legislation in Dubai.	
Blood Bank	- Organize a blood donation campaign within the “Month of Occupational Health and Safety” initiatives in coordination with the Blood Bank in Al Ain. Al Ain branch employees participated in the activities to support the role of employees in community service, and support other organisations in voluntary work to spread safety awareness between employees.	
NMC Hospital	- ET branch in Al Ain collaborated with NMC Hospital, to conduct a medical test for its employees, through a number of comprehensive tests for more than 300 employees in the branch’s offices in the area of Mazyad.	
Al Foah Dates	- In coordination with Al Foah Dates, ET launched the “7 Dates” initiative which aimed, in line with its commitment to implement social responsibility programmes for the benefit of the community and the employees, and also in line with the government’s directions in carrying out happiness programmes and initiatives in government institutions and agencies. The initiative involved giving 7 dates for each employee in the morning to raise awareness about the importance of breakfast in accordance with the principles of occupational health and safety.	
Environment Friends Society	- Participation in the 3rd “Environmental Marathon” organised by the Environment Friends Society.	
Abu Dhabi Occupational Safety and Health Centre	- ET attended the technical training workshop on dealing with the poor conditions in school transport operations. It was organised by the Abu Dhabi Occupational Safety and Health Centre (OSHAD).	
Etiihad Union Coop	- The Union Coop participated in the School Transport Week through the allocation of play screens in all its branches, and the presentation of the golden rule approved in the organisation with the official logo, and also printing the golden rule on the bags to be distributed to customers after the completion of the purchase.	



In honour of its valuable cooperation and productive activities of the year 2018, Emirates Transport has been honoured by more than 26 partners who have presented the Corpora-

tion’s teams with awards on different occasions, stressing a great endeavour from both parties to develop and maintain mutual relationships for a better business outcome.

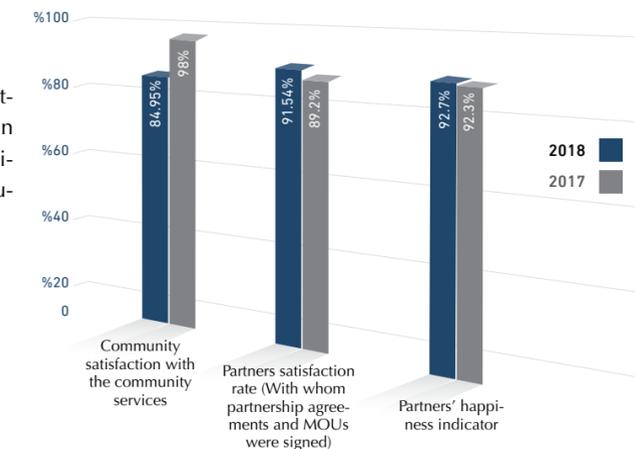
In order to exchange experiences and gain best practices and applications, the Corporation participated in 16 exhibitions and conferences in the UAE and abroad in 2018, which contributed to enriching the expertise of its cadre. These activities are described in the following table.



Exhibitions and Conferences				
Conference/ Exhibition	Organizer	Location	Date	Purpose of participation
World Government Summit 2018	Prime Minister's Office	Dubai	February	Introducing the Corporation's services and confirming its presence in international forums.
A Car-Free Day	Dubai Municipality	Dubai	February	Promotion of the CNG modification and electric bus services provided by the Corporation.
Occupational Health Conference	Health Authority	Abu Dhabi	February	Explore best practices in providing health and safety services for employees in organisations.
Lloyds' ISO 45001 Forum	Lloyds	Dubai	February	Learning of the latest ISO 45001 standard.
Visit to Continental Tire company	Continental Tire	Spain	April	Learning various fields of the tyre making industry for heavy vehicles.
Visit to King Long Bus Factory	Al Naboodah Trading Company	China	April	Ensure adherence with the safety requirements and specifications of buses.
Visit to Mitsubishi buses factory	Al Habtoor Cars	Japan	April	
The International Symposium on Traffic Education under the slogan (Contemporary pedagogical approaches and experiences)	Emirates Traffic Safety Society	Tunisia	May	Presenting a speech at the seminar on ET's experiences in the development of school transport safety and traffic awareness methods for students, drivers and school bus supervisors. This invitation comes in recognition of ET's role and expertise in student transport operations, transport safety processes, in addition to programmes and systems to raise awareness for drivers and students.
Automechanika Frankfurt Exhibition & Conference	The German Association of the Automotive Industry	Germany	September	The exhibition is one of the most important international events that brings together decision-makers in the field of auto technical equipment industry from all over the world. The exhibition allows for the exchange of expertise in the field of auto maintenance and repair.
Visit to "Fleet EO" company, specialized in electronic software	Fleet EO	US	September	Explore best practices in e-services related to fleet management.
Visit (Advanced Innovation) Company, a specialist in the field of smart applications for roadside assistance services	Advanced Innovation company	Riyadh	October	Explore the company's services in specialized e-services applications in the field of roadside assistance services.
Cultural Forum Exhibition	The Culture Authority	Al Ain	October	Promote the Corporation's services, and showcase its contributions in the field of safety and traffic awareness.

Exhibitions and Conferences				
Conference/ Exhibition	Organizer	Location	Date	Purpose of participation
Visit "Fleet EO" company specialized in electronic software	Fleet EO	US	October	Explore best practices in e-services related to fleet management.
Road Safety Exhibition & Conference - ADNOC 2018	ADNOC	Abu Dhabi	October	Promote the services of the organisation and introduce its environmental and safety systems in the field of transportation and technical services.
Visit Goodyear Tyres Factory	Goodyear Tyres Factory	China	October	Explore best practices in the tyre industry, performance and quality system for customer service delivery and order management services for bus tyres industry.
Union Day Exhibition	SAED association to reduce traffic accidents	Abu Dhabi	November	Raise awareness among the different segments of society about the dangers of ill-disciplined driving habits and erroneous behaviours that are practiced during the National Day celebrations.

All the previous efforts have boosted the satisfaction percentage of partners by 2% to reach 91.5% compared to 89.2% in 2017. Also, a slight increase has been recorded on the happiness indicator of partners to attain 92.7%, while the community satisfaction with community services declined to 85%.

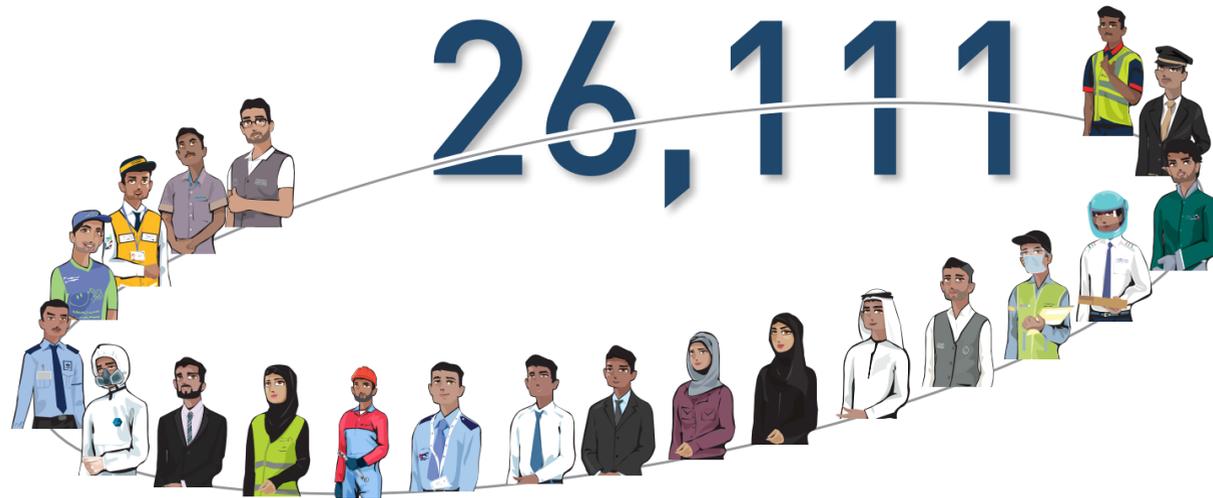


Organizer	2016	2017	2018
Community satisfaction with the community services (beneficiaries from community sponsorships).	100%	98%	84.95%
Partners satisfaction rate (With whom partnership agreements and MOUs were signed).	87.4%	89.2%	91.54%
Partners' happiness indicator	87.8%	92.3%	92.7%



**Our Human Resources:  
Unlimited reserves of excellence and leadership**

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Emirates Transport realized early how the internal work environment represent a core success factor in any establishment. Over the past decades ET has been able to develop and promote such environment to become one of the most distinctive working environments not only locally, but also regionally and internationally. This was directly reflected in the productivity of the Corporation and its financial success. In 2018, Emirates Transport continued on the path it had taken over the past years, affording great attention on its human resources at all stages in line with its vision, values, objectives, investment and community roles, and in line with the government's orientations. Starting from employment and concluding with empowerment through a long series of education and comprehensive training which included all functional categories in the Corporation, as well as incentive and social programmes leading to the increasing rates of happiness, satisfaction and loyalty of Emirates Transport employees.

The Corporation's human resources continued to grow in line with the investment and service growth rates achieved year after year, with 26,111 employees in all categories at the end of 2018, up by 10% from the end of 2017 (23,752 employees). It is the same growth rate recorded last year as compared to 2016, which indicate the validity of the investment

options, and the stable growth achieved by the Corporation. This numerical increase was associated with a corresponding qualitative growth in the level of rehabilitation and training programmes to accommodate such increase, and to tailor the increasing need for qualified personnel capable of keeping pace with the highest standards of work quality and ensuring the economic viability of achieved projects and expansions.

The Corporation has also established its approach in developing the work environment through the organization of about 12 varied incentive programmes, in addition to nearly 12 innovative and initiative programmes for employee satisfaction during 2018, thus, continuing to work on the happiness and positivity agenda adopted in 2017.

Emirates Transport has confirmed its commitment to the implementation of the best professional practices via its keen efforts to develop the business systems and charters in line with the latest laws and regulations in force locally and internationally, In addition to strictly addressing and combating practices such as forced labour and child labour, and fully complying with universal human rights provisions, along with the Federal Human Resources Act, and all relevant federal policies and practices, which governs issue such as parental leave.

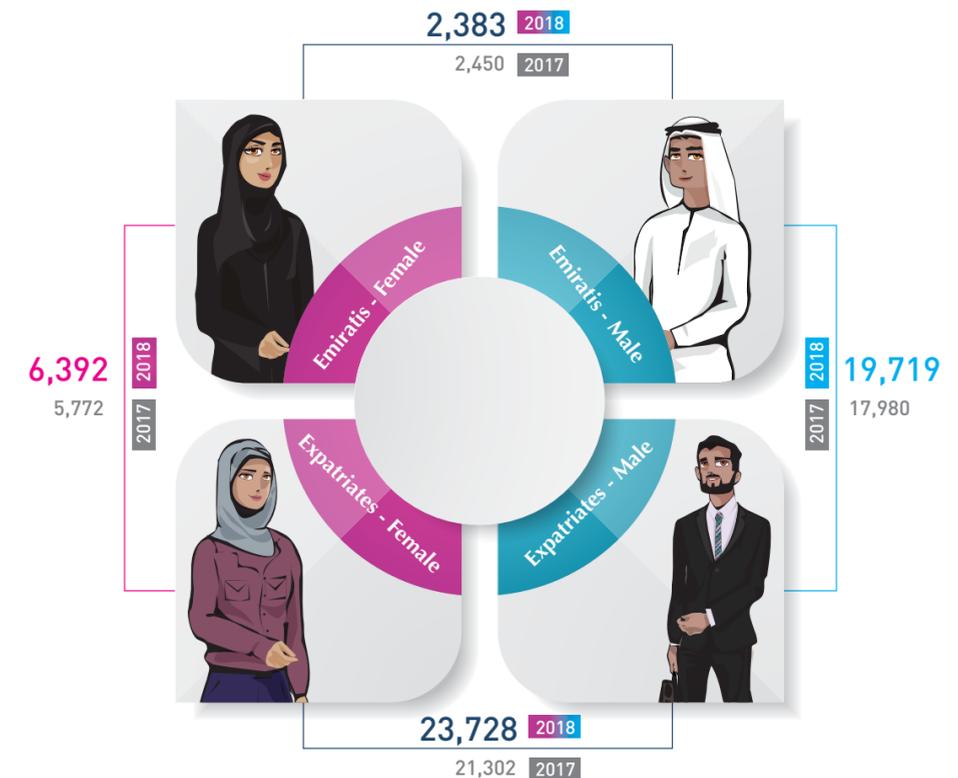
### Emirates Transport Family .. exponential growth

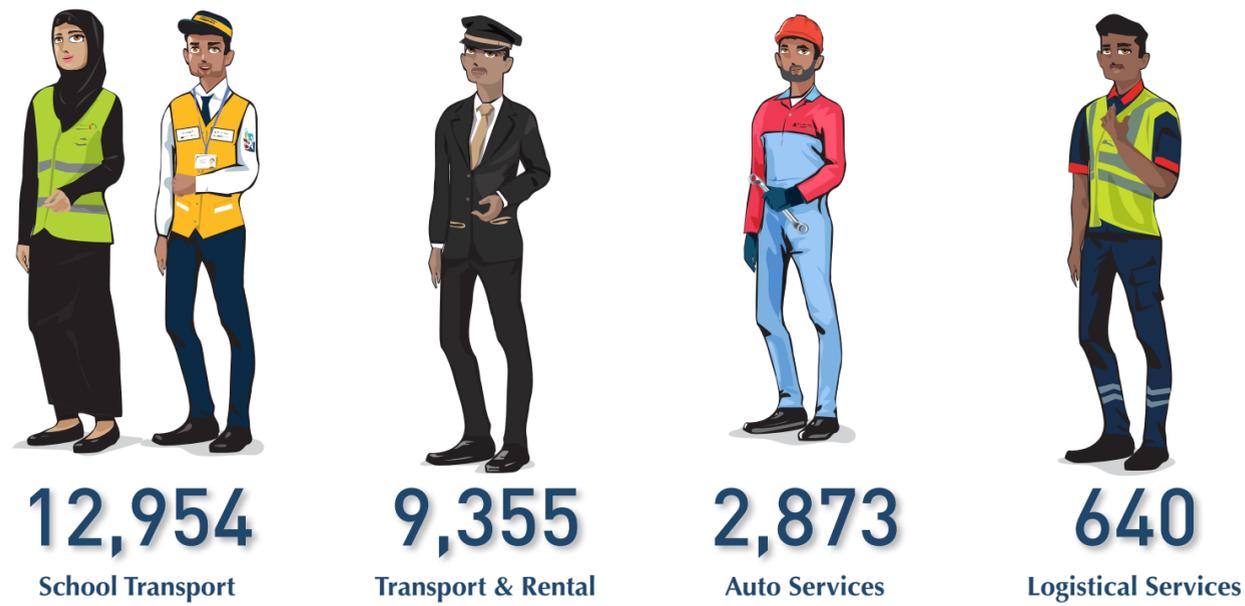
In terms of employment, the Corporation's human resources continued its growth in 2018 at the same pace as in the previous years. ET's family achieved a massive annual growth of 19% in terms of new employees, an equivalence of 4,532 new employees compared to 4,182 new employees in 2017. This growth reflects a response

DATA	2017	2018
Number of new employees	4,182	4,532
Rate of new employees to total employees	19.3%	19%

to the number of vacancies and to compensate departing employees, as well as the need for human resources in light of the investment successes and the steady expansion of the provision of business and services.

Recruitment at Emirates Transport is a process with an advanced recruitment methodology. It is subject to strict policies, systems and regulations, which aim to support the growth of the Corporation and the effective contribution in the achievement of operational and strategic objectives by maintaining the vitality and efficiency of human resources while preserving accumulated expertise. This continuous increase confirms the attractiveness of the ET's business environment, its high enticement capabilities, especially for skilled professionals, and its leadership in the local and regional markets as a preferred destination for job seekers especially those with competencies.





**25,822**

No. of employees according to functions and business centres categories \*

Data/No. in 2018	Management	Supervi- sory	Auto Services	No. of drivers	Assistance Service	Operational Dep. Staff	Total
School Transport	13	38	-	6,209	6,529	165	12,954
Transport & Rental	6	19	295	8,687	5	343	9,355
Auto Services	5	32	2,496	111	13	216	2,873
Logistical Services	4	5	-	598	1	32	640
<b>Total</b>	<b>28</b>	<b>94</b>	<b>2,791</b>	<b>15,605</b>	<b>6,555</b>	<b>756</b>	<b>25,822</b>

\* Excluding management and service employees and external contracts employees



**26,111**

No. of employees

<b>Employment Turnover</b>	2017	2018
<b>Overall Employee Turnover Rate</b>	5.8%	6%

No. of employees per age category	2017	2018
Up to 29 years	5,628	6,310
30-39	9,310	10,171
40-49	6,019	6,608
50-59	2,458	2,610
60 and above	337	412
<b>Total</b>	<b>23,752</b>	<b>26,111</b>

Details	Employee Turnover Rate	
	2017	2018
Total Turnover Rate	5.8%	6%
Per Nationality	Emirati Citizen	7.2%
	Expatriate	5.7%
Per Gender	Male	5%
	Female	8.6%
Per Age Category	→ 29	5.9%
	30-39	8.2%
	40-49	5.2%
	50-59	3.5%
	60→	7.8%



Ratio of basic salary for males versus females per occupational category	Male	Female
Senior Management Category	83%	17%
Specialist & Technical Category	78%	22%
Supervisory Category	84%	16%
Executive Category	69%	31%



### Data - Senior Management Category

Nationality/Region	2017		2018	
	Male	Female	Male	Female
United Arab Emirates	38	7	38	7
Arab Countries	9	-	10	-
Asian Countries	2	-	3	-
Other Countries	1	-	2	-
Total	50	7	53	-
	57		59	
<b>Ratio to Total</b>	87.7%	12.3%	89.8%	10.2%

### Training is a priority

Training is a key element in the human resources system of Emirates Transport. It is of utmost importance due to the nature of the Corporation's business and the prerogatives of its HR. As such, ET is keen to fulfil the training needs of its employees across all functional categories in accordance with

the highest standards applicable locally and globally. 2018 witnessed the implementation of 37 different training programmes. The total number of training hours (excluding training for drivers and bus supervisors) was 2,349 training hours for 275 male and female staff members.

DATA 2018	No. of Trainees	Trainees in % various functional Categories	Training hours in various functional categories	Average training hours rate in various functional categories
Senior Management Category	30	50%	242	10
Specialist & Technical Category	19	34%	395	18
Supervisory Category	44	33%	610	12
Executive Category	182	0.7%	1,102	5
<b>Total</b>	<b>275</b>	<b>-</b>	<b>2,349</b>	<b>-</b>



### Total Training hours in all functional categories

DATA 2018	Male	Female
Senior Management Category	227	15
Specialist & Technical Category	336	59
Supervisory Category	457	153
Executive Category	718	384



A comprehensive dedicated training programme was availed to all supervisory staff within the transport and safety category, as well as drivers. The number of training programmes provided were 75 programmes, including 96,407 training hours benefiting 27,107 drivers and bus supervisors, at a rate of 3 training programmes per driver and 6 training programmes per bus supervisor.



DATA 2018	No. of Trainees	Rates of Trainees vs. Total	Total number of training programmes for all trainees	Average training programmes per trainee	Total number of training hours for all trainees	Average training hours per trainee
Drivers	19,238	100%	52	3	53,534	3
School bus supervisors	7,869	100%	23	6	42,873	5
<b>Total</b>	<b>*27,107</b>	<b>100%</b>	<b>75</b>	<b>-</b>	<b>96,407</b>	<b>8</b>

\* In addition, training was provided to 141 external trainees from outside the Corporation, via Emirates Transport Training Centre.

### Empowering Emirati talents

ET has always been keen to pursue the commitment and approach of developing and qualifying the national human cadre, as part of its national and societal roles towards Emiratisation. This is inline of its deep belief in empowering the national cadre to accede various posts within the production and service processes. Emiratisation was always a continuous goal in the recruitment policies.

The overall rate of Emiratisation reached 9%. The Corporation's family included 2,383 male and female Emirati employees working in various workplaces within ET. The rate of Emiratisation within the senior management category rose to about 75%, with 44 male and female Emirati nationals out of 59.

A considerable percentage of female Emiratis were employed as bus supervisors, constituting 1,941 supervisors out of a total of 5,996 working for ET.



### Open doors

Emirates Transport maintains a constructive and transparent relationship with its employees within all functional categories, The Corporation enhanced its employees with a number of internal communication channels allowing and encouraging them to exchange ideas, visions, proposals, opinions, and grievances. Grievances are processed according to a concrete

DATA	2017	2018
Total number of grievances filed by staffs	34	17
Number of settled grievances	34	17
Response rate for settlement of grievances	100%	100%

established professional foundations. The Corporation's leadership are adopting an open-door policy in dealing with the various issues related to ET and its plans, investment projects and community programmes.

In 2018, 17 registered grievances were recorded, processed and settled completely (100%) per the controls and administrative policies in place. The number of registered complaints witnessed a continuous decline of around 50% compared to 2017.

The Corporation continued the pursue in seeking the opinions of its employees and the extent of their happiness and satisfaction of the work environment and related aspects. ET conducted a large number of surveys, 13 of which were HR related, as well as periodic and non-periodic meetings for awareness purposes and sending congratulations on various occasions via SMS.

### Rich working environment

In 2018, the Corporation continued to focus its efforts to further improve the working environment and make it more pendant and enjoyable for employees. This was evidenced and reflected in the promotion of initiatives that motivate employees to improve their performance and exert more qualitative efforts, as well as raising the levels of satisfaction. The policy was a success in promoting the employees' positive values and increasing their loyalty rates towards the Corporation and job security.

In this regard, ET organized more than 12 periodic initiatives, (outlined in the work guidelines), as well as innovative initiatives aimed at the employees and developing the work environment which benefited a wide range of male and female employees. The events continued last year and witnessed honouring 22 team works and 288 staff members within the various awards programmes, as shown in the attached table. These initiatives, associated with various incentive programmes, training and professional development opportunities, as well as the professional culture of the Corporation



contributed to the formation of a distinctive work environment that has won numerous local and international awards. These initiatives helped in achieving the Corporation's investment success, attaining its strategic goals and to perform ET's national and developmental roles in an ideal manner.

Programme	Programme Summary	No. of beneficiaries	
		2017	2018
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. 2018 witnessed the launch of the seventh session of the award under the slogan "Together We shine". 80.17% was the result of happiness rate with the 2018 Award.	106 winners including male and female employees, work teams, centres and distinguished departments were honoured out of 150 participants.	86 winners including male and female employees, work teams, centres and distinguished departments were honoured out of 165 participants.
Occupational Health and Safety Month	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 seventh edition was organized in 2018 under the theme "Let Safety Guide You", with 104 events and activities at all branches over the state and was supported by 78 government and private entities.	The event attracted more than 33,000 participants of ET staff and community members.	The event attracted more than 20,000 participants of ET staff and community members.
Well Done!	A monthly programme to assess and recognise staff contributions, through special appreciation certificates.	1,200	980
Support a Colleague	A social humanitarian initiative launched in cooperation with Dar Al-Ber 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.	102 members of staff received support via this initiative	69 members of staff received support via this initiative

Programme	Programme Summary	No. of beneficiaries	
		2017	2018
Thank You	Programme aims to honour achievements and to appreciate achievers who exerted noteworthy efforts in record time, with positive impact on business.	150	288
Achievement	An initiative to honour achievements in various areas of work, launched in the second quarter of 2013.	12	34
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.	15	17
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.	953 driver, technician and supervisor	819 drivers, mechanics and supervisors (via eight programmes)
Recreation Day for Female Employees	2018 witnessed five events and initiatives for 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. Last year was holding the slogan "Women following the footsteps of Zayed"	60	23
Honouring national service recruits	A national community initiative that involve honouring national service recruits, based on graduation date and returning to the Emirates Transport family, in recognition and pride of the national service recruits.	7	Nine National Service graduates from the 5th and 7th batch were honoured.
Honouring drivers and supervisors in the school transportation week	An initiative to honour and motivate outstanding employees, involved in school transport, at the beginning of the school year.	990 honoured including 640 drivers and 350 bus supervisors	975 honoured including 630 drivers and 345 bus supervisors

Programme	Programme Summary	No. of beneficiaries	
		2017	2018
Development of Employees' Discounts project	<p>A programme that allows a number of discounts and opportunities for ET staff in collaboration with a number of major companies operating within the UAE. Last year this included five projects:</p> <ul style="list-style-type: none"> <li>• My Holiday: which offered employees discounts for hotel stays.</li> <li>• My Trip: in collaboration with 8 specialized travel companies.</li> <li>• Health Care Project: provision of discounts at 8 health centres for ET employees.</li> <li>• Educational Programmes: Provision of tuition discounts in 4 universities nationwide.</li> <li>• Telecommunication companies offers and packages (Etisalat and du).</li> </ul>	145	597

### Happiness and satisfaction

2018 witnessed an intensification of ET's efforts in terms of the initiatives, programmes and events promoting the values of happiness, positiveness, creativity and innovation among the employees and staff members. 2018 was named "Year of Zayed" which formed an opportunity to enhance performance within the Corporation internal work environment by directing part of these initiatives, (30 various initiatives divided into six main axes), towards this goal. In 2018, the Corporation was committed to implement 18 initiatives concerning employee, formed of 7 axes with participation and appreciation as the most important ones. This

contributes in enhancing the values of loyalty, belonging and raising productivity levels, In addition to achieving career development, and creating the means to achieve the goals per the highest levels/standards and maintaining a balanced life. In this regard, 7 training programmes were organized to consolidate the values of innovation, creativity and happiness and tolerance, bearing in mind that Emirates Transport incorporates about 50 different nationalities within its work force. The total duration of the training programmes was 219 training hours, benefiting more than 50 employees, as per the attached table.

Programmes implemented to promote happiness and positiveness through 2018	Duration / No. of hours per programme	No. of staff benefiting from each programme
Creativity of the human mind and forward thinking	12	6
Al Waha Forum for Happiness - 2018	42	14
Exploring Innovation Horizons	9	3
Happiness and Quality of Life in the Workplace	10	5
Conference on tolerance, moderation and dialogue in the face of extremism	70	10
Arab Creativity Conference	40	2
Workshop on Health and Safety Guidelines	6	1

In addition, there were a series of events and initiatives that focused specifically on promoting happiness and positive energy among staff members, as well as celebrating some relevant local and international events such as Zayed Day for Humanitarian Action, Tolerance Day, Happiness Day and other occasions, as per the attached table.



INITIATIVE	Initiative summary and Objectives
"Make a Wish"	Launched on 20th March 2018 in conjunction with World Happiness Day celebrations, included the opportunity to fulfil the wishes of employees through a draw.
Sunday Smile	Takes place on the first Sunday of each month, by presenting simple gifts to employees.
Our Summer is Cool	Distributing cold drinks to the auto technicians during the summer.
"Compassion"	This initiative includes the provision of blankets and coats for those in need during the winter, in cooperation with a charitable organization (Dar Al-Ber) both inside and outside the State.
Celebration of the Middle of Sha'baan	Celebrate the half of Shaaban by organizing a simple event and distributing gifts and traditional drinks.
Majlis of Happiness	The initiative includes the gathering of staff in the external arena, with the traditional heritage on the site.
Souq of Happiness	Employees participate in the presentation of their craft products through the organization of a dedicated display corner.
Cinema of Happiness	The initiative includes a two-hour display of a movie in the theatre arena, and participation is open to all employees.
World Youth Day	Establishment of the Youth Council at ET and forming a special guideline for it, in preparation for the implementation of selected initiatives aimed at the youth.

Surveys regarding happiness and satisfaction levels of employees have shown a rise in those rates compared to 2017. The employee's happiness index rose by six percent, clearly indicating the success of the Corporation's policies in this endeavour.

Description	2017	2018
Results of the employees' general satisfaction study	69.4%	70.7%
Employees happiness index	74.7%	80.72%



## **Sustainability: Firm Steps**

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### Social responsibility.. An integrated institutional system

Community work and sustainability are of great importance in the UAE. It has always been a corner stone in the culture of both institutions and individuals and a core issue within government plans, visions and national strategies. Emirates Transport was inspired by these views and plans over the past 37 years to achieve an advanced position in various areas of social responsibility nationwide. This confirms the Corporation's deep understanding of its community and national roles, and reveal the deep faith in its mission and developmental roles. Emirates Transport transformed its qualitative specific efforts in these areas into a well-established culture, developed over long years of diligent and committed community work with local communities in meeting their needs, develop it and achieve its aspirations.

Community work within Emirates Transport has witnessed a number of qualitative peculiar processes enabling it to become an advanced institutional pattern, particularly when the "Corporate Social Responsibility Charter and Policies Manual" was adopted by the Board in 2011. This manual was based on a clear vision, a leading message on issues of social responsibility, accurate methodological performance indicators and advanced policies, which resulted in producing outstanding results year after year. The Corporation defined its vision and mission in the areas of social responsibility as follows:

Social Responsibility Vision: excellence in community care, environment, safety and personnel and the leadership in the application of international standards of social responsibility. Social Responsibility Mission: Emirates Transport is committed to its national goals towards serving the community with leading services, caring for employees, preserving the environment and enhancing safety. ET seeks to be the best model in social responsibility among the various categories of beneficiaries from the activities and services of the Corporation. The Corporation monitors and reviews its efforts in the areas of social responsibility based on a number of accurate specific indicators and evaluate these efforts to determine its' effectiveness in achieving the objectives of the Corporation in this field. The main indicators are:



1. Number of CSR initiatives.
2. Categories of beneficiaries of the Corporation's services in social responsibility.
3. Number of direct beneficiaries of the Corporation's services in social responsibility.
4. The results of staff survey, to measure the satisfaction level of the Corporation's employees.
5. The results of community survey, to measure the satisfaction level of the community on:
  - Availability of information regarding social responsibility.
  - Access to the services.
  - Equality in the services provided to society.
  - The nature of the relationship between the Corporation and the beneficiaries.

To emphasize the precise monitoring of these indicators, the Corporation has strengthened its CSR system by issuing a number of periodic reports that documents its contributions to the areas of social responsibility such as the Annual Social Responsibility Report, the Social Responsibility Indicators Follow-up Report, as well as the relevant surveys.

The system has provided a qualitative performance, in various areas of social responsibility, by the Corporation year after year and enabled ET to receive praise from various beneficiaries. As well as enhancing its relations, developmental and national roles and winning local, regional and international awards. The awards in 2018 included the "Arabia CSR Award", "Dubai Award for Sustainable Transport", as well as the "Dubai Chamber CSR Label".

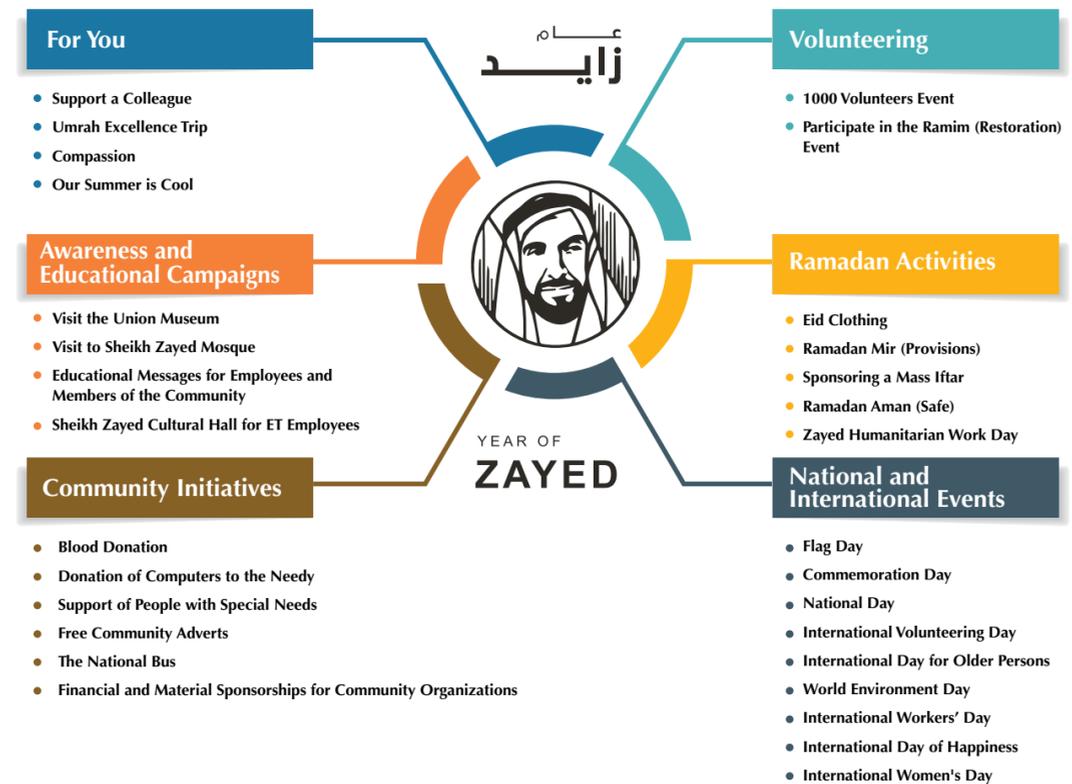
### 30 Community Initiatives in "Year of Zayed"

The announcement of HH Sheikh Khalifa bin Zayed Al Nahyan, President of the UAE, for 2018 to be "Year of Zayed" was a great opportunity for Emirates Transport to mark 100 years since the birth of the late leader HH Sheikh Zayed Bin Sultan Al Nahyan by enhancing the Corporation's usual plans on corporate responsibility with additional quality initiatives launched specifically for this event. The outcomes were 30 initiatives, (including nine initiatives for the "Year of Zayed"), emanated from 6 main themes derived from the values and principles of the late Sheikh Zayed, thus enriching The Corporation's initiatives and transferring it to a new qualitative level within this field.

The themes of these 30 initiatives were: "For You", "Corporate Volunteering", "Awareness and Educational Campaigns", "Community Initiatives", "National and Global Events" and

"Ramadan Initiatives". The initiatives were implemented both internally and externally, starting with the launch of an advertising campaign to mark the celebrations of the "Year of Zayed" on board 100 buses of its fleet in different regions of the state in order to establish a national identity on this precious occasion. The initiatives of the "Year of Zayed" were a continuation and a development to the existing efforts in place since 2017 "Year of Giving", during which the Corporation had about 22 initiatives and events formulated within three axes.

Description	"Year of Giving" (2017)	"Year of Zayed" (2018)
Social Responsibility Initiatives	22	30



In addition to these qualitative initiatives, the Corporation has completed the implementation of its regular and ongoing initiatives during 2018, the most important of which are:

**1) "The National Bus" project to provide free community transport to different parties:**

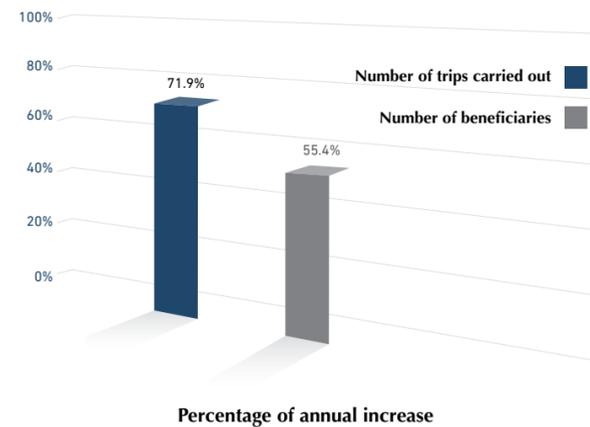
Whereas the Corporation has allocated 100 buses throughout the year, its activities have witnessed a great growth compared to 2017 with the implementation of 1,337 free community transfers to 317 organizations, including student centres, public associations, institutions, partners, governmental and quasi-governmental bodies, an increase of 72% compared to the operations carried out in 2017.

Description	2017	2018	Percentage of annual increase
Number of trips carried out	778	1,337	71.9%
Number of beneficiaries	204	317	55.4%



**2) "Community Adverts" project to provide free advertising space for community organizations:**

This initiative is a continuation of the Corporation's efforts over the past few years which offers free advertising on up to 1,000 ET buses for community awareness campaigns run by community and government entities, which contributed to saving of more than AED 1.5 million for these entities. The initiative witnessed a qualitative development as ET received the Waqf "Endowment" label, launched by Mohammed Bin Rashid Global Centre for Endowment Consultancy at the beginning of 2016, making Emirates Transport one of the first organizations to win this prominent title in the region.



**3) Cultural initiatives: the Corporation is committed to contribute in supporting the cultural movement within the state, during 2018 the Corporation:**

- Participated in the cultural caravan initiative in cooperation with the Ministry of Culture throughout the year by organizing events, accompanying exhibitions and providing buses to transport the participants.
- Participated in the Mobile Library Initiative in cooperation with the Zayed Charitable and Humanitarian Founda-

tion by providing an equipped bus for the initiative.

**4) Organizing the 20th session of ET's Awards for Safety and Traffic Education:**

the Award received more than 1,260 participation in the various categories of the Award during 2018, whereas 61 winners were honoured in all categories.

**5) Participation in the events of the Gulf Traffic Week 2018 under the theme "Your Life is a Responsibility":**

- Emirates Transport branches participated in the traffic



fairs carried out by the traffic departments in all Emirates across the UAE.

- Providing lectures and awareness programmes to community members and school students.
- Distribution of educational materials to school students and parents.

**6) Implementing a number of safety awareness programmes for school students:**

- A continuous awareness programme was implemented for the various sectors within the schools community (students, parents, school administrations). More than 82 awareness lectures were held, 32 of which benefited kindergartens, to enhance the safety concepts of the target groups.
- Supporting schools to implement the Golden Rule Project to educate students about safety in a number of areas across the state.
- Sponsoring and supporting a range of schools in the field of safety by providing safety publications/brochures and distributing it to the students and the parents.

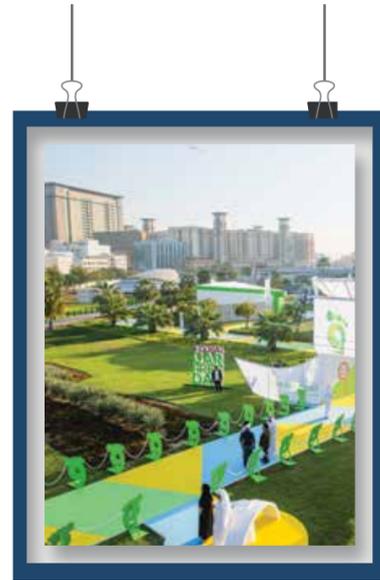
**7) Organising a blood donation campaign with the participation of the Corporation's staff.**

**8) Implementing a number of specialized initiatives aimed at women:** in conjunction with International Women's Day and the Emirati Woman's Day.

**9) Ramadan Charitable Activities:**

The month of Ramadan witnessed an intensification in the accompanying events, most of which are of an annual cyclical nature and including:

- Participating in supporting and sponsoring the "Ramadan Aman" events in coordination with the Al Ihsan Charity Association via the participation of ET staff in distributing meals to community members on the roads in different emirates of the state.
- Coordinating with Dar Al-Ber Association in launching the Meri Ramadan Distribution Initiative to needy families nationwide, visiting their homes and distributing Ramadan provisions by volunteers employees.
- Sponsoring an Iftar (end of fasting meal) through the Ramadan tents organized by Dar Al-Ber Association in the residential areas of the low-income group by providing meals to 10,000 people and distributing it through volunteers from the Corporation.
- Contributing in the construction of facilities for the ET Employee's Mosque in a developing country, in the name of ET's employee, in cooperation with Dar Al-Ber Association.
- Implementing a Ramadan programme for the staff through (religious lectures - cultural competitions) under the theme "Ramadan: Piety and Faith."
- Contributing in the construction of an artesian well in the name of Emirates Transport employees in a developing country in cooperation with Dar Al-Ber Association.
- Contributing by providing Eid clothing for needy families in cooperation with Dar Al-Ber Charity Association.



Description	2018
Rate of overall satisfaction of the community (as per direct questions)	85%

**10) National events:**

- Holding multiple celebration on the occasion of the UAE's 47th National Day in all ET branches in addition to the main ceremony in the headquarters.
- Holding the Flag Day activities with the participation of all senior management and employees.
- Holding the Commemoration Day events with the participation of all senior management and employees.

**11) Volunteering Programmes for Emirates Transport Employees:**

The Corporation has a longstanding presence in the field of volunteering and succeeded in establishing a strong volunteering culture among its employees. The number of volunteering programmes increased from 33 in 2017 to 39 in 2018. The volunteering hours increased from 454 to 493 hours, implemented in many areas of volunteering and in cooperation with partners, strategic clients and other volunteering organizations.

Details	Number of volunteering staff	Number of volunteer programmes	Total volunteering hours
Total volunteering activities data during 2018	407	39	493

**12) Employee-centred programmes:**

Which were discussed in detail in section Four of this report, in addition to the awareness messages concerning the working environment. Four emails were sent to employees and staff throughout 2018 by the Corporation.

**13) Implementing a generous programme of physical and in-kind care for the community and strengthening the relationship with partners:**

Benefited 31 governmental and non-governmental organizations and providing more than AED 2 million in areas of support, education, sport, creativity, innovation, environment, safety, health, transportation, etc.

**14) The publication of the Annual Report 2017, including the Corporation' Sustainability Report:**

An institutional practice that guides corporate efforts in the areas of CSR. The report was prepared in accordance with the principles of the Global Reporting Initiative GRI- G4 Guidelines.

**15) Implementing the measurement of ET's carbon footprint:**

In cooperation with the prestigious Dubai Carbon Control Centre, "Dubai Carbon".

**16) Participating in the activities, programmes and environmental events: 2018 witnessed the participation in:**

- The ninth session of the "Day without Vehicles" initiative organized by Dubai Municipality, whereas its electric school bus, (the first of its kind on the regional level), was presented during the exhibition accompanying the initiative.
- Environmental events such as "Earth Hour", "World Energy Day" and "World Environment Day", popularization awareness of these events through the office desktop, and a poster

on gifts distributed to employees. The Corporation is keen on measuring the impact of its efforts and to survey the views of the beneficiaries in order to develop and improve those efforts, to achieve more satisfaction, interaction and benefit. Per the survey and statistical studies conducted by the Corporation in 2018 on the services and community initiatives provided, 85% was the satisfaction rate.





### Training and community responsibility

In line with its established approach to social responsibility, Emirates Transport has devoted part of its efforts and training activities to this area, 12 training programmes were imple-

mented throughout 2018 with a total of 919 training hours, of which 107 staff benefited and are shown in the attached table.

CSR Programmes implemented during 2018	Duration (or number of hours) of each programme	Number of employees benefiting from each programme
Creativity of the human mind and forward thinking	12	6
Diving in the Sea of Innovation	9	3
Happiness and quality of life in the work environment	10	5
Conference on tolerance, moderation and dialogue in the face of extremism	70	10
Arab Creativity Conference	40	2
Workshop on Health and Safety Guidelines	6	1
Occupational health and safety awareness programmes in Abu Dhabi branch, Al Ain branch and Al Gharbia branch (three programmes)	72	36
Chief auditors for traffic safety system 39001	560	16
2018 Forum of Happiness	42	14
An upgrade course for auditors who hold the certificate of the chief auditors for the occupational health and safety management system in accordance with the new specifications ISO 45001: 2018	98	14

### Transport services for people with special needs

Emirates Transport has paid great attention to the transfer of people with special needs, this has been clearly demonstrated in its relevant policies, which indicate the Corporation's determination to provide safe and convenient transportation for this category, and in particular the students which allow them to integrate smoothly with their peers. This is in conformity with all legislation in force in the State.

The Corporation translated this policy through a number of initiatives that have increased the Corporation's transport means allocated for this category. The number of those transferred has increased to more than 700 beneficiaries. It was categorized into two main themes, "Arrive Safely" Initiative launched in cooperation with the Ministry of Community Development since 2013, and the school buses equipped to transport people with special needs as shown in the attached tables, which also required a specialized qualitative training of cadres responsible for these transfers.

In addition to these efforts, the Corporation was keen to add 3 vehicles of the modern taxi vehicles within the fleet of Emirates Transport Taxi Company, dedicated to transport in this category. Since October 2018 until the end of the year these cars covered 742 trips (for people with special needs and the elderly), which constituted a qualitative addition to the Corporation's efforts in providing transport services to this important group in the community.

### Mass transportation services for employees

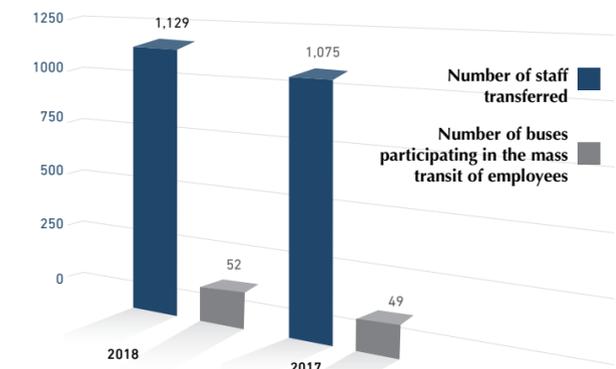
In recognition of its sustainable mission and the consolidation of the culture of mass transport which forms the main denominator of Emirates Transport services in the transport sector, (whereas 19 services are provided in this area including 6 main services), ET was keen on providing company transport service to some of its employees in the Emirate of Dubai and Abu Dhabi to facilitate and to ease their mobility.

"Arrive Safely" initiative details	2018
Number of buses allocated for the project "Arrive Safely"	45
The number of special needs students transferred within the initiative	600

Description (government school transport vehicles) *	2018
Number of buses allocated for the transportation of students with special needs	100
The number of students with special needs	97

\* In addition to 15 vehicles from the Government School Transport Centre, which transports another 21 students with special needs.

Description (government school transport vehicles) *	2018
The number of taxis equipped to transport people with special needs and the elderly	3
Number of trips for people with special needs and elderly	742





### Investment successes and environmental benefits

Investment environmental successes and have always been a challenge for many institutions, but Emirates Transport has been able to present itself as one of the best institutions in the country to win this bet. Over the past years, ET has launched a series of investment projects with positive environmental impact that enabled a number of quality technical services at state level. It made a great success and attracted a lot of attention, as well as making the Corporation's name synonymous with sustainable development by winning a considerable number of local and global awards related to social responsibility, environment and sustainability which blessed the Corporation's initiatives and projects.

Over the past year, the Corporation has continued its trend by developing the work of these projects and moving forward towards new horizons which we will be monitoring in the coming pages.

### Pioneers in converting vehicles to operate on natural gas

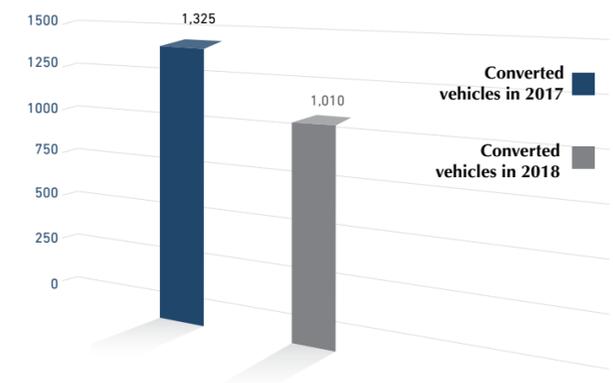
The Corporation has continued its pioneering journey in modifying vehicles to operate on compressed natural gas through its dedicated centre. The Etihad centre was launched in 2010 as a specialized approved centre that applies the best adopted international standards and practices in the conversion of vehicles to operate on natural gas, including the European specifications ECER110 and ECER115, the specifications of Emirates Authority For Standardization and Metrology, the specifications of TUV, AV and BV. The Centre's record of achievements added a new breakthrough, over the past year, by launching the first forklift truck in the UAE operating on compressed natural gas. This achievement has completed the centre's variety of converted vehicles to operate on natural gas by its qualified human resources, which provide its services in three specialized stations, equipped with the latest equipment in this field.

Description	Converted vehicles in 2017	Converted vehicles in 2018	Total converted vehicles since the beginning of the project until the end of 2018
Number of cars converted from gasoline to compressed natural gas	1,010	1,325	10,050

The modification of the forklift (or other vehicles) will provide excellent environmental and operational solutions for fleet owners, thus, making conversion a competitive advantage that contribute to a 25% reduction in carbon emissions, and save 75% - 80% of the cash cost and previous costs of fossil fuels. It also contributes to an increase in the operating life of the forklift engine and reduce its temperature during operation, and hence it will reduce the periodic maintenance of the engine, as well as reducing the need to change the engine oil and without any impact on the engine or the technical performance of the vehicle.



In addition to the abovementioned, the centre achieved a leap in its services last year in comparison with the converted vehicles in 2017. 1,325 vehicles were modified throughout 2018 with an annual increase of 31%. These vehicles are operating for 32 governmental and private institutions in the state, as well as the Corporation's fleet. The cumulative number of converted vehicles by the Centre since the launch achieved 10,050 vehicles which contributed to reducing the approximate amount of emissions in 2018. The project of converting diesel buses to operate on natural gas has secured the Corporation its 10th consecutive win in the Dubai Sustainable Transport Awards.



### More retreaded tyres

Since its launch in 2013, the Retreaded Tyres Unit has continued the growth in its services. Last year the unit retreaded 16,732 tyres, an increase of approximately 3,000 tyres over 2017, and 22% of the growth in the number of retreaded tyres which resulted in a saving of approximately AED 6.5 million, while the number of scrapped tyres in the same year reached 51,229. The contribution of the unit led to the Corporation winning the second position in the category of partnerships and cooperation within the Arabia CSR Award for its tire coating project in late 2018.

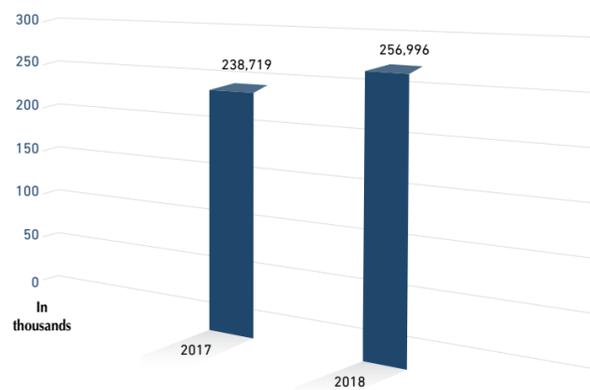
Description	2016	2017	2018
Number of retreaded tyres	9,004	13,764	16,732



### Preserving water with dry wash

The Dry Car Wash Unit has completed the realization of the environmental investment returns through the preservation of 50 million litres of water via the implementation of more than quarter of a million dry washing operations in 4 workstations by 200 professional technicians. Thus, achieving an annual growth rate of 7.7% compared to 2017. Last year the unit witnessed concluding 3 new contracts.

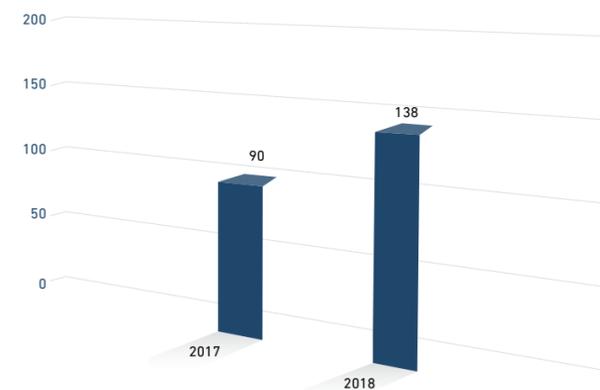
Description	2017	2018
Number of cars washed by the "Dry Car Wash Unit"	238,719	256,996



### Growth in the electric vehicles fleet

In order to enhance its sustainable path, diversify its services and keep pace with global trends, the Corporation's fleet of electric vehicles has witnessed continuous growth over the past years. In addition, the number of vehicles in the fleet has grown by 53%, a total of 138 various vehicles, including golf carts, electric vehicles and electric buses, enabling the Corporation to provide various services to its customers.

Description	2017	2018
Number of electric vehicles belonging to the Corporation's fleet	90	138



### In the right direction to reduce the carbon footprint

The Corporation continues to record a relative decline in its carbon footprint compared to its investment expansion rates, asset growth and the growing number of its human resources and operating fleet. The results of the periodic carbon footprint survey conducted by the Corporation in collaboration with the prestigious Dubai Carbon Control Centre, "Dubai Carbon" revealed the Corporation's proceeding on this approach. The carbon footprint study for 2018 revealed that total emissions were 310,368 tonnes of carbon dioxide (tCO2e) with an annual increase of 14.5% compared to 2017, distributed as follows:

Gaseous emissions (tCO2e) are disaggregated by the three bands over the past two years with an annual change statement

Details	2017	2018	Percentage of annual change
<b>Scope I: Includes:</b>			
- Vehicle fleet emissions of the enterprise			
- Diesel Generators	262,890	301,460	14.7%
- Cooling gas			
- Acetylene gas			
- Fire prevention			
<b>Scope II: Includes:</b>			
- Electricity consumption	8,134	8,819	8.4%
- Water Consumption			
<b>Scope III: Includes:</b>			
- Consumption of office paper	130	79	-39%
- Air travel			
<b>Total carbon footprint (tCO2e)</b>	<b>271,154</b>	<b>310,368</b>	<b>14.5%</b>

As in previous years, emissions of the first band accounted for most of the Corporation's carbon footprint, accounting for more than 97% of the total (due to the size of the Corporation's fleet) and increased by 14.7% compared to 2017. Emissions of the second band accounted for 8.4% during the same period.

The comparison between the growth rates of the Corporation's carbon footprint, its fleet and its revenues clearly shows that the Corporation is moving in the right direction

in reducing the carbon footprint. The increase in carbon footprint rate is less than the fleet growth rate, whereas the emissions from the Corporation's fleet represent not only the bulk of the first-band emissions (89%) but also the bulk of its general carbon footprint (86.5%) as the main activity of the Corporation is transport activity. This makes the fleet the main source for gas emissions and as a result many efforts have been made in recent years to reduce the fleet's carbon footprint which resulted in tangible results in this area.



**Carbon footprint compared to the growth of company's fleet, revenues and the share of vehicles in the footprint**

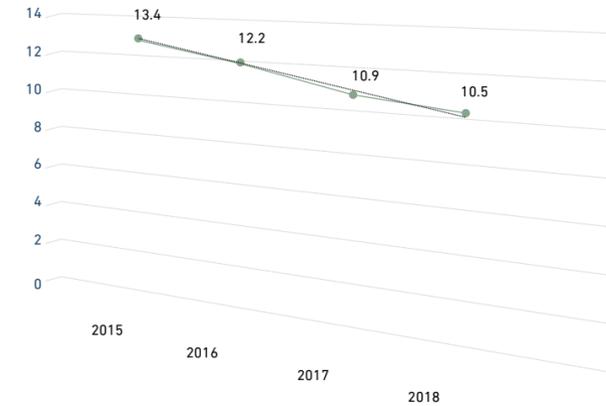
Details	2016	2017	2018	Percentage increase between 2017 and 2018
<b>Carbon footprint</b> (Tonnes of carbon dioxide emissions tCO2e)	268,146	271,154	310,368	14.5%
<b>Enterprise fleet (vehicle)</b>	22,069	24,898	29,460	18.3%
<b>Single vehicle share of carbon footprint</b> (Tonnes of carbon dioxide emissions tCO2e)	12.2	10.9	10.5	-3.7%
<b>Revenue (million)</b>	2,395	2,506	2,710	8%

The observation of a single vehicle's share in the Corporation's total carbon footprint shows that the share has been declining for several years. This trend continued declining in 2018 by 3.7% between 2017 and 2018, which is undoubtedly a result of upgrading the standards, in particular the supply standards, the fleet management policies, the improvement of operational processes and performance in general. As well as the conversion of part of the fleet to operate on CNG, the efficiency of periodic and preventive maintenance and the success of the Corporation's initiatives in this regard. It confirms as well the Corporation's success in fulfilling its obligations towards sustainability and green development.

School transport was the largest source of the first band emissions by 32%, slightly higher than the 31% in 2017. Emirates Transport and Leasing Centre ranked second with 19% followed by Abu Dhabi Transport and Leasing Centre by 14%, while the Government Transport Centre and Taxi Services recorded 10% each and the refrigerated transport service 9%. The study, based on the details of the footprint per the fuels used by the fleet, revealed that the diesel fuel combustion accounted for 64% of the fleet's emissions. In the first band, while oil (gasoline) accounted for 34%.

As for the second band emissions from electricity and water

Year	Single vehicle share of carbon footprint (Tonnes of carbon dioxide emissions tCO2e)
2015	13.4
2016	12.2
2017	10.9
2018	10.5



\*A graph showing the continuous decrease in "Single vehicle's share in carbon footprint emissions (tCO2e)" from 2015 to 2018. The trend line shows the Corporation's constancy in this direction despite the relative slowdown in last year's decline.

consumption, which amounted to 8,819 tons of equivalent carbon dioxide (tCO2e), an increase by only 8.4% compared to 2017 due to the expansion in the Corporation's projects and the launching of more facilities and installations (the to-

tal number of employees increased by 9.9% during the same period) which confirms the success of the rationalization and awareness policies in the Corporation and the application of the best practices in this area.

**Power consumption**

Description	2016	2017	2018
Power Consumption (MW)	12,131	14,442	15,905
Electricity (GJ)	43,672	51,991	57,258
Water Consumption (Imperial Gallon)	29,181,959	29,930,214	37,781,907
Emissions from electricity consumption Tonnes of equivalent carbon dioxide (tCO2e)	6,268	7,054	7,774
Emissions from water consumption Tonnes of equivalent carbon dioxide (tCO2e)	1,053	1,080	1,045
<b>Total carbon footprint in the second range</b> Tonnes of equivalent carbon dioxide (tCO2e)	<b>7,321</b>	<b>8,134</b>	<b>8,819</b>

Finally, third band emissions which include the consumption of both office paper and air travel, witnessed a significant drop from 130 tonnes of equivalent CO2 (tCO2e) to 79 only, an annu-

al decrease of 39%, although emissions of this band accounted for less than 0.03% of the total emissions in the Corporation, but it was also included in awareness and rationalization efforts.



## Sustainable activities

In addition to the investment projects discussed above which contribute to reducing the Corporation’s carbon footprint, the philosophy of sustainability affects all aspects of work in the Corporation and extends to impose itself on many activities and daily work. It appears in the form of rational consumption or recycling, as well as the construction of green buildings and awareness initiatives related to all these aspects. The Corporation’s efforts can be reviewed as follows:

### Consolidation of recycling culture

Within the framework of its extensive work to reduce carbon footprint, the Corporation is directing a lot of efforts to promote the recycling culture and improve its environmental and investment returns. Its competent task forces rotate many work outputs in the workshops, technical units and office equipment.

Data on recycling efforts in 2018	2018
Total number of retreaded tyres	16,732 tyres
Quantity of motor oils sold to recycling companies	1,592 barrels
Value of oils sold to recycling companies	AED 536,506
Quantity of damaged tyres (scrapped) sold to recycling companies	51,229 tyres
Quantity of scrap (workshop waste) sold to recycling companies	750 tons
Scrap value (workshop waste) sold to recycling companies	AED 1,061,250
Total scrap value (workshop waste) sold to recycling companies	AED 1,597,756

### Raising awareness

The Corporation has a firm approach to reducing daily paper consumption. This was reflected in its 2014 “Print Management Services Initiative” which was associated by continuous management guidance on the importance of streamlining paper use and resulted in a significant reduction in office paper consumption per the carbon footprint study mentioned earlier. The study indicated the reduction of the third band emissions, including the consumption of paper and air travel, by 39% in 2018 compared to 2017. In addition, the Corporation has established awareness among its employees on the importance of rationalizing the water and electricity by publishing a periodic electronic awareness email through



the Facilities Management, which issued 5 bulletins through 2018, calling on the staff to adopt the rationalization habit in their personal and professional lives, particularly when dealing with the Corporation’s resources.

### Sustainable buildings and facilities

Emirates Transport’s commitment to sustainability has extended to all areas including the buildings, facilities and infrastructure of the Corporation. All projects comply with the requirements of green buildings per the applicable regulations in the state, particularly Pearl Rating System from Abu

Dhabi Urban Planning and Sustainability council, as well as the Alsa’fat Rating System to evaluate green buildings in the Emirate of Dubai. The Corporation completed 10 infrastructure projects consisting of construction, maintenance, expansion and development of the facilities in various ET branches, business centres and stations.

## Leadership continues..

The past years witnessed significant developments at Emirates Transport, whereas the accumulated growth achieved through years of investment successes, the quantitative and qualitative expansion of services necessitated a new stage of strategic planning based on achievements associated with more self-confidence, vitality, creativity and a spirit of leadership towards the future.

Accordingly, Emirates Transport launched the 2018-2022 Strategy and embarked on the process of strategic transformation after taking into account the structural changes in the business, the high rates of competitiveness, and the technological developments which imposes itself on the business and redefines the services sector in full. It requires more innovative efforts and investments from institutions to maintain their competitiveness.

In line with this vision, the Corporation will focus its efforts in the coming years on the growth of revenues through the expansion of existing services following the implementation of further development and improvement stages, as well as developing the revenues of services and new projects that the Corporation intends to undertake in the coming few years, to conduct market competitive studies including the study of the market share of the Corporation and to do what is necessary in order to promote the Corporation’s trademark, as well as prioritizing the aspects of innovation, technology and digital transformation to maintain the momentum ET has enjoyed over the past years and invest it to remain at the forefront of the industry.



\* This report has been prepared in accordance with the GRI Standards: Core option. For the Materiality Disclosures Service, GRI Services reviewed that the GRI content index is clearly presented and the references for Disclosures 102-40 to 102-49 align with appropriate sections in the body of the report.

GRI Standard	Disclosure	Page number(s) and/or URL(s)	Omission		
			Part Omitted	Reason	Explanation
<b>GRI 101: Foundation 2016</b>					
<b>General Disclosures</b>					
<b>Organizational profile</b>					
<b>GRI 102: General Disclosures 2016</b>	102-1 Name of the organization	16			
	102-2 Activities, brands, products, and services	17 to 23			
	102-3 Location of headquarters	16			
	102-4 Location of operations	16			
	102-5 Ownership and legal form	16			
	102-6 Markets served	16			
	102-7 Scale of the organization	16			
	102-8 Information on employees and other workers	16			
	102-9 Supply chain	28-29 & 99			
	102-10 Significant changes to the organization and its supply chain	No significant changes affecting the scope or boundaries of the report			
	102-11 Precautionary Principle or approach	16			
	102-12 External initiatives	16			
	102-13 Membership of associations	46-47			
<b>Strategy</b>					
102-14 Statement from senior decision-maker	10 to 13				
102-15 Key impacts, risks, and opportunities	38-39				
<b>Ethics and integrity</b>					
102-16 Values, principles, standards, and norms of behavior	24-25				

GRI Standard	Disclosure	Page number(s) and/or URL(s)	Omission			
			Part Omitted	Reason	Explanation	
<b>Governance</b>						
<b>GRI 102: General Disclosures 2016</b>	102-18 Governance structure	33 to 37				
	<b>Stakeholder engagement</b>					
	102-40 List of stakeholder groups	86 to 92				
	102-41 Collective bargaining agreements	No CBAs in the UAE by law				
	102-42 Identifying and selecting stakeholders	86 to 92				
	102-43 Approach to stakeholder engagement	86 to 91				
	102-44 Key topics and concerns raised	86 to 92				
	<b>Reporting practice</b>					
	102-45 Entities included in the consolidated financial statements	26-27				
	102-46 Defining report content and topic Boundaries	26-27				
	102-47 List of material topics	92				
	102-48 Restatements of information	No restatement				
	102-49 Changes in reporting	No Significant Changes				
102-50 Reporting period	26-27					
102-51 Date of most recent report	26-27					
102-52 Reporting cycle	26-27					
102-53 Contact point for questions regarding the report	27					
102-54 Claims of reporting in accordance with the GRI Standards	27					
102-55 GRI content index	142					
102-56 External assurance	26-27					
<b>Material Topics</b>						
<b>200 series (Economic topics)</b>						
<b>Economic Performance</b>						
<b>GRI 103: Management Approach 2016</b>	103-1 Explanation of the material topic and its Boundary	54 to 83				
	103-2 The management approach and its components	54 to 83				
	103-3 Evaluation of the management approach	54 to 83				

GRI Standard	Disclosure	Page number(s) and/or URL(s)	Omission		
			Part Omitted	Reason	Explanation
<b>GRI 201: Economic Performance 2016</b>	201-1 Direct economic value generated and distributed	54 to 83			
	201-2 Financial implications and other risks and opportunities due to climate change	54 to 83			
	201-3 Defined benefit plan obligations and other retirement plans	54 to 83			
	201-4 Financial assistance received from government	54 to 83			
<b>Market Presence</b>					
<b>GRI 103: Management Approach 2016</b>	103-1 Explanation of the material topic and its Boundary	92			
	103-2 The management approach and its components	92			
	103-3 Evaluation of the management approach	92			
<b>GRI 202: Market Presence 2016</b>	202-2 Proportion of senior management hired from the local community	114			
<b>Procurement Practices</b>					
<b>GRI 103: Management Approach 2016</b>	103-1 Explanation of the material topic and its Boundary	99			
	103-2 The management approach and its components	99			
	103-3 Evaluation of the management approach	99			
<b>GRI 204: Procurement Practices 2016</b>	204-1 Proportion of spending on local suppliers	99			
<b>Anti-corruption</b>					
<b>GRI 103: Management Approach 2016</b>	103-1 Explanation of the material topic and its Boundary	35 to 39			
	103-2 The management approach and its components	35 to 39			
	103-3 Evaluation of the management approach	35 to 39			
<b>GRI 205: Anti-corruption 2016</b>	205-1 Operations assessed for risks related to corruption	35 to 39			
	205-2 Communication and training about anti-corruption policies and procedures	35 to 37			
	205-3 Confirmed incidents of corruption and actions taken	35			

GRI Standard	Disclosure	Page number(s) and/or URL(s)	Omission		
			Part Omitted	Reason	Explanation
<b>300 series (Environmental topics)</b>					
<b>Materials</b>					
<b>GRI 103: Management Approach 2016</b>	103-1 Explanation of the material topic and its Boundary	124-125			
	103-2 The management approach and its components	124-125			
	103-3 Evaluation of the management approach	124-125			
<b>GRI 301: Materials 2016</b>	301-1 Materials used by weight or volume	140			
	301-2 Recycled input materials used	140			
	301-3 Reclaimed products and their packaging materials	140			
<b>Energy</b>					
<b>GRI 103: Management Approach 2016</b>	103-1 Explanation of the material topic and its Boundary	124 to 129			
	103-2 The management approach and its components	124 to 129			
	103-3 Evaluation of the management approach	124 to 129			
<b>GRI 302: Energy 2016</b>	302-1 Energy consumption within the organization	135 to 139			
	302-2 Energy consumption outside of the organization	135 to 139			
	302-3 Energy intensity	135 to 139			
	302-4 Reduction of energy consumption	135 to 139			
	302-5 Reductions in energy requirements of products and services	135 to 139			
<b>Water</b>					
<b>GRI 103: Management Approach 2016</b>	103-1 Explanation of the material topic and its Boundary	124 to 129			
	103-2 The management approach and its components	124 to 129			
	103-3 Evaluation of the management approach	124 to 129			
<b>GRI 303: Water and Effluents 2018</b>	303-1 Interactions with water as a shared resource	134 to 139			
	303-2 Management of water discharge-related impacts	134 to 139			

GRI Standard	Disclosure	Page number(s) and/or URL(s)	Omission		
			Part Omitted	Reason	Explanation
<b>Emissions</b>					
<b>GRI 103: Management Approach 2016</b>	103-1 Explanation of the material topic and its Boundary	124 to 129			
	103-2 The management approach and its components	124 to 129			
	103-3 Evaluation of the management approach	124 to 129			
<b>GRI 305: Emissions 2016</b>	305-1 Direct (Scope 1) GHG emissions	135 to 139			
	305-2 Energy indirect (Scope 2) GHG emissions	135 to 139			
	305-3 Other indirect (Scope 3) GHG emissions	135 to 139			
	305-4 GHG emissions intensity	135 to 139			
	305-5 Reduction of GHG emissions	135 to 139			
	305-6 Emissions of ozone-depleting substances (ODS)	135 to 139			
	305-7 Nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions	135 to 139			
<b>Effluents and Waste</b>					
<b>GRI 103: Management Approach 2016</b>	103-1 Explanation of the material topic and its Boundary	124 to 129			
	103-2 The management approach and its components	124 to 129			
	103-3 Evaluation of the management approach	124 to 129			
<b>GRI 306: Effluents and Waste 2016</b>	306-1 Water discharge by quality and destination	134 to 139			
	306-2 Waste by type and disposal method	134 to 140			
	306-3 Significant spills	134 to 140			
	306-4 Transport of hazardous waste	134 to 140			
	306-5 Water bodies affected by water discharges and/or runoff	134 to 140			

GRI Standard	Disclosure	Page number(s) and/or URL(s)	Omission		
			Part Omitted	Reason	Explanation
<b>400 series (Social topics)</b>					
<b>Employment</b>					
<b>GRI 103: Management Approach 2016</b>	103-1 Explanation of the material topic and its Boundary	110-111			
	103-2 The management approach and its components	110-111			
	103-3 Evaluation of the management approach	110-111			
<b>GRI 401: Employment 2016</b>	401-1 New employee hires and employee turnover	111 to 114			
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	111 to 114			
	401-3 Parental leave	111 to 114			
<b>Labor/Management Relations</b>					
<b>GRI 103: Management Approach 2016</b>	103-1 Explanation of the material topic and its Boundary	110-111			
	103-2 The management approach and its components	110-111			
	103-3 Evaluation of the management approach	110-111			
<b>GRI 402: Labor/Management Relations 2016</b>	402-1 Minimum notice periods regarding operational changes	111 to 114			
<b>Occupational Health and Safety</b>					
<b>GRI 103: Management Approach 2016</b>	103-1 Explanation of the material topic and its Boundary	40 to 43			
	103-2 The management approach and its components	40 to 43			
	103-3 Evaluation of the management approach	40 to 43			
<b>GRI 403: Occupational Health and Safety 2018</b>	403-1 Occupational health and safety management system	40 to 43			
	403-2 Hazard identification, risk assessment, and incident investigation	40 to 43			
	403-3 Occupational health services	40 to 43			
	403-4 Worker participation, consultation, and communication on occupational health and safety	40 to 43			

GRI Standard	Disclosure	Page number(s) and/or URL(s)	Omission		
			Part Omitted	Reason	Explanation
<b>GRI 403: Occupational Health and Safety 2018</b>	403-5 Worker training on occupational health and safety	40 to 43			
	403-6 Promotion of worker health	40 to 43			
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	40 to 43			
	403-8 Workers covered by an occupational health and safety management system	40 to 43			
	403-9 Work-related injuries	40 to 43			
<b>Training and Education</b>					
<b>GRI 103: Management Approach 2016</b>	103-1 Explanation of the material topic and its Boundary	115-116			
	103-2 The management approach and its components	115-116			
	103-3 Evaluation of the management approach	115-116			
<b>GRI 404: Training and Education 2016</b>	404-1 Average hours of training per year per employee	115-116			
	404-2 Programs for upgrading employee skills and transition assistance programs	115-116			
	404-3 Percentage of employees receiving regular performance and career development reviews	115-116			
<b>Diversity and Equal Opportunity</b>					
<b>GRI 103: Management Approach 2016</b>	103-1 Explanation of the material topic and its Boundary	110 to 114			
	103-2 The management approach and its components	110 to 114			
	103-3 Evaluation of the management approach	110 to 114			
<b>GRI 405: Diversity and Equal Opportunity 2016</b>	405-1 Diversity of governance bodies and employees	110 to 114			
	405-2 Ratio of basic salary and remuneration of women to men	110 to 114			

GRI Standard	Disclosure	Page number(s) and/or URL(s)	Omission		
			Part Omitted	Reason	Explanation
<b>Non-discrimination</b>					
<b>GRI 103: Management Approach 2016</b>	103-1 Explanation of the material topic and its Boundary	110 to 114			
	103-2 The management approach and its components	110 to 114			
	103-3 Evaluation of the management approach	110 to 114			
<b>GRI 406: Non-discrimination 2016</b>	406-1 Incidents of discrimination and corrective actions taken	No reported cases			
<b>Child Labor</b>					
<b>GRI 103: Management Approach 2016</b>	103-1 Explanation of the material topic and its Boundary	110			
	103-2 The management approach and its components	110			
	103-3 Evaluation of the management approach	110			
<b>GRI 408: Child Labor 2016</b>	408-1 Operations and suppliers at significant risk for incidents of child labour	99			
<b>Forced or Compulsory Labor</b>					
<b>GRI 103: Management Approach 2016</b>	103-1 Explanation of the material topic and its Boundary	110			
	103-2 The management approach and its components	110			
	103-3 Evaluation of the management approach	110			
<b>GRI 409: Forced or Compulsory Labor 2016</b>	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	99			
<b>Local Communities</b>					
<b>GRI 103: Management Approach 2016</b>	103-1 Explanation of the material topic and its Boundary	124			
	103-2 The management approach and its components	124			
	103-3 Evaluation of the management approach	124			
<b>GRI 413: Local Communities 2016</b>	413-1 Operations with local community engagement, impact assessments, and development programs	124 to 131			

GRI Standard	Disclosure	Page number(s) and/or URL(s)	Omission		
			Part Omitted	Reason	Explanation
<b>Customer Health and Safety</b>					
<b>GRI 103: Management Approach 2016</b>	103-1 Explanation of the material topic and its Boundary	40 to 43			
	103-2 The management approach and its components	40 to 43			
	103-3 Evaluation of the management approach	40 to 43			
<b>GRI 416: Customer Health and Safety 2016</b>	416-1 Assessment of the health and safety impacts of product and service categories	40 to 43			
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	40 to 43			
<b>Marketing and Labeling</b>					
<b>GRI 103: Management Approach 2016</b>	103-1 Explanation of the material topic and its Boundary	93 to 96			
	103-2 The management approach and its components	93 to 96			
	103-3 Evaluation of the management approach	93 to 96			
<b>GRI 417: Marketing and Labeling 2016</b>	417-1 Requirements for product and service information and labeling	93 to 96			
	417-2 Incidents of non-compliance concerning product and service information and labeling	93 to 96			
	417-3 Incidents of non-compliance concerning marketing communications	93 to 96			
<b>Customer Privacy</b>					
<b>GRI 103: Management Approach 2016</b>	103-1 Explanation of the material topic and its Boundary	93 to 96			
	103-2 The management approach and its components	93 to 96			
	103-3 Evaluation of the management approach	93 to 96			
<b>GRI 418: Customer Privacy 2016</b>	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	No complaints received			