

# ANNUAL REPORT 2016

**Leading Steps..**  
towards promising horizons

ANNUAL  
**REPORT** 2016

---

“Establishing an economy based on knowledge, and changing the course of development to be based on science and innovation and achieving sustainable prosperity in the UAE, will be achieved not by habitually importing expertise from abroad but by sowing the seeds of expertise at home and nurturing them. “



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

“In our quest into the future, we realise that our success in securing a prominent and leading place for our country depends on our competence in foreseeing what is ahead of us, as well as on the efficiency of both government and private sectors in keeping pace with future changes and adapting to its requirements in a timely manner.”



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

# Contents

## Chapter One: Towards a New Strategic Approach

- 16 | General Overview
- 17 | Business Centres and Units... Exceeding Expectations
- 20 | Our Services... Diversity and Range
- 28 | 2016 In Numbers
- 30 | Updating the Organizational Structure
- 34 | Developing the Strategic Planning Approach
- 35 | Establishing the Principles of Corporate Governance
- 49 | Leading at Home and Abroad

## Chapter Two: Expanding Business and Boosting Revenues

- 55 | Financial Performance
- 58 | Subsidiary Business Centres... Setting the Standards

## Chapter Three: Stakeholders... Together We Continue Building

- 88 | Materiality and Prioritization of Aspects
- 90 | Customers... The Foundation of Our Success
- 97 | Suppliers... A Mutual Support
- 98 | Partnerships... Towards More Cooperation

## Chapter Four: Our Human Resources... The Secret of Our Success

- 105 | An Evolving Human Resources System
- 110 | Training... Ambition and Skills
- 112 | Emiratization and Empowerment... A National Imperative
- 113 | Enhancing Communication Channels with Employees
- 114 | Work Environment... Our Launch Pad Towards Success
- 115 | A Renewed Call for Tolerance

## Chapter Five: Sustainability... A Host of Achievements

- 121 | Commitment and a Progressive Vision
- 122 | Ongoing initiatives
- 125 | Safe Transport for Special Needs
- 127 | Investment projects with a positive environmental impact
- 129 | Reducing the Carbon Footprint... Another Green Success
- 137 | Volunteer Work... A Unifying Ethos
- 139 | Confident steps towards the future
- 140 | GRI Content Index (G4)

## CHAIRMAN'S MESSAGE



H.E. Eng.  
**Hussein bin Ibrahim Al Hammadi**

Minister of Education

Chairman of the Emirates Transport Board of Directors

Since its establishment in 1981, Emirates Transport has played a vital role in the enhancement and development of transport and lease services, and related technical and support services, making it an important tool in boosting the comprehensive economic development in the UAE, helping it further cement its leading position on the global map in the transport sector under the wise leadership of His Highness Sheikh Khalifa Bin Zayed Al Nahyan, President of the UAE and His Highness Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE and Ruler of Dubai.

The year 2016 marked a new triumph that will be added to the series of successes and achievements of the Corporation in its drive towards realizing the UAE Vision 2021 and meeting the requirements of economic growth, according to the criteria of innovation, sustainability and quality.

In this context, the new Strategic Plan for the period 2017-2021, with its clear vision and long-term objectives, provides an added dimension to the ingredients for success and the enhancement of financial, institutional and societal achievements. The significance of the new plan is not only in its aim to achieve the strategic objectives of the Corporation, but also in that it corresponds to various future needs for the country as a whole.

With the support of the Board of Directors, the Executive Committees and the Executive Management, Emirates Transport has been able to continue to achieve positive financial results in terms of revenues and profits, and in organisational development results, particularly in terms of safety, sustainability, human resources and customer service. All these were achieved in parallel with the development and enhancement of ET's existing services and the exploration of opportunities and potentials within the transport sector in the country.

The Corporation has made qualitative progress by focusing on the operational efficiency of its processes, both inside and outside the country, devoting even more efforts to serve the environment and society, and creating an innovative and motivating work environment.

As we continue our strategic path of achieving new levels of growth, diversifying business volume, enhancing market share, and developing the competitive advantage of the Corporation, amidst the rapid developments and challenges facing the transport services in the country, we continue our focus to provide a smart and sustainable transport system based on the best international standards. We also continue to build relationships and partnerships that will add real added value to the national economy and the society, without losing sight of our established principles of governance, auditing and risk management.

## General Manager's MESSAGE



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

**General Manager of Emirates Transport**

### Overcoming challenges!

It gives me great pleasure to write these words to introduce Emirates Transport's Annual Report for the year 2016 which documents the extraordinary outcomes of our business activities in the transport, leasing and auto services sectors, along with the most important strategic and operational successes and financial achievements for the year 2016.

Last year, we took on the theme of challenge to go beyond all the difficulties that might hinder the realization of our ambitions and initiatives towards meeting our strategic objectives in developing processes and services, improving competitiveness and promoting safety, sustainability, quality, efficiency and transparent practices.

Seeing off the last day of 2016, the Corporation has successfully completed its strategic and investment plans for 2014-2016, where 98% of its objectives indicators have been achieved, to shift for the first time to a completely new stage of strategic planning by adopting the Five-Year Strategic Plan of 2017-2021. The aim is to achieve harmony and consistency with the UAE government's strategic plans in accordance with the vision of 2021, and also to contribute in enhancing the responsiveness to development goals at the State level.

Therefore, and taking into consideration the development of the existing business objectives, we have adopted a number of strategic essentials to implement the plan of 2017-2021, including the reinforcement of the investment area, the expansion of market share and the enhancement of the Corporation's brand by embracing the promising

opportunities and potential in the labour market within the country and beyond. These essentials serve as vital tools to ensure the Corporation's readiness to deal positively with the changes and developments in the transport sector.

In 2016, the UAE Cabinet issued the resolution No. 6/31 pertaining to a total restructuring of the Board of Directors of Emirates Transport, chaired by His Excellency Hussein Bin Ibrahim Al Hammadi, Minister of Education, and the membership of a selected group of young Emirati talents who contributed in directing and enhancing the Corporation's investment and business efforts towards greater success and empowerment in the labour market, thus achieving optimal response in the development of key operations, growing business units, increasing investments and ensuring maximal performance.

A quick overview of our key achievements in 2016 shows that the Corporation has continued its progress in achieving financial and operational growth over most existing activities and businesses.

In terms of financial results, Emirates Transport revenues augmented to AED 2.395 billion with a growth of 10.6%, while Net Profit increased to AED 182.4 million, a growth of 25% on 2015. Meanwhile, the Corporation witnessed a considerable increase in Return on Capital of about 61% and a total of AED 3.019 billion of its total assets.

In relation to operations, the Corporation currently offers an integrated system of quality services in the fields of transport, leasing and auto services, encompassing 40 major services and 35 sub-

services, while the customer base rose by 10.5% compared to the end of 2015, bringing the number of customers (non-individuals) who receive these various services to 1,360, including 73 strategic partners, 176 strategic clients and 239 key clients. This is in addition to a broad spectrum of primary and sub-clients, distributed among federal and local government agencies including Ministries, institutions and departments of different entities, in addition to a number of major national companies operating in the oil and gas field and telecommunications sectors, as well as other companies, institutions and individuals from the private sector.

Last year saw the scheduling of 13 major marketing visits of the Strategic Relations Team to major government and private sector entities in the country, in addition to 56 marketing visits and 17 benchmarking visits and 2,522 visits by various teams.

In order to boost the value of its business activities at the highest levels, the Corporation has entered four new strategic partnerships with government and private entities during the past year. The Corporation has also made significant progress in its efforts to learn about the best international practices as it took part in 24 local and international conferences and visits to countries like Egypt, Jordan, Egypt, the United States, Germany, France, Italy, China, Malaysia, South Korea and India.

Simultaneously, the number of vendors and suppliers

increased significantly to reach a total of 573 domestic suppliers and 13 external suppliers, with a total cost of procurement reaching AED 640 million.

The Corporation also continued its efforts to develop and expand the infrastructure of its work sites and operational and technical buildings in compliance with international and local standards. The expansion included six construction projects at a total cost of AED 56 million. Today, the Corporation owns more than 42 sites across the country, which gives its operations the flexibility required to meet the needs of customers.

The Corporation's investment departments, including business units and centres, succeeded in concluding 101 new contracts in 2016 worth AED 457 million, in addition to the renewal of 50 contracts with existing customers and 47 tenders worth AED 200 million, which reflects the trust that customers have in the rendered services.

The total fleet of the Corporation reached 22,069 vehicles and buses, including 5,522 school buses.

With regard to school transport, the Corporation transported 236,637 students daily to 665 government schools and 58 private schools during the last academic year 2015/2016. The buses, which has a capacity of 287,000 seats, covered more than 71 million kilometres while the number of school transport drivers reached 5,336 drivers and 5,509 male and female bus supervisors.

In Saudi Arabia, the Saudi-Emirati Integrated Transport

Company (SEITCO) continued its success in the field of school transport services, transporting 200,000 students to 1,971 schools employing 2,538 buses and 2,578 drivers. More expansions are planned in the areas to be covered by the company's services during the next academic year.

By the end of 2016, the total number of professional employees in the Corporation reached 21,647 male and female employees, of which 3,759 joined the Corporation during the past year, while the number of technicians working in workshops and technical centres reached a total of 2,418.

Because our employees are our greatest assets, Emirate Transport recognizes the importance of investing in them with the latest functional and professional knowledge in order to achieve the anticipated success at the institutional, functional and professional levels and across different workplaces and various administrative units. In 3,843 ,2016 training programmes – covering a total of 67,969 hours - were organised for bus drivers and supervisors in the school transport sector. In the area of governance, 53 employees participated in 11 training programmes covering a total of 1,027 hours.

In addition to the Emirates Transport Training Centre, the Corporation's efforts in the training sector were boosted through the opening of the Emirates Transport Driving Institute in 2016 at Warsan 3, offering training

services for all types of driving vehicles.

The Corporation continued its efforts in the field of Corporate Social Responsibility. The year 2016 saw the mobilization of 149 buses for the use of people with special needs, and another 100 buses were dedicated for community transport for various activities, in addition to 1,000 buses which were utilized for community advertisements. Also, an awareness campaign was launched to include the distribution of 226 thousand awareness publications and 30,000 awareness gifts for students. In parallel with this, the Corporation organized more than 17 social initiatives, and around 766 employees joined 28 volunteer programmes nationwide, while the number of participants in the Emirates Transport Award for Safety and Traffic Education rose to 1,231, compared to 1,003 participants in 2015.

In recognition of its vigorous efforts, the Corporation won 6 local and international awards including in the fields of entrepreneurship, creative ideas, CSR and sustainable transport.

As we began the year 2016 with a defying spirit to achieve our strategic goals and ended it successfully on that front, we have challenged ourselves to surpass this success in 2017 towards greater accomplishments and more significant fulfilments.

**Wishing you all the best.**

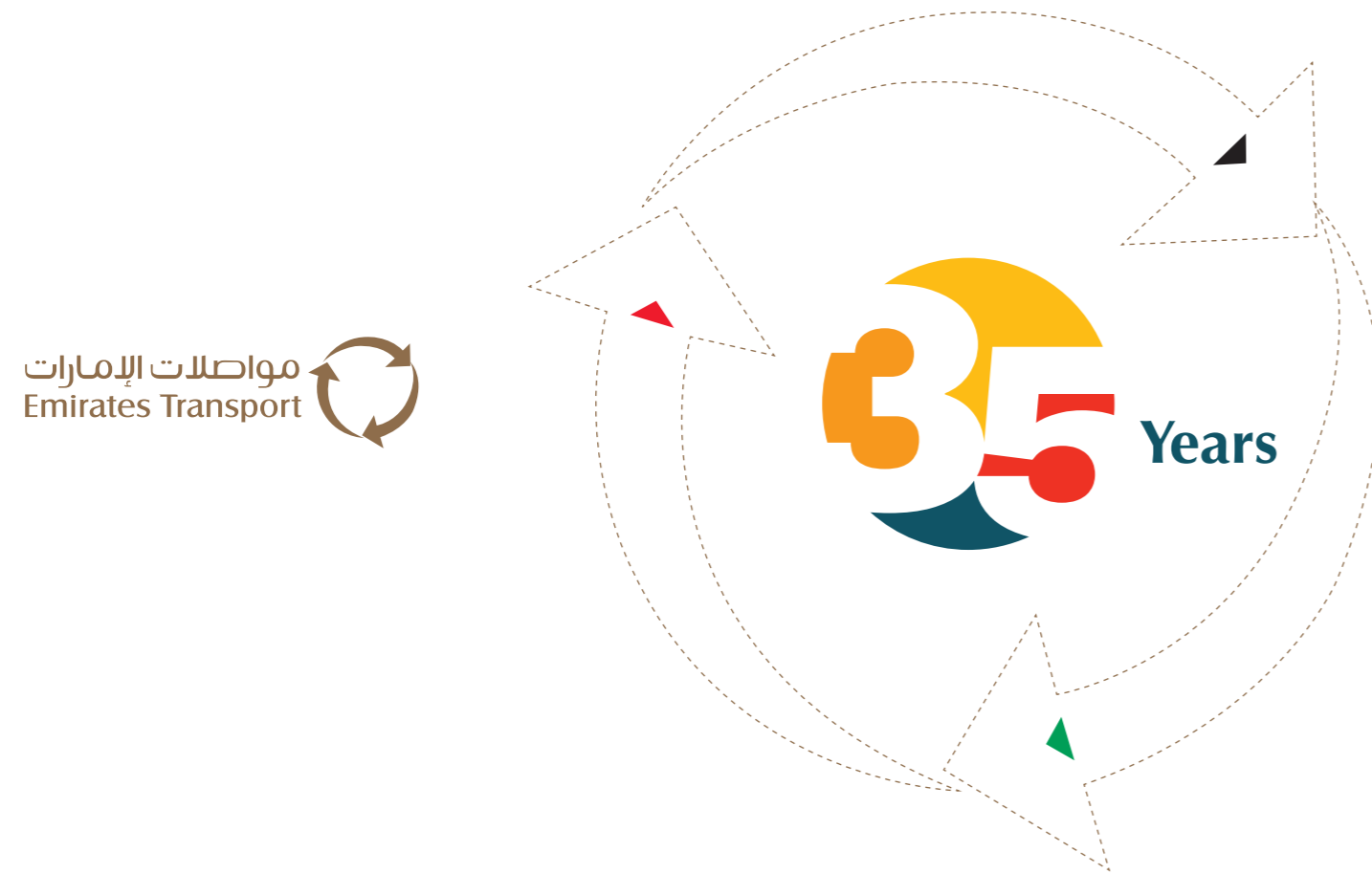


# CHAPTER

# 1

## Towards a New Strategic Approach

- 16 **General Overview**
- 17 **Business Centres and Units... Exceeding Expectations**
- 20 **Our Services... Diversity and Range**
- 28 **2016 In Numbers**
- 30 **Updating the Organizational Structure**
- 34 **Developing the Strategic Planning Approach**
- 35 **Establishing the Principles of Corporate Governance**
- 49 **Leading at Home and Abroad**



## General Overview


Emirates Transport has completed 35 years since its establishment pursuant to Federal Law no. 17 of 1981. Emirates Transport is the trade name for Emirates General Transport and Services Corporation. It is a federal governmental corporation, which is financially and administratively independent, that was established to perform the duties of organizing, managing and supervising transport and maintenance operations and related services for the various federal and local government entities, as well as the private sector. It is now working under the umbrella of the Emirates Investment Authority.


Throughout the past years, Emirates Transport has experienced huge and qualitative leaps across all aspects and levels. It had started its business in the government school transport sector before diversifying its operational activities and improving its services till it reached its distinguished and leading position on the national level. In addition to its recognized roles in school transport; ET's services were extended to include transport


and lease services of various vehicles for both the public and private sectors, as well as providing all types of auto mechanical services including regular maintenance, express services, as well as maintenance and repairs for heavy vehicles, and managing axle weight stations. Moreover; ET offers logistic and related operational services, as part of a comprehensive varied portfolio that includes approximately 40 primary services and 35 sub-services that helped in attracting a substantial segment of clients, amounting to around 1,203 entities from both the public and private sector.

Currently, Emirates Transport has 21,648 employees, a fleet of around 22,069 vehicles, in addition to a network of 41 work locations across the state, with its head office in Umm Al Rumool, Dubai. These work sites are spread across all seven emirates providing an unrivalled presence for Emirates Transport's clients, enabling it to meet their requirements on a level that exceeds their expectations and ensures their happiness.

## Business Centres and Units... Exceeding Expectations


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

Division	Centre	Details
 Transport and Lease	<b>Government Transport Centre</b>	Provides various transport and vehicle lease services, with or without qualified drivers, for government and private sector entities.
	<b>Abu Dhabi Centre for Transport and Lease</b>	Provides all types of transport and lease services, including managing and operating mass transport services to a large number of institutes and leading companies in Abu Dhabi, Al Ain and the Western Region.
	<b>Emirates Centre for Transport and Lease</b>	Provides all types of transport and lease services, including managing and operating mass transport for various leading Corporations in Dubai, Sharjah, Ajman and the Central Region.
	<b>RAK Transport and Lease Centre</b>	Provides a diverse range of services in the transport and lease sector in the Emirate of Ras Al Khaimah.
	<b>East Coast Centre for Transport and Lease</b>	Provides a diverse range of transport and lease services across the East Coast, including the eastern region of Sharjah Emirate.
	<b>Emirates Cars Centre</b>	Responsible for managing and operating taxi services, tourist transport services and car lease. The Centre consists of three units: Emirates Limousine ( <a href="http://www.emirateslimo.ae">www.emirateslimo.ae</a> ), which provides luxury limousine service throughout the UAE, The Car Lease Unit, and Abu Dhabi Airport Taxi Services.

Division	Centre	Details
 Auto Services	<b>Abu Dhabi Centre for Auto Services</b>	Provides vehicle maintenance and repair services, as well as management of auto mechanical workshops and other supporting services throughout the emirate of Abu Dhabi.
	<b>Emirates Centre for Auto Services</b>	Provides auto mechanical services, including periodic repairs and maintenance for Dubai, Sharjah, Ajman and the Central Region.
	<b>Etihad CNG Vehicle Conversion Centre</b>	Specialists for modifying vehicles to operate on natural gas as well as to provide repairs and maintenance services for vehicles operating on the dual fuel system.
	<b>Auto Inspection Centre</b>	Provides auto inspection services for heavy vehicles in Abu Dhabi, Al Ain and the Western Region.
	<b>Al Wataneya Auctions Centre</b>	Organizes auctions and related services for the sale of used vehicles belonging to the Corporation, as well as for entities and individuals from the government and private sectors. The Centre holds its auctions in Abu Dhabi and Sharjah; as well as online through the Centre's website (www.alwataneya.ae) and a smart service application.
	<b>RAK Auto Services Unit</b>	A specialized unit that provides a diverse range of periodical auto maintenance services, and repairs for buses and light vehicles in Ras Al Khaimah.
	<b>East Coast Auto Services Unit</b>	A specialized unit that provides a diverse range of periodical auto maintenance services, and repairs of buses and light vehicles in the East Coast region.
	<b>Specialized Technical Units</b>	Includes a number of units providing qualitative specialized technical services such as the Roadside Assistance Unit, Dry Washing Unit and Tyre Retreading Unit. This is in addition to the new units launched during 2016, such as the Emirates Unit for the Maintenance of Luxury Cars, and the Smart Service Unit for Tyre Changing.

## Joint Ventures

Division	Details
<b>Speed Trans</b>	A company that is equally owned by Emirates Transport and Ajman Public Transport Corporation. It manages and operates taxis and provides car and bus lease services in the Emirate of Ajman.
<b>Emirates Model Building Maintenance Company (EMBM)</b>	This is a joint venture project between Emirates Transport and Al Ghureir Group; it provides facilities management and related services such as cleaning, maintenance and other support services.
<b>Emirates Facilities Management Company</b>	A unique joint venture between Emirates Transport and Etisalat Facilities Management Company (An Etisalat subsidiary) which specializes in providing facilities services.
<b>Reyama Taxi</b>	A company that is equally owned by Emirates Transport and Fujairah Transport Corporation, which manages and operates taxis and provides lease cars and buses in Fujairah.
<b>Emirates Transport Technology Solutions</b>	A joint venture project with Al Forsan Company in Abu Dhabi, which specializes in transport technology and related solutions and systems including vehicle tracking systems for Land Transport Department, smart traffic system applications, traffic routes and tariff management systems and remote satellite tracking systems.
<b>The Saudi-Emirati Integrated Transport Company (SEITCO).</b>	A company equally owned by Emirates Transport and the Saudi Public Transport Company (SAPTCO), operating in the Kingdom of Saudi Arabia and specializing in school transport and related services.

Division	Centre	Details
 Logistic Services	<b>Emirates Centre for Logistic Services</b>	The Centre provides a wide range of services including shipping and customs clearance, land transport of products, and lease of freight trucks, including refrigerated transport trucks and petroleum transport. The Centre also undertakes managing, operating and maintenance of the tankers for transport of petrol and liquid sulphur, and various other services of oil and gas transport for governmental and private sector companies.
	<b>Emirates Transport Driving Institute</b>	The Centre was launched in mid2015-, according to the highest levels of quality and efficiency, and offers driving lessons for light and heavy vehicles, including buses, in addition to providing specialist training for bus drivers and supervisors.
	<b>Valet Parking and Motorcycle Lease Centre</b>	Provides lease services for motorcycles and golf carts, to a number of clients in the public and private sectors, as well as valet parking services for hotels and various other entities in the hospitality and tourism sector.

### Consolidating overseas presence

Complementing the Investment Plan of 2014-2016; The Saudi-Emirati Integrated Transport Company (SEITCO) – which was established in partnership with the Saudi Public Transport Company (SAPTCO) – has enhanced its presence in KSA, particularly since it became the second largest transport company in the Kingdom, only in its second year of operation. The company now transports 200,000 students to 1971 schools and Quran centres in the Kingdom, through 2,538 buses driven by 2,578 drivers.

## Our Services... Diversity and Range

### Primary Services



#### Transport and Lease

- ▲ Transport and lease.
- ▲ Transport for college and university students.
- ▲ Fleet management.
- ▲ Staff transport.
- ▲ Medical transport services.
- ▲ Electrical vehicles lease.
- ▲ Motorcycle lease.
- ▲ Limousine lease.
- ▲ Parking management and valet services.
- ▲ Abu Dhabi Airport taxi services.



#### School Transport

- ▲ Public schools transport.
- ▲ Private schools transport.
- ▲ Supervision services for school buses and school canteens.
- ▲ Advertising on buses, facilities and buildings.



#### Auto Mechanical

- ▲ Auto maintenance.
- ▲ 24/hrs roadside assistance.
- ▲ Truck body manufacturing.
- ▲ Car body repairs.
- ▲ Luxury vehicles maintenance.
- ▲ Tyre re-treading.
- ▲ Converting vehicles to operate on natural gas.
- ▲ Workshops management.
- ▲ Sale of used cars.
- ▲ Auto inspection services.
- ▲ Dry car wash.



#### Logistics

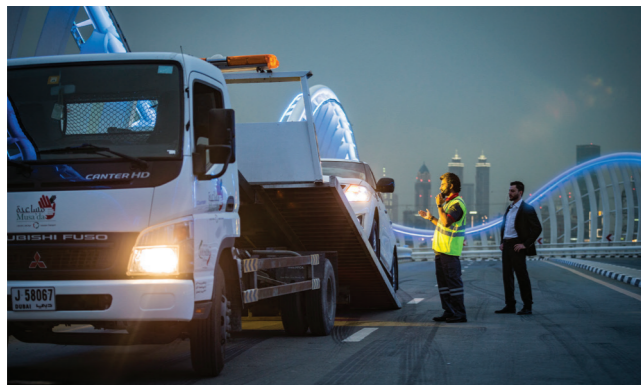
- ▲ Logistic services.
- ▲ Logistical transport.
- ▲ Refrigerated transport.
- ▲ Hazardous materials transport.
- ▲ Petroleum transport.
- ▲ Specialist training for bus drivers and supervisors.

## Sub - Services



### Tyre Re-treading and Fleet Management

- Tyre repair and replacement service.
- Tyre re-treading.
- Fleet inspection.
- Inspect and evaluate fleet's tyres.



### Roadside Assistance

- Nationwide emergency roadside assistance.
- Mechanical and electrical repairs.
- Car-towing and recovery.
- Vehicle access in case of a lock-out.
- Battery boost.
- Emergency fuel supply.
- Fixing and repairing tyres.



### Vehicles Body Repair

- Integrated body repair services.
- Repair and maintenance of vehicles in cases of accidents.
- Window glass replacement.
- Dye and repair scratches.
- Electronic weight.
- Car painting.



### Express Auto Services Profix

- Electronic inspection and faults detection.
- Mechanical and electrical repairs.
- A/C repairs.
- Preventive maintenance.
- Tyre repair and replacement.
- Inspection and replacement of brakes, oil, discs and cylinders.
- Car wash.
- Car polish.
- Electronic wheel alignment.



### Dry Car Wash

- External car wash and polish for different types of vehicles using nanotechnology and the latest polishing technology, resulting in long-lasting car paint protection and avoiding oxidizing stress.



### Services by Joint Venture Companies

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



**Vision:**

Excellence and leadership in transport and sustainable services.

**Mission:**

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

**Organizational Values:**

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

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

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

sustainable environment and an integrated infrastructure.

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





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

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

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

**STRATEGIC GOALS**

[2014 - 2016]

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

## Challenge... A slogan for 2016

Emirates Transport adopted the slogan of “The Year of Challenge” for 2016, to induce through it a sense of determination that leads to the achievement of targets and the attainment of the highest standards, especially with the end of the Strategic Plan 2014-2016. The slogan celebrates the Plan’s achievements and acts as a stimulus for achieving the targets which are yet to be attained. It also celebrates and affirms the spirit of will and fulfilment exhibited by all ET employees.

The slogan embodies the desire of the senior management to achieve an unprecedented 15% profit growth rates, compared to 2015, in accordance with the Financial Plan 2014-2016. This is achieved by the development of operations and mechanisms that will enhance revenues and attain the optimal investment of the Corporation’s resources.

The slogan was promoted and explained - through formal organizational channels - to all the employees in the Corporation so they can be active partners in achieving it by possessing the spirit of responsibility and teamwork, and having a sense of pride at the collective achievements.

This is the fifth edition of the Emirates Transport Annual Report, which highlight the latest and most important achievements of all the organizational units in the Corporation, as well as the results of sustainability reports. Through this publication, the Corporation strives to illustrate an accurate and detailed picture of the business results and the clear progress achieved from 01 January to 31 December of 2016. The report includes financial and operational outcomes, in addition to the various business activities and initiatives related to sustainability and social responsibility including the environmental impact of the Corporation’s business activities in the UAE and abroad. This report, issued in both Arabic & English languages, represents an important addition to the efforts exercised by Emirates Transport to develop its working systems, working methodology and its transparency levels. With an aim to improve the quality of our report and

## The target and the frame

ensure that the latest standards are followed, Through the report, the Corporation aims to meet the highest levels of disclosure towards the various stakeholders within the local and global community. Thus, this report has been prepared ‘In Accordance’ with the Global Reporting Initiative (GRI) G4 Guidelines – “Comprehensive Option”. The report includes a content index with disclosures that highlights the most important topics included in the report, based on the economic, social and environmental impacts of ET’s activities, and its set priorities that share a common interest with the various concerned groups.

The final report was subject to multiple revisions by various administrative levels at Emirates Transport. In addition, GRI Materiality Disclosure Service (Amsterdam) verifies that the General Standard Disclosures G17-4 to G27-4 were correctly located in both the GRI Content Index and in the text of the final Report.

(18-G4 & 17-G4)









 @EmiratesTrans


[www.et.gov.ae](http://www.et.gov.ae)


[info@et.ae](mailto:info@et.ae)

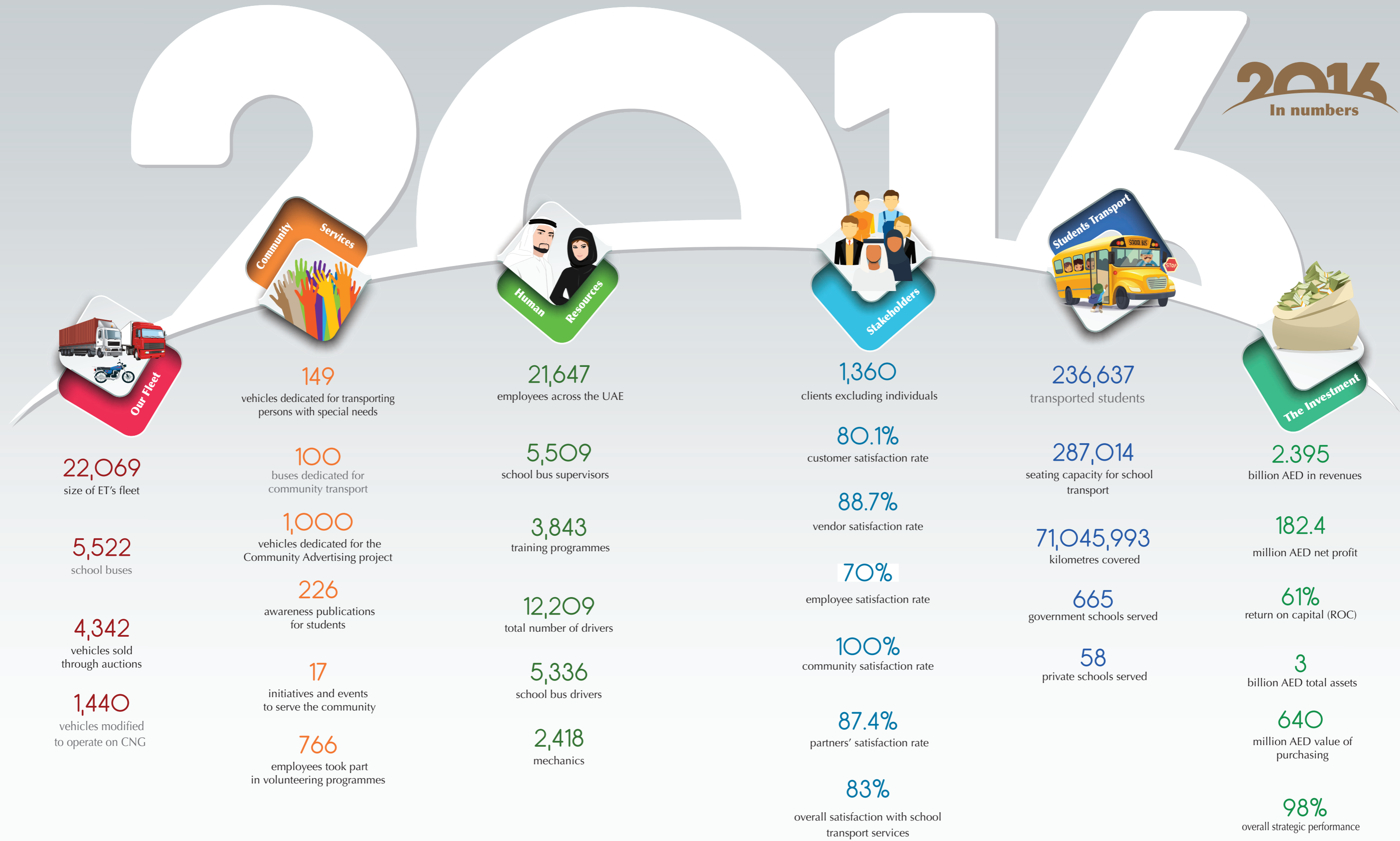

 5757 Dubai, U.A.E.


 Toll Free Number:  
8006006

For all queries, feedback or comments:

# 2016

In numbers





### Updating the organizational structure:

Emirates Transport introduced several changes to its Organizational Structure, based on several internal studies by the departments concerned with developing business practices and human resources, and in line with international best practices. The updates were introduced to keep pace with changes in the marketplace, meet the requirements of development and expansion, and to raise the operational effectiveness and performance efficiency to achieve the maximum outcome from all available human and material resources. Through 6 related decisions, issued by the ET's general manager, the Nominations and Remunerations Committee was formed along with a number of other organizational units, such as the Smart Tyre Retreading Service. There was also several updates to the organizational structures for administrative units such as the Finance Department, Internal Audit Department, Procurement Department, the Contracts Department, as well as the Logistics Division's centres, which saw the merger of the Petroleum Transport Centre with the Logistics Services Centre under a new name of "Emirates Transport Centre for Logistic Services".

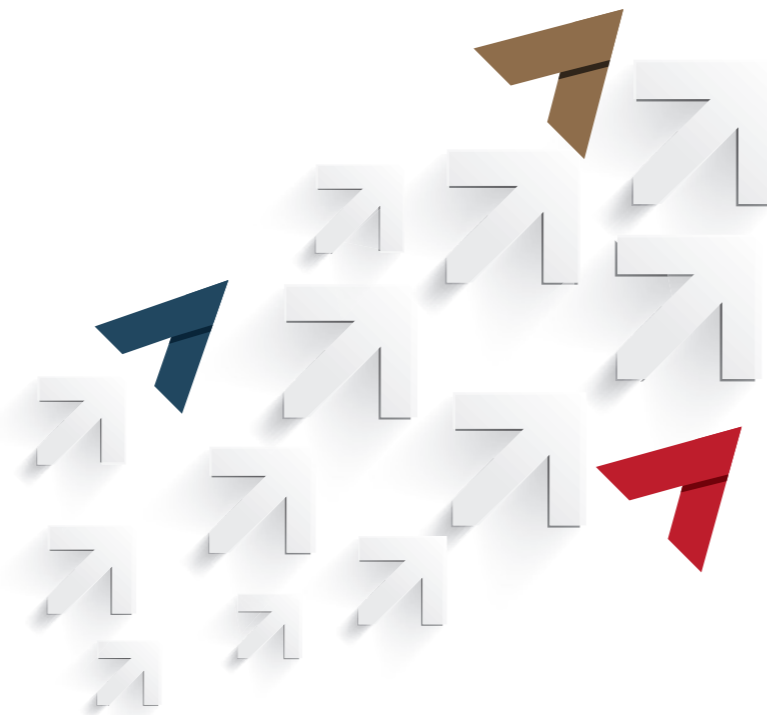
This partial re-structuring will help improve the main operations for the organizational units and enhance accuracy and focus. It will also help support the specialization in activities through restructuring departments according to their main activities and the sections as per secondary activities. The re-structuring also supports the career route of employees working in these units by creating new positions and opportunities of career development for all categories. After the approval of the new organizational structure, there will be amendments to certain job titles and descriptions. Work guidelines for the updated organizational units and the procedures guidelines are under preparation to ensure the flow of work and procedures in accordance with the new structure.

The main reasons behind these changes can be summarised in the following points:

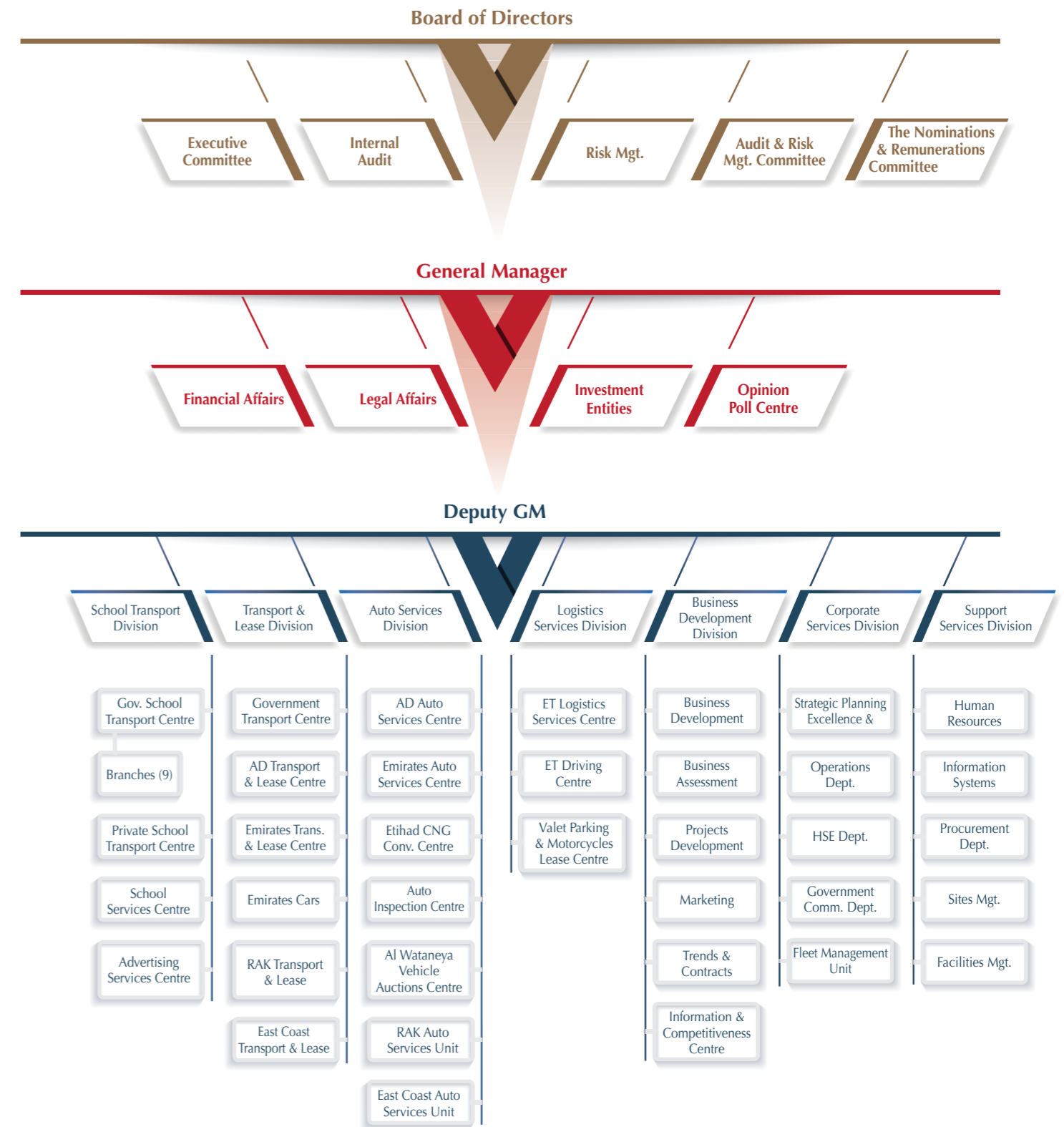
- Responding to the evolution of the main operations and the growth of business units in the Corporation, and their

nature, and the increase in investments and business to ensure achieving the maximum efficiency in performance.

- Implementation of the latest systems such as (ERP).
- Supporting the career path of the Corporation's employees by creating several new positions and creating opportunities for career development to all employment.
- Enhancing governance practices and linking them to the Internal Auditing targets to achieve the highest regulatory levels.
- Enhancing marketing capabilities and increasing sales and financial revenues for subsidiary centres and departments.



### The Organizational Structure of Emirates Transport at the end of 2016



### Executive Management



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



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



**Mr. Waleed Salem AlMehairi**  
Executive Director  
of Transport and Lease Division



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



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



**Ms. Feryal Mohammed Tawakul**  
Executive Director  
of Support Services Division



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



**Ms. Hanan Mohammed Saqer**  
Executive Director of Corporate  
Services Division



**Mr. Badr Mahmoud Al Attar**  
Executive Director  
of Logistics Services Division

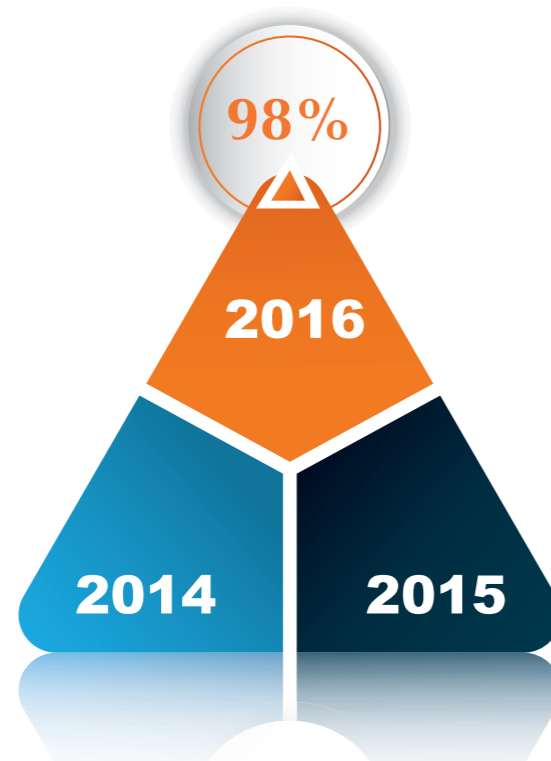


**Strategies  
Systems and  
Policies**

## The development of the strategic planning approach

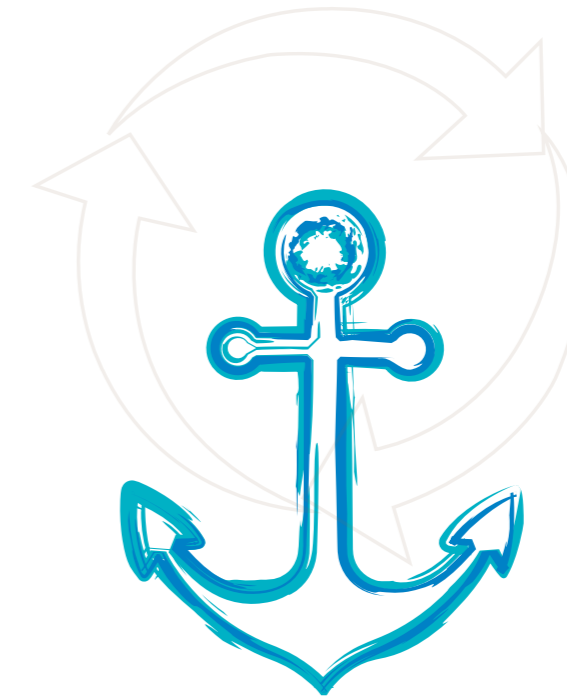
By the end of 2016, Emirates Transport had concluded its Investment and Strategic plans for the years 2014-2016, which constituted a qualitative phase in ET's approach to strategic planning, and built the foundations for the

upcoming changes in the methodologies that will be used for future plans. Last year, the Corporation succeeded in achieving the target implementation rate contained within the Strategic Plan, achieving a rate of 98% for overall Strategy Plan performance for 2016 as shown below:



Following on from its previous strategic plans, the Corporation approved a new methodology based on a five-year strategic planning, which is consistent with the strategic plans of the UAE Government and the UAE Vision 2021, and will enhance the Corporation's contribution to the development objectives of the UAE. Consequently, a higher committee was formed to formulate

and finalise the Corporation's Strategic Plan 2017-2021, which will focus on boosting the financial side, expansion of market share and enhancing the trade mark of the Corporation. Meanwhile, the Corporation is also in the final stages of a comprehensive update of the Strategic Planning Methodology, with a focus on matching performance indicators to the goals of the upcoming Strategic Plan.



## Establishing the principles of corporate governance

Establishing the principles of corporate governance Emirates Transport believes that corporate governance is not only a duty towards society and the various stakeholders, but forms an integral basis for optimal success and excellence. Thus, the Corporation continuously strives to enhance means of governance and to adopt the best international and local practices in this regard. Accordingly, it implemented the Cabinet's Directive No. 29 for 2011 regarding governance of the boards of directors in all establishments owned by the Federal Government.

The keenness of ET on this matter was enhanced year on year, particularly since the transfer of its affiliation to the Emirates Investment Authority, which has seen it take more steps at various levels and operations to ensure the requirements of the new era are fully met. The most important achievement in terms of governance during 2016 was the restructuring of the board of directors by the UAE Cabinet. The new board is chaired by H.E. Hussain bin Ibrahim Al Hammadi, Minister of Education, and the members include: Aaref Obaid Al Daheel Al Muhairi, Dr Naser Saif Al Mansoori, Gamal Sultan Al Hamli, Dr Fahd Saif Harharah, Moutasim Zakaria Oudh, Ms. Hessah Abdulrazzaq Baloomah, Abdurrahman Rashid

Al Harib and Jasim Saleh Buseiba. The new board held three meetings between its formation and the end of 2016.

The committees affiliated to the board, which includes senior management from ET, held a number of meetings with various stakeholders to ensure continuous revision of governance policies and follow-up the tasks and responsibilities assigned to the different parties.

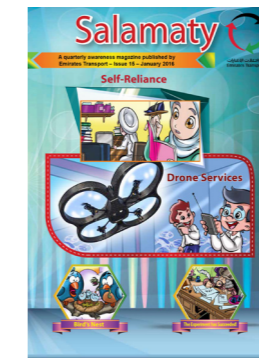
These committees are:

- The Executive Committee.
- The Audit and Risk Management Committee.
- The Nomination and Remuneration Committee.

During 2016, ET's general manager issued 189 various regulatory decisions. These decisions cover various areas such as governance, risk management, internal audit and strategic affairs. The efforts continued at the level of the other committees and work teams in the Corporation, especially the Strategic Relations Team, which is chaired by ET's general manager and contains the executive directors of ET's various Divisions. The team held periodical meetings with a number of strategic partners, in addition to following-up the workflow in the Corporation's various projects and activities.

### Awareness efforts to reinforce governance:

Emirates Transport awareness efforts constitute an extension to its endeavours on the aspects of governance, risk management, transparency and anti-corruption, and fulfilling its obligations towards the internal and external environments. This mission is primarily achieved by publishing several printed and electronic publications, targeting different categories. Publications in 2016 included the following:



Title of Publication	Publication Subject/Type
<b>ET Annual Report 2015</b>	The fourth edition of this comprehensive report was issued under the title “Leadership: Perpetual Innovation; Enduring Happiness” in Arabic and English, and in print and electronic form. For the third successive year, the publication combined the Corporation’s usual annual report with the sustainability report, helping to enhance ET’s levels of transparency and disclosure. The report was prepared in accordance with the principles of the Global Reporting Initiative GRI- G4 Guidelines.
<b>Amana</b>	An awareness publication available in Arabic, English and Urdu which focuses on aspects of internal audit and anti-corruption.
<b>The ET Doctor</b>	An internal awareness e-publication issued periodically by the Internal Audit Department, addressing aspects of internal audit.
<b>Legal Talk</b>	An e-publication raising awareness of the law and related issues.
<b>Guide to the Policies and Procedures of the Risk Management Department</b>	Printed in Arabic and English and covers the procedures and policies of ET’s Risk Management Department.
<b>Guide to the Main Risk Indicators</b>	Printed guide in Arabic, highlighting the main indicators for each of the main risks facing the Corporation.
<b>Complaints and Grievances Manual</b>	A booklet available in Arabic, English and Urdu.
<b>Customers Service Code</b>	A booklet available in Arabic and English.
<b>Employee Guide</b>	Available in Arabic, English and Urdu, to expand employees’ knowledge of internal procedures and policies.
<b>Code of Ethics</b>	Published in Arabic, English and Urdu, and distributed to all employees.
<b>ET Awareness E-publication</b>	A periodical internal electronic publication issued in Arabic and English which focuses on raising awareness of IT-related risks.
<b>“Summaries”, “Administrative Selections” and “Relations”</b>	Periodical e-newsletters containing snippets from books and modern references, issued from the Arabian Scientific Information (Shua’a), and published internally. It deals with different aspects of management and development.
<b>Insurance Flashes</b>	Periodic internal electronic publication aimed at enhancing awareness of insurance-related issues.
<b>Monthly electronic publication of the Corporation employees</b>	A monthly Electronic publication distributed by Email to ET employees. It provides a summary of the activities, initiatives and news for each month, and includes awareness and guidance articles.

### Advanced Risk Management:

Emirates Transport attaches great importance to risk management and, in 2016, there were a number of prominent related activities across all levels of the Corporation. Some of the most important achievements in terms of developments, and updates of policies, procedures and methodologies, included:

1. The approval of the for Risk Management Operational Plan for 2016.
2. Updating the tasks and responsibilities of Risks Leaders representing all departments and business centres.
3. Restructuring the Executive Committee for Risk Management.
4. Updating the Risk Indicators Guide and reviewing the main risk, in line with the updates occurring in the Corporation strategy for the period of 2014-2016. This was achieved through:
  - The gathering of data related to the Main Risk Indicators, which are 84 indicators, with the supporting data.
  - Holding meetings with all executive managers and managers of the centres and concerned departments to discuss high-risk indicators and make appropriate recommendations.
  - Sending the report of recommendations to each department

so they can deal with indicators and high risks. The report included about 150 recommendations to all concerned parties and there was a follow-up with them to implement the recommendations, with the percentage of completion of the recommendations, as per the deadlines, reaching about 90%.

- Review and study the risks related for several projects and new contracts.
- Holding 4 meetings for the Audit and Risk Committee (affiliated to the Board of Directors) to follow up main risks and the status of recommendations related to risks, as well as discussing related submitted reports.
- Adoption of the Main Risks Indicators Guide.
- Renewal of Risk Management System Certificate (ISO 31000:2009).
- The Risk Management Department receiving an international award in risk management (the best Risk Management Manager from the Risk and Insurance Association in the Middle East and North Africa).

The efforts of the management were extended to the fields of training and awareness of the concerned categories especially employees, as in the following table:



### Efforts of the Risk Department in the fields of training and awareness

Activity	Statement
<b>Organizing the fourth edition of the Event of Risks and Internal Audit, in cooperation with the Internal Audit department</b>	It was held on May 2016 and was attended by a large number of employees throughout the Corporation, and the following activities were held: - Holding 9 lectures and awareness workshops of Risk Management in Arabic and English at the presence of about 500 employees of different functional categories. - An online contest for the employees. - Distribution of educational subjects and awareness brochures and text messages to all the staff. - Holding a brain storming workshop at the level of the executive management and encouraging them to suggest fraud risk in the areas of work which are vulnerable to fraud. - Follow-up of the preventive procedures to reduce the main risk. - Publicising the event and celebrating it on the international internal audit websites of as one of the best awareness programmes in the month of global internal audit. - Honouring of the supporting and cooperative entities at the end of the event.
<b>Lectures and seminars</b>	- Holding awareness lectures to the employees about the concepts of risk management. - Providing two lectures in the field of risk management in the conferences and global seminars.
<b>Awareness publications</b>	- Publishing two articles in the international magazines in the field of risk management. - Publishing an article in the periodical magazine of the corporation about the awareness concepts of Risk Management.

At the level of the concerned committees, the Committee of Audit and Risk Management, which is affiliated to the board of directors, held 5 meetings in 2016 and achieved the following:

- Issuances of 19 recommendations, nine of them were achieved by 100% but the rest of them haven't been fulfilled yet.
- The Executive Committee of Risk Management held 11 meetings and issued 94 recommendations, 95% of which were achieved, and some of the results were as follows:

- The Committee directly informed senior management of the most important deficiencies in performance through continuous meetings of the committee.
- The members of the Committee contributed, as also members of senior management, to the speed of taking and implementing decisions and recommendations.
- The Committee formed a collective means for consultation and communication between the different Divisions through the discussion and the distribution of roles in the meetings

regarding the implementation of many of the recommendations which require joint coordination. As usual, the Corporation conducted a number of studies and assessments for the main twenty risks and classifying them. They are shown below with the statement of risk assessment:

Activity	Risk area	Assessment of risk after the follow-up
1	School transport safety risk.	● Low risk
2	Operational efficiency of vehicles fleet.	● Very high risk
3	Safety and security at work locations.	● High risk
4	Customer satisfaction.	● Low risk
5	Control systems for business expansion.	● Low risk
6	Competitiveness risk.	● Low risk
7	Inadequate marketing and sales plans.	● Medium risk
8	Job satisfaction.	● Low risk
9	Suppliers relationship management.	● Medium risk
10	Switching to the new electronic system.	● High risk
11	Lack of customers.	● Low risk
12	Pricing.	● Low risk
13	Investment projects management.	● Low risk
14	Procurement procedures.	● Medium risk
15	Integration and internal communication between the units.	● Low risk
16	Non-compliance with laws and regulations.	● Low risk
17	Effective revenue collection.	● Very high risk
18	Effectiveness of operational plans.	● Medium risk
19	Fixed assets.	● Low risk
20	Effectiveness of employee training.	● Low risk

## Transparency and anti-corruption

Emirates Transport has attached increasing importance in the last years to enhance aspects of transparency, disclosure and anti-corruption, as a guarantee for enhancing performances, achieving the targeted results, supporting the right decisions and establishing sound professional environment. It intensified

efforts in this field at all levels - especially the training and awareness - and it maintained its commitment to all relevant legislation and established transparent working environment that meets the highest local and international standards in this field. During 2016, it took the following steps:



### Efforts in the fields of transparency and anti-corruption

Activity	Statement
<b>Holding the Innovation Lab of for in the challenges of governance</b>	The managers of administrative units were invited to discuss the causes of institutional fraud and suggested solutions for treatment.
<b>Activities of the Executive Audit Committee</b>	The Executive Committee of Internal Audit held 20 meetings, whilst the Committee of Audit and Risk Management held 4 meetings.
<b>The activities of the Internal Audit Department in 2016</b>	<ul style="list-style-type: none"> <li>- Issuance of 31 reports.</li> <li>- Concluding 25 follow-ups to the internal audit reports.</li> <li>- The implementation of 3 tasks related work of the department.</li> <li>- Providing 3 administrative consultancies.</li> <li>- Issuance of 18 reports by the Continuous Audit Unit.</li> </ul>
<b>Awareness publications</b>	Publication of a number of awareness material related to the field of internal audit, and they were distributed to the employees through internal communication channels.
<b>Participation in local and regional events</b>	Including in the activities of Internal Auditors Association, and the consulting companies, as well as the Gulf Conference for Internal Audit 2016, and the Conference of the Managers of Internal Audit in UAE of 2016.
<b>Enhancing training and awareness</b>	The Internal Audit Department, in cooperation with Risk Management department, organised the fourth edition of the Event of Risk management and Internal Audit concurrently with the International Month of Awareness of Internal Audit. The event concentrated on the sustainability of governance, work ethics, activating systems, modern procedures, regulatory practices and implementing several regulatory projects. It also included a number of activities, such as lectures and workshops in which all organizational units participated. The event contributed in the past years in enhancing the culture of internal audit and risk to reach 65% in 2015 compared to 61% in 2014. One of the most important events in this fourth edition was holding a workshop under the title of "The Challenges of Governance Applications in Emirates Transport". This was during the second meeting of Board of Directors in 2016 sponsored and attended by HE Mohamed Al Jarman and 60 ET officials, including executive managers, and managers of departments business centres.

There was also a number of awareness and specialist training, as in the following:

Implemented programmes in transparency, governance, anti-corruption and quality during 2016	Duration of each programme (Hours)	The number of employees & beneficiaries of each programme
Promotion and protection of the next updates	16	1
Lead Auditor for new quality management system	300	10
Main application in the field of business continuity	50	2
The recent updates of quality management system	432	24
Internal Audit	75	3
Innovative management for drivers' risks	36	6
Occupational health and safety conference	27	1
Budget, forecasting and control of costs	54	3
International Credit & Risk Management Summit	7	1
Insurance for all risks	6	1
The annual audit conference of 2016	24	1
<b>Total: 11 programmes</b>	<b>1,027</b>	<b>53</b>



Training Programmes	Content of the Programme	Number of Programmes	Beneficiaries Number	Number of Training Hours
Bus drivers and supervisors	Ethics of work, systems and legislations, ...etc.	34	A number of 21,053 employees: - 11,974 drivers - 9,079 supervisors	67,969
Training on the system of quality management	Training on the specification of quality management system (ISO 2015:9001)	1	10 employees	400
Integrated Management System	Training on recent updates in integrated management system	3	60 employees	720
Training for employees in the auto workshops	- Dealing with emergency cases in the auto workshops. - Safe working guidelines through daily activities. - Requirements of integrated management system. - Good practices to protect the environment in the workshops. - Reporting of accidents and injuries and the existing risks in the workshops. - First aid training	15	600 technicians	3,500
First aid course	Providing training for maintenance supervisors, movement coordinators and the staffs of different positions in the Corporation to be certified first paramedics	1	60 employees	480

### Safety: Efforts and qualitative initiatives

Safety occupies the top priority among the values of Emirates Transport and this is because of the nature of the Corporation's various businesses, services and its national role. It has boosted its endeavours in this field beside the local and federal regulators in the State and also with the partners in the public and private sectors in developing and embracing of **integrated system of occupational health and safety, and safety on roads** bearing new standards at the level of whole country.

The efforts of Emirates Transport in the field of safety are characterized by aspects of integration and harmony, and covers all categories of labour to express the full commitment to this value starting from the level of the senior executive management to all the employees in the Corporation. The effects of these efforts extend to the outside of the Corporation to include customers and others stakeholders and this leads to prominent effects in the internal and external environments. These efforts of 2016 can be summed as follows:

- The Executive Committee for the Auditing of Safety Procedures

in School Transport and Business Centres has continued its work as it held 8 meetings and issues 80 recommendations, a 100% of which were implemented by the end of the year.

- The continuity of work, in accordance with the interim targets set for the "Smart System for the Safety of Students Inside Buses", a project launched in cooperation with the two strategic partners, the Abu Dhabi Education Council and The Ministry of Education.
- With regard to methodologies, policies and procedures; the methodology of the Golden Points was adopted to motivate and honour school bus supervisors, in addition to the methodology of Improving safety in School Transport Operations, as well as updating the mechanisms of accidents reporting.
- The Corporation intensifies its efforts through the full training of the drivers by the training centre. The Emirates Transport Training Centre has added a qualitative supplement to the training system in the Corporation especially through providing more programmes and training courses related to safety aspects, as described below:



- Organizing the fifth edition of the Month of Occupational Health and Safety, which has been held annually since 2012. This edition, which was held in March under the title of “Be Safe 365”, included 311 events across the various organizational units throughout the State, and was supported by more than 256 governmental and private entities. The event also attracted more than 118 thousand participation ET employees and members of the general public. It also included the launch of a mobile library for school students and the launch of the initiative of “Stop... For Their Safety” in Abu Dhabi branch in which 600 school transport drivers had participated through distributing more than 2,000 leaflets for public awareness during a GCC League football

match to promote awareness of the necessity of stopping when the bus driver deploys the stop sign. In addition, the month included a number of health awareness and educational events which provided their services to about 400 employees as well as the implementation of the Sports Marathon for school students in the Central Branch, 17 various programmes for targeted drivers and employees in the East Coast Branch, training forums for 165 governmental transport drivers in RAK Branch, in addition to holding first aid courses, traffic awareness lectures, workshops and health lectures. It also included mock emergency evacuations of the buildings of the Corporation and the mock evacuation experiment of buses.

- Regarding awareness efforts, and related periodical and non-periodical publications, the Corporation had published many awareness pamphlets covering a range of topics such as: safety on the roads, the integrated management system, and safe work instructions at the workshops. It also issued two issues of the awareness magazine “Salamaty” targeting children and students, in Arabic and English, which is undergoing a major development initiative and is due to relaunch with a new look in 2017 to increase its circulation and deepen its impact.

- Follow-up of the efforts in the Integrated Management System which witnessed renewal of Occupational Health and Safety Management system (OHSAS 18001:2007) in addition to other five certificates from a total of 11 certificates (as shown later in details in this report).

- Launch of the “Safety Games” smart application, which is considered the first of its kind in the State, aimed at increasing students’ awareness of traffic safety during the school trip. It includes 4 games with educational and entertaining means

which highlights safety concepts to children in a fun way. This application is compatible with smart mobile phones and tablets operating with (IOS) or Android. It is available for free download through Apple store and Google Play.

- The consolidation of cooperation and joint work with the senior partners in the fields of safety awareness, particularly the implementation of an awareness campaign with the Ministry of Interior, under the slogan of “Their Safety is Our Concern”, at the beginning of the academic year 2016/2017 in which 226 thousand awareness publications were distributed to students.

- Organizing of the 18th edition of Emirates Transport Award for safety and Traffic Education under the title of “Our Students; Our Responsibility” which witnessed a significant interaction of the targeted audience and a creative competition between students and school administrations. 52 winners were honoured in the five categories of the award from the governmental and private schools, students, their parents and others.

**The fifth edition of the Month of Occupational Health and Safety “Be Safe 365”**

Statement	Numbers
Number of events	311 awareness, health and educational events.
Supporting governmental and private entities	256 entity.
Number of participants	118 thousand including ET employees and members of the general public.
The number of employees who attended the awareness lectures	12,972 employees.
The number non-employees who attended the awareness lectures	11,091 person.
The number employees who benefited from events and medical examinations	3,525 employees.
The number of mock evacuations	Two mock evacuations; one of a fire alert, in the head office building, and the other of an oil spill in an auto workshop.

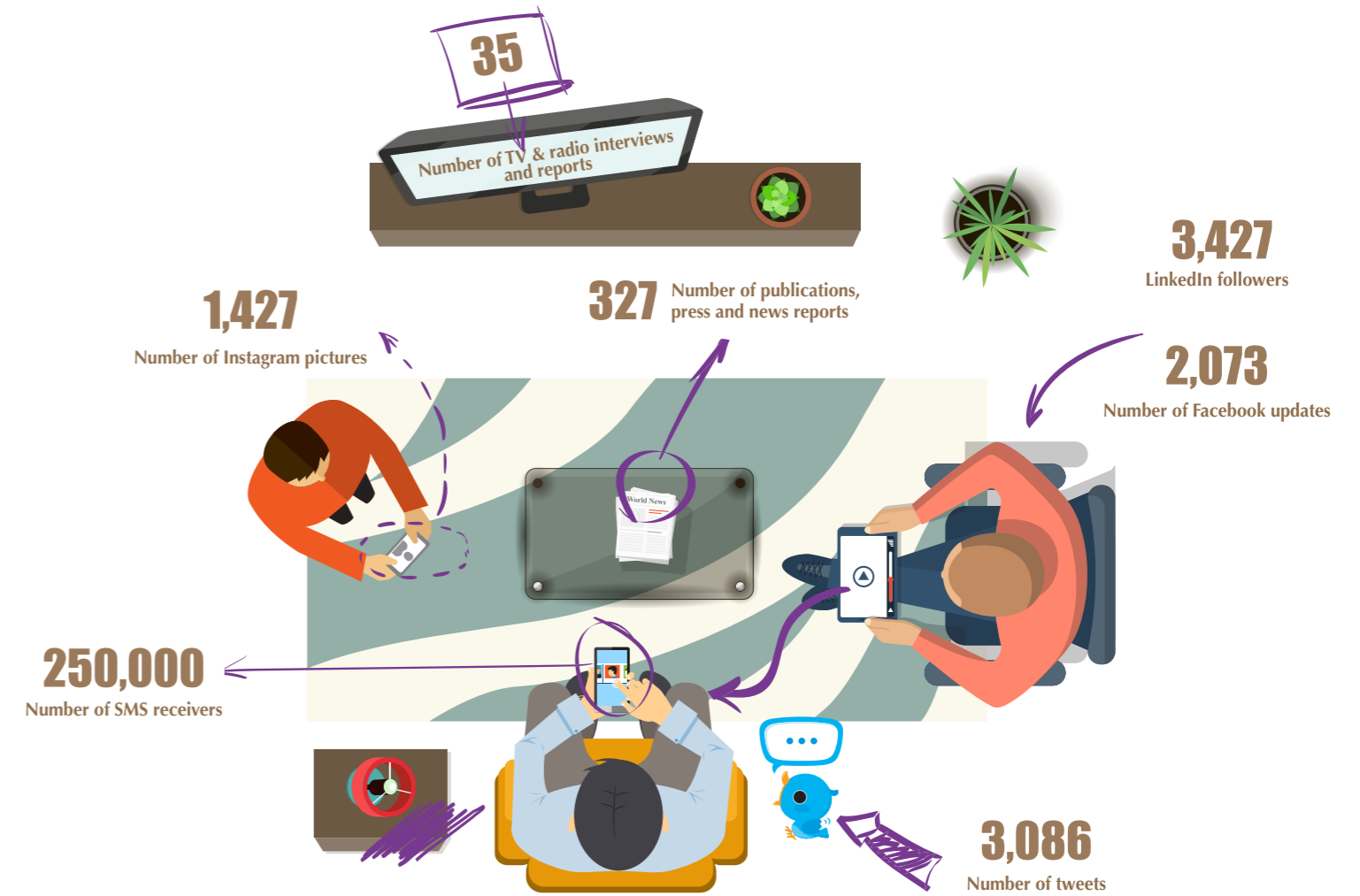
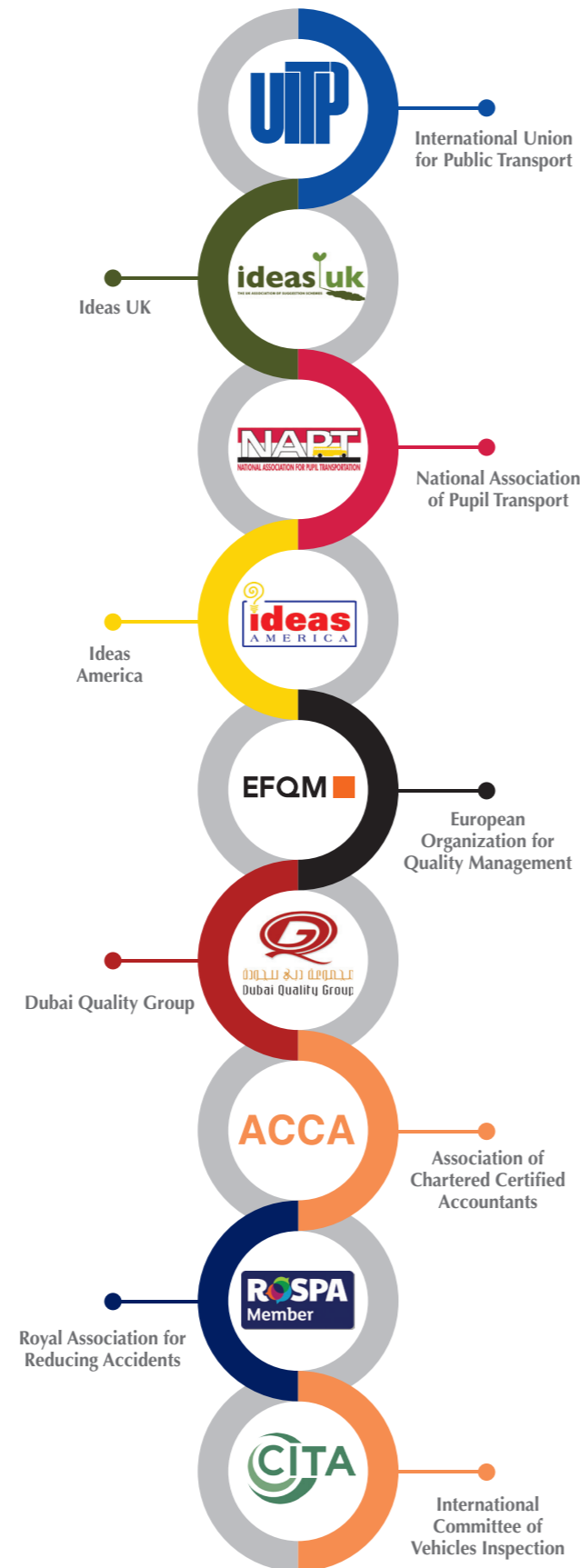
Entries	Edition 16 2013/2014	Edition 17 2014/2015	Edition 18 2015/2016
<b>Government Schools</b>	67	23	31
<b>Private Schools</b>	6	4	9
<b>School Projects</b>	28	27	30
<b>Outstanding Student Projects</b>	999	933	1,140
<b>Safety Family</b>	23	16	21
<b>Total</b>	<b>1,123</b>	<b>1,003</b>	<b>1,231</b>



### Boosting Membership with International & Local Institutions:

Due to its leading role, and to enhance its local and regional presence, Emirates Transport had boosted its relations with the local, regional and international institutions and organizations in the aspects related to its business, through maintaining its influential and active membership with the local and international organizations in addition to the Corporation's attainment of the membership of the International Committee of Vehicles Inspection (CITA) at the beginning of 2016, in addition to the Emirates Transport Driving Institute's attainment of the membership of the UK based Royal Association for Reducing Accidents (RoSPA).

- National Association of Pupil Transport (NAPT) – USA.
- International Union for Public Transport (UPTP) – Belgium.
- International Committee of Vehicles Inspection (CITA) – Belgium.
- Royal Association for Reducing Accidents (RoSPA) – UK.
- National Technical Committee of Specifications and Mechanical Products.
- Dubai Quality Group (DOG) – UAE.
- Association of Chartered Certified Accountants (ACCA) – UK.
- European Organization for Quality Management (EFQM) – Belgium.
- Ideas UK.
- Ideas America.



### Internal & External Communication Strategy & Policy:

Emirates Transport is keen to keep pace with the latest global developments in the fields of media, corporate and governmental communication. It expanded its presence on social media as well as the intensifying its regular activities through traditional and new media and communication channels.

The Corporation updated and reformulated its governmental communication strategy to support the investment trend and enhance its financial position. It

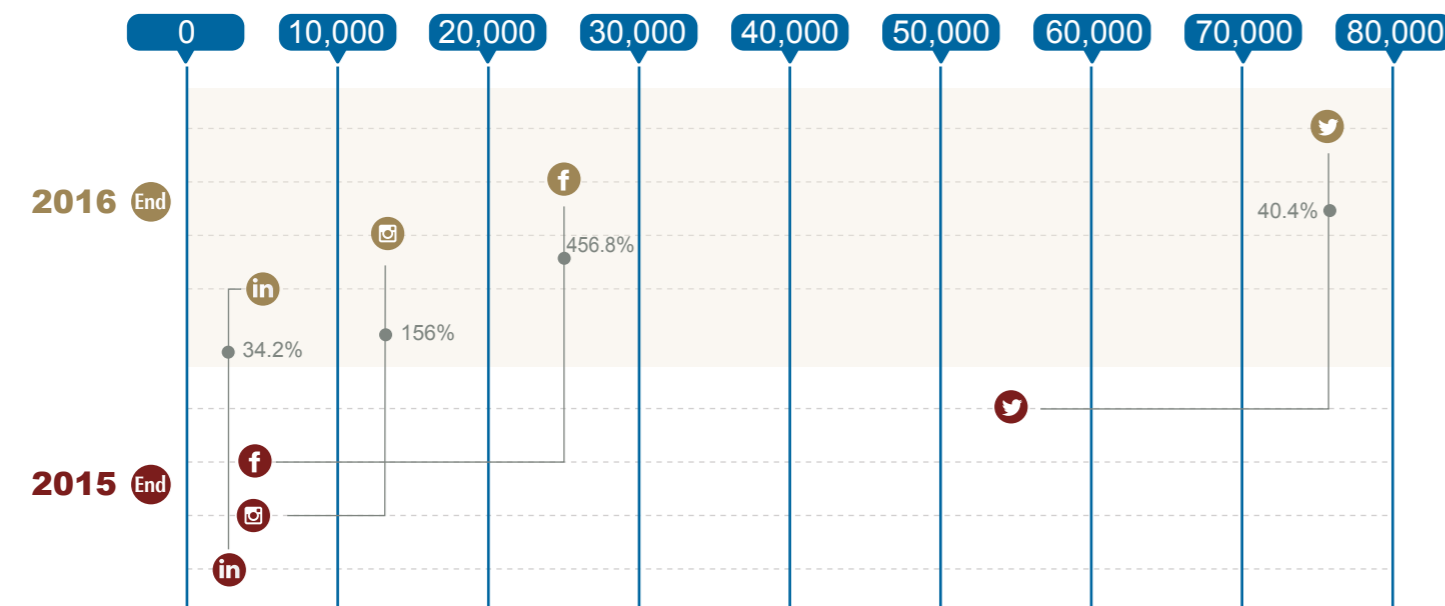
carried out several qualitative media campaigns to help market the Corporation's services and enhance its trade mark, and this would improve the competitive abilities and achieve the optimal exposure of the services provided by the Corporation. It also provided a range of financial and in-kind sponsorships to serve the community benefiting 36 governmental and private sector entities, as well as organising 17 initiatives and events in community service.

The communication efforts were not only limited to the external environment but they also extended to the Corporation's internal environment through the implementation of more than 17 projects and initiatives for employees in different fields. All these efforts, and more, led to the Corporation's Government Communication

Department winning recognition during the 13th Stevie International Business Award - in the Public Relations category - which was held in Rome, Italy in October 2016. Meanwhile, the numbers of followers of the ET's social media accounts witnessed remarkable growth and amounted to more than 121,000 by the end of 2016.

### Excellence at home and abroad:

During 2016, Emirates Transport maintained its leading positions through its success in obtaining a number of prestigious awards from inside and outside the State. These awards further entrenched the culture of excellence at the corporation. The following is a review of these awards:



The number of the followers of ET's social media accounts	End of 2015	End of 2016	Percentage increase
Twitter	55,000	77,238	40.4%
Facebook	4,610	25,667	456.8%
Instagram	5,358	13,724	156%
LinkedIn	3,427	4,599	34.2%
<b>Total</b>	<b>68,395</b>	<b>121,228</b>	<b>77.3%</b>



**Dubai Award for Sustainable Transport:**  
ET won the first position in School Transport for the eighth edition of the award for its Smart System for Students' Safety, which it launched in cooperation with its strategic partner, Abu Dhabi Education Council.



**Arabia CSR Award:**  
Emirates Transport won two categories within the events of the ninth Arabia CSR Award. It won the first position in the category of "Partnerships and Cooperation" and took joint first position in the category of "Government Sector". This is the third consecutive win for the Corporation at the Awards.



**Dubai Chamber CSR Label:**  
Emirates Transport obtains Dubai Chamber CSR Label for the fifth consecutive year and this is an appreciation of its leadership in the field of corporation's social responsibility especially the sustainability of its activities and its business positions and its success in relating its strategy of sustainability with the strategy of the work systems.



**Stevie Award:**  
Emirates Transport's Government Communication Department won two awards in the categories of "Public Relations" in the thirteen session of the Stevie International Business Awards. It received the award in a ceremony held in Rome, Italy in October 2016. ET obtained the Bronze for the Communication Department of the Year, and another Bronze for Best Consumer Event.



**Ideas Arabia Awards:**  
For the fourth consecutive year, Emirates Transport manages to win two awards during the eleventh session of Ideas Arabia Conference which is organized by Dubai Quality Group for its Smart System for Students' Safety, within the category of "Smart Services". The School Canteens project also won under the category of "Clients Happiness".



**Asia Pacific Entrepreneurship Awards APEA 2016:**  
H.E. Mohammed Abdullah Al Jarman, ET General Manager, was recognised under the "Outstanding Category" section, during the Asia Pacific Entrepreneurship Awards 2016 (APEA).

### Progress in the Integrated Management System:

The Corporation is always keen to make quality a corporate value at all business levels. This is consistent with the excellence values embraced by the Corporation, which hopes to achieve this through efficient implementation of international standard and specifications, and the guarantee of continuous improvement of the integrated management system. Emirates Transport continued in this approach during last year as it obtained the ISO in projects management (ISO 21500:2012) for the investment projects generated through ET's Business Development Department.

With regards to the integrated management system, the Corporation had updated many certificates of quality which it had obtained before. In all, it had renewed 6 certificates out of

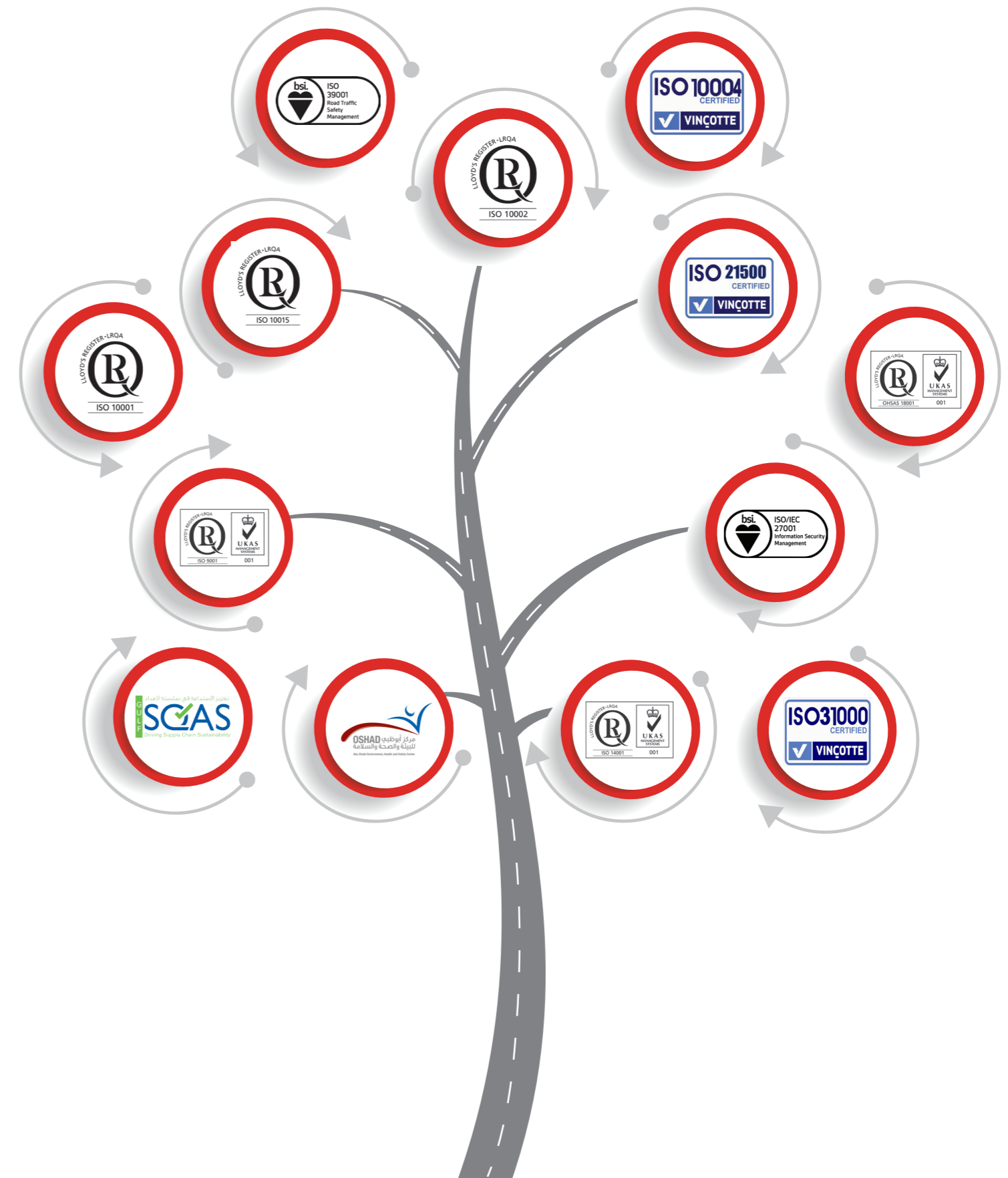
11 it possesses, in cooperation with the LRQA company.

As a result of this firm approach, the Corporation's produced reports by its Chassis Testing Equipment obtained accreditation from the Licensing Agency at the Roads and Transport Authority (RTA), in Dubai. This is a culmination of ET's success in its business fields especially the auto services and this made it a standard bearer in providing services to its clients. The Corporation also successfully gained international recognition in the field of petrochemicals and chemicals transport, after completing the Gulf Sustainability & Quality Assessment System (Gulf SQAS).

The table below illustrates ET's current ISO certificates within the framework of the Corporation's integrated management system:

- **Environmental Management System Certificate**  
ISO14001:2004
- **Quality Management System Certificate**  
ISO9001:2008
- **Customer Satisfaction Management System Certificate**  
ISO 10001:2007
- **Customer Complaints Management System Certificate**  
ISO 10002:2004
- **Occupational Health & Safety Management System Certificate**  
OHSAS18001:2007
- **Risk Management System Certificate**  
ISO 31000:2009

- **Guidelines for Training Management System Certificate**  
ISO10015:1999
- **Road Traffic Safety Management System Certificate**  
(ISO 39001 : 2012 (As the first governmental entity in the state
- **Information Security Management System Certificate**  
ISO 27001:2013
- **Customer Satisfaction: Monitoring and Measuring Systems Certificate**  
ISO 10004:2012
- **ISO Certificate in Project Management**  
ISO 21500:2012



# CHAPTER

# 2

## Expanding Business and Boosting Revenues

**55 Financial Performance**

**58 Subsidiary Business Centres.. Setting the Standards**



Emirates Transport began last year under the slogan of 'Challenge', as the senior management addressed the employees with an inspiring message inviting them to participate in the challenge race, each in their own way. This message came after the Corporation successfully achieved its target revenue for 2015, as net profit exceeded 146 million dirhams and gross total revenue was 2.17 billion dirhams. The launching of the 'Challenge' slogan was inspired by previous successes and to motivate employees to achieve more ambitious profit targets, exceeding 167 million dirhams. This was to be achieved through optimal investment in all resources, possibilities and opportunities, as well as by reducing costs, collecting dues, and other methods that will contribute in enhancing the growth and satisfaction of the customers.

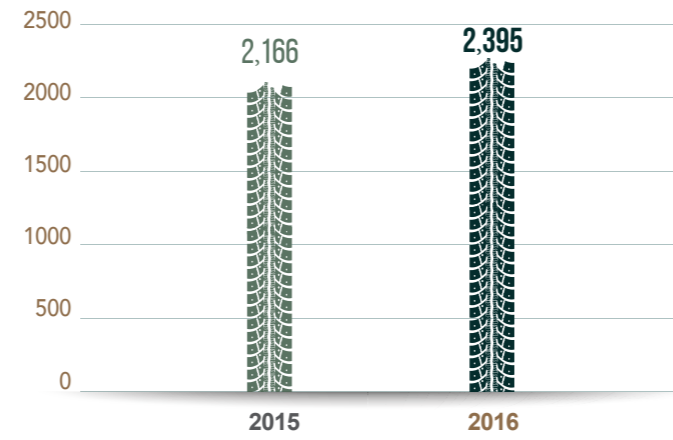
Indeed, by the end of 2016, Emirates Transport was able to fulfil, and even exceed, the prerequisites of the challenge and achieve its fiscal targets, as per the strategic plans in place. There was a 25% increase in profits for business centres, as the overall net profit came in at 182.4 million dirhams, with

revenues exceeding 2.4 billion dirhams, setting a record Return on Capital rate of 61%.

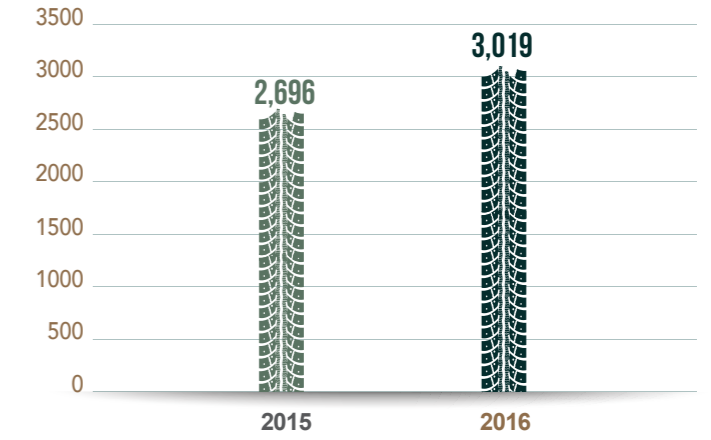
The Corporation achieved those impressive results working independently, without any government funds or assistance from any other entity. It had relied solely on its resources and capabilities in implementing its plans and programmes. Throughout last year, ET strived to entrench a culture of corporate performances that are both responsible and balanced and adopt an investment approach that is ambitious and defiant and focuses on innovative solutions, in line with the UAE's policies. This enabled the Corporation to achieve a qualitative leap, by allowing it to offer more diverse and comprehensive services to its customers. In addition, the Corporation was able to improving the levels of services, strength the Corporation's market share, improve its competitive position by penetrating new business fields, whilst maintaining its leading position on several fronts and cementing its national role by supporting the national economy and the sustainability efforts advocated by the State.



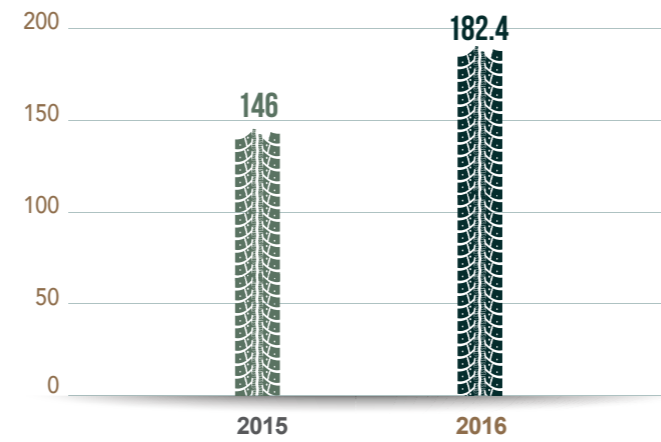
Description	2015	2016
Revenue (AED Million)	2,166	2,395



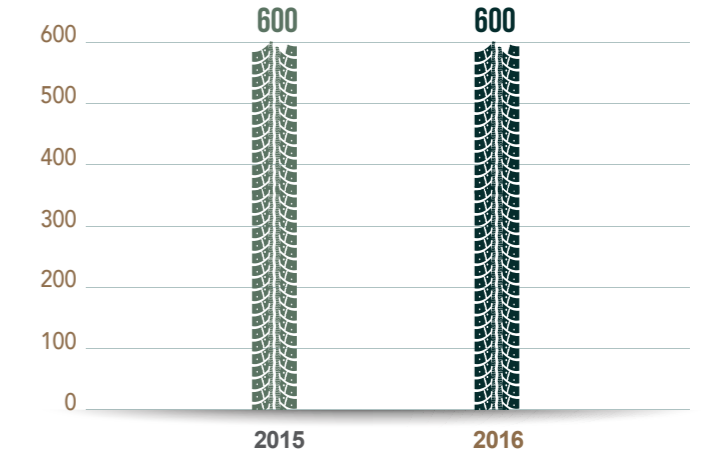
Description	2015	2016
Total Assets (AED Million)	2,696	3,019



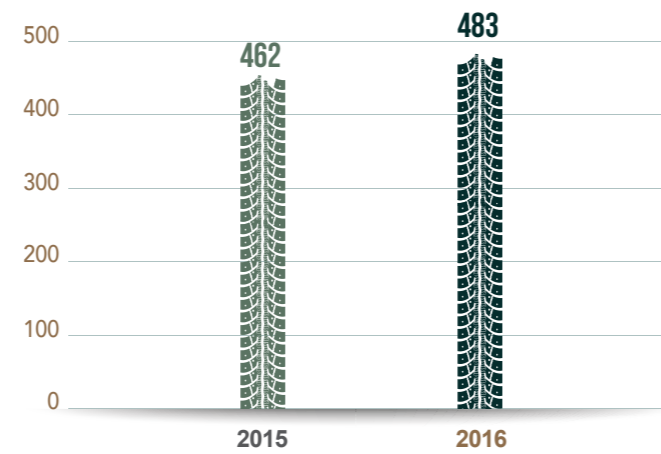
Description	2015	2016
Net Profit (AED Million)	146	182.4



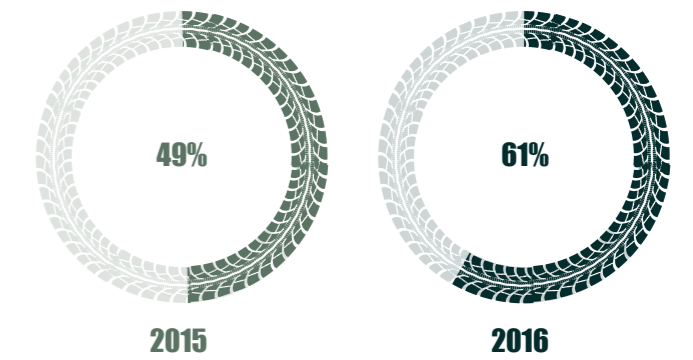
Description	2015	2016
Capital and Reserves (AED Million)	600	600



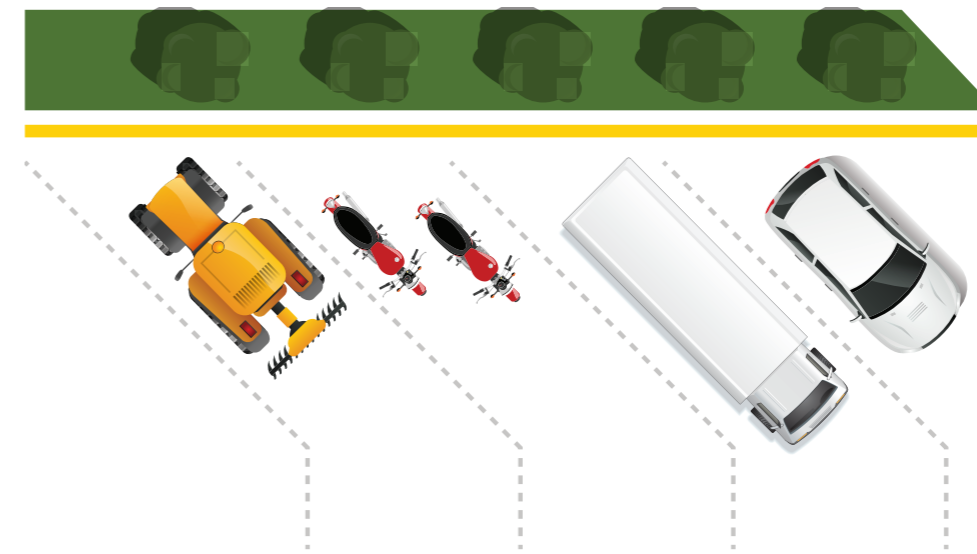
Description	2015	2016
Liquidity (AED Million)	462	483



Description	2015	2016
Return on Capital (ROC)	49%	61%



## Subsidiary Business Centres.. Setting the Standards



Type of Vehicle	Special equipment	Motorcycles	Heavy	Light	TOTAL
2016	2	1,460	4,068	16,539	22,069
2015	2	946	4,036	14,862	19,846

The Corporation strengthened its excellence journey of more than 35 years by adding several achievements in various fields, which made 2016 a year full of achievement and progress and a worthy extension to the Corporation's pioneering journey.

The Corporation was able - through its departments and affiliate business centres - to achieve outstanding results, including the signing of 101 new contracts and the renewal of another 50, in addition to winning 47 tenders worth 197.6 million dirhams.

The Corporation saw an increase in the size of its fleet by 11.2% to reach a total of 22,069 vehicles compared to 19,846 at the end of 2015, which clearly reflects the increase in the investment and business activities during last year. The highest rate of increase came in the number of motorbikes, which grew by 55%, boosted by the increase in demand for the services provided by the Valet and Motorbikes Leasing Centre. The highest increase in the light vehicles fleet was 1,677, an annual increase of 11.3%, while the number of school buses increased by 1,000 vehicles.

Another increase worth mentioning is the one achieved in the number of vehicles for transporting people with special needs, which multiplied twice over during last year to reach 149 vehicles, compared to 52 vehicles at the end of the previous year. This increase reflects ET's deep commitment towards its corporate social responsibilities and its ongoing efforts to fulfil its obligations towards this important segment of society through the provision of modern, safe and comfortable transport for them.

Parallel to the growth, the Corporation had achieved steady growth in its infrastructure and operational facilities, and completed six projects worth more than 56 million dirhams comprising new building projects, maintenance and development of existing buildings including buildings for administrative and service units in different parts of the State. Some examples of these developments include the building housing the new customer centre in Hatta and the auto service facilities for the inspection of heavy vehicles in Fujairah, as well as the upgrading of several buildings belonging to the School Transport and Auto Services divisions, among others.

## School Transport



**1,024,750,000** Dhs in Revenues

School transport services represent the oldest and most significant contribution from the Corporation, and one that still acquires the highest attention and provides the most important source of revenue for the Corporation making up 45% of overall revenue, during last year. This was further demonstrated by a significant growth in revenue in the School Transport Division of nearly 10%, compared to its revenue in 2015. The Government School Transport Centre accounted for the largest contribution to the Division's revenues, with 61% (626 million dirhams), helping the Division break the billion-dirham barrier for the first time in the Corporation's history.

The Private Schools Transport Centre continued achieving high growth rates. The Centre signed a total of 14 new and extended contracts worth more than 12 million dirhams, to achieve a 38% growth in revenue, compared to 2015. This took the total number of contracted schools to 58. Parallel to this growth in business, the Centre's fleet increased to 786 by the end of 2016, a growth rate of 15.6%. The Centre's success reflects the Corporation's determination to achieve qualitative expansion of its business in the private schools transport market, having been identified as one of the most important target markets in the Investment Plan for 2014-2016.

The Schools Services Centre also continued its notable growth journey, with 337 million dirhams achieved in revenue, representing a 13% growth rate compared to 2015. Boosted by the signing of 7 new contracts, the Centre enhanced its presence and expansion in the different services it provides, such as the schools canteen supervisory project in partnership with Khalifa Bin Zayed Foundation for Humanitarian Work, and in cooperation with the Ministry of Education and Abu Dhabi Education Council. The number of female supervisors working on this project reached

2,111, while the total number of the Centre's bus supervisors reached 7,359, making it the largest of ET's affiliate business centre, in terms of human resources, particularly UAE nationals.

Meanwhile, the Advertising Services Centre achieved an increase in annual growth rate of 137.5% compared to 2015, with revenues of 0.95 million dirhams and 9 new contracts.

Corresponding to the continuous growth in business within this important sector, the Corporation maintained its efforts in improving the quality of services provided to the students and schools administration. These efforts include enhancing safety aspects on board school buses, ensuring safe and comfortable transport that comply with all regulations and implement the highest international standards and practices. An example of this is the provision of 108 buses and vehicles to transport students of special needs within the division's fleet.

ET's safety awareness efforts for students continued unabated with the launch of an educational and fun game application teaching students about safety during the school journey, which is the first smart application of its kind in the State. The implementation of the Safety System in School Buses continued in coordination with the Ministry of Education and Abu Dhabi Education Council. The system received several local and regional awards last year including Dubai Award for Sustainable Transport and Ideas Arabia Award. The Corporation's great success and in-depth experience qualified it to be chosen by the Saudi Public Transport Company (SAPTCO) to become its partner in the Saudi Emirati Integrated Transport Company (SETCO), which quickly became the second largest school transport operator in the Kingdom by offering transport services to 200,000 students.

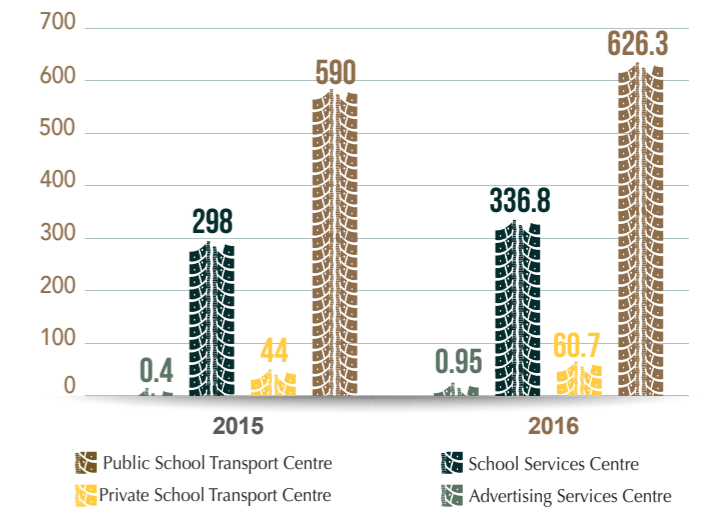




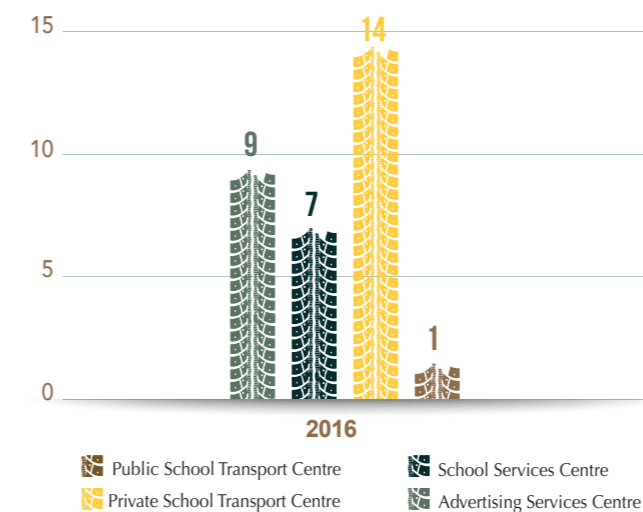
DETAILS	2015	2016
No. of public schools	666	665
No. of private schools	51	58
Total number of served schools	717	723
No. of school buses	5,183	5,522
No. of school bus drivers	5,049	5,336
No. of bus supervisors at the Schools Services Centre	5,175	5,509
No. of students enrolled in government schools	277,233	279,354
Bus seats capacity	278,728	287,014
No. of transported students: public + private	231,400	236,637
Ratio of transported students compared with registered students in the public sector	75.5%	76%
No. of regular bus routes	6,389	6,608
Average number of training programmes for each driver	11	10
No. of awareness sessions for students	755	742
No. of field inspections of buses	10,387	9,101
No. of liaison visits with schools	2,033	1,674
No. of covered kilometres	101,442,568	71,045,993

### Revenues of School Transport Division Centres

Centre	2015	2016	Growth Rate
Public School Transport Centre	590	626.3	6.1%
Private School Transport Centre	44	60.7	38%
School Services Centre	298	336.8	13%
Advertising Services Centre	0.4	0.95	137.5%
<b>Total</b>	<b>932.7</b>	<b>1,024.8</b>	<b>9.9%</b>

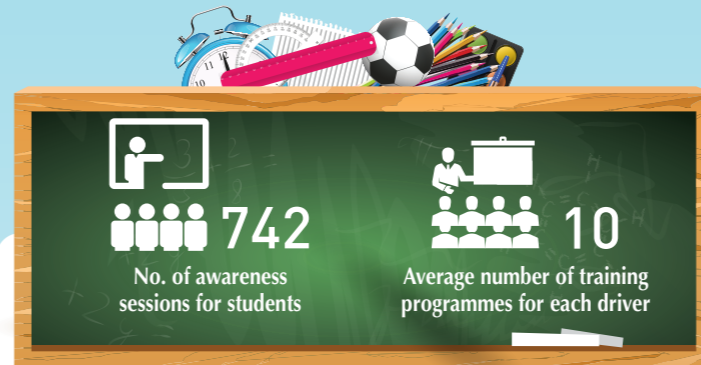


### No. of Contracts for School Transport Division Centres



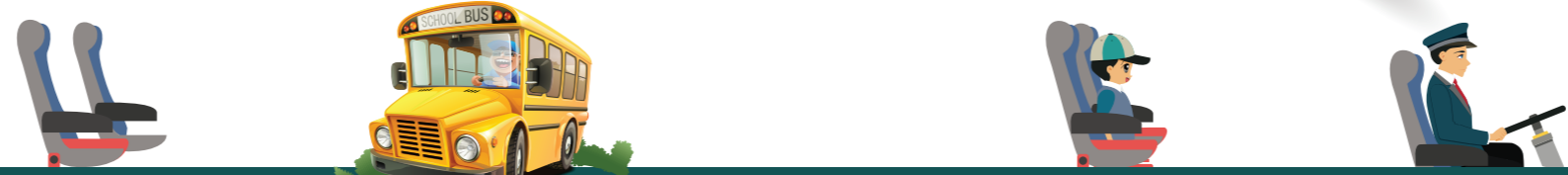
No. of Contracts for School Transport Division Centres	2016
Government Schools Centre	1
Private Schools Centre	14
Schools Services Centre	7
Advertising Services Centre	9
<b>Total</b>	<b>31</b>

9.9%  
Growth  
of Revenues



58  
No. of private schools

665  
No. of government schools



723

Total number of served schools

287,014

Bus seats capacity

5,522

No. of buses

236,637

Transported students

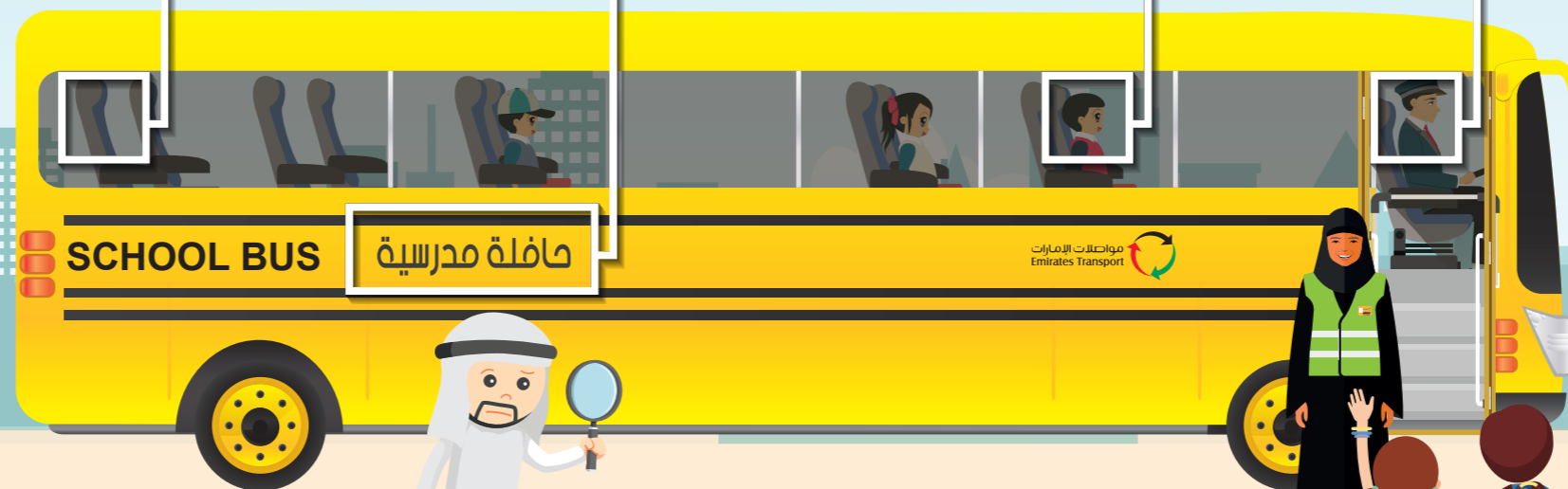
5,336

No. of drivers



1,674

No. of liaison visits with schools



9,101

No. of field inspections of buses



5,509

No. of bus supervisors



279,354

No. of students enrolled in government schools

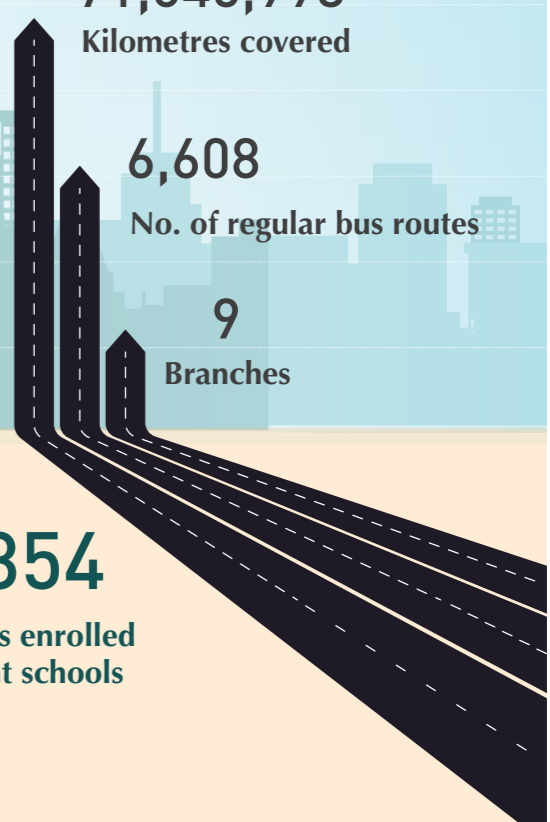
71,045,993  
Kilometres covered

6,608

No. of regular bus routes

9

Branches



## Transport and Lease



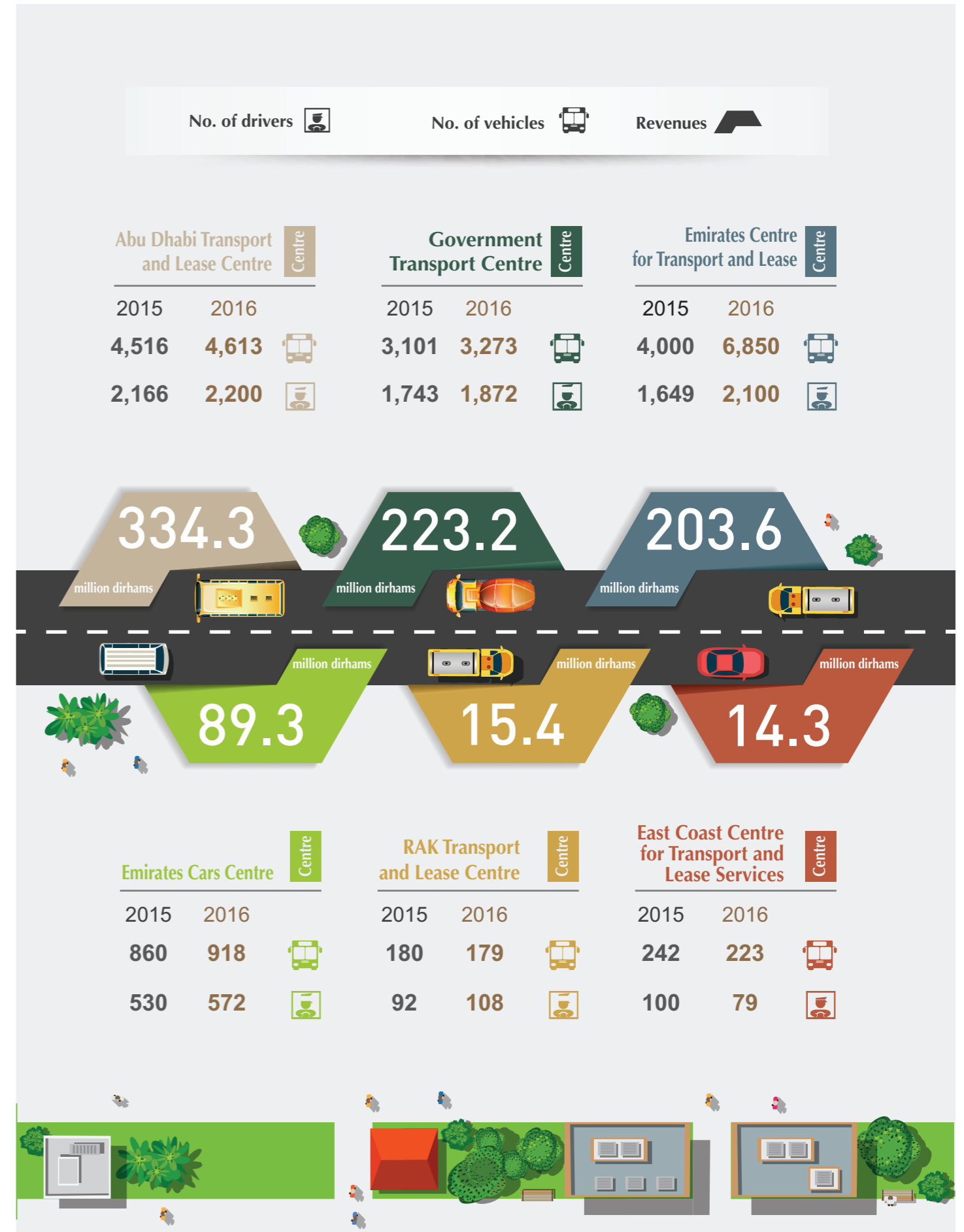
**950,000,000** Dhs in Revenues

The Transport and Lease Division continued providing its eight core services to 617 customers through a huge fleet amounting to 16,056 vehicles of various nature, and 7,274 employees, out of which 6,931 are drivers and 109 are auto mechanics. Boosted by the signing of 325 new contracts, the Division posted the second highest revenues (behind the School Transport Division) of 950 million dirhams, a growth rate of 11.6%, compared to 2015.

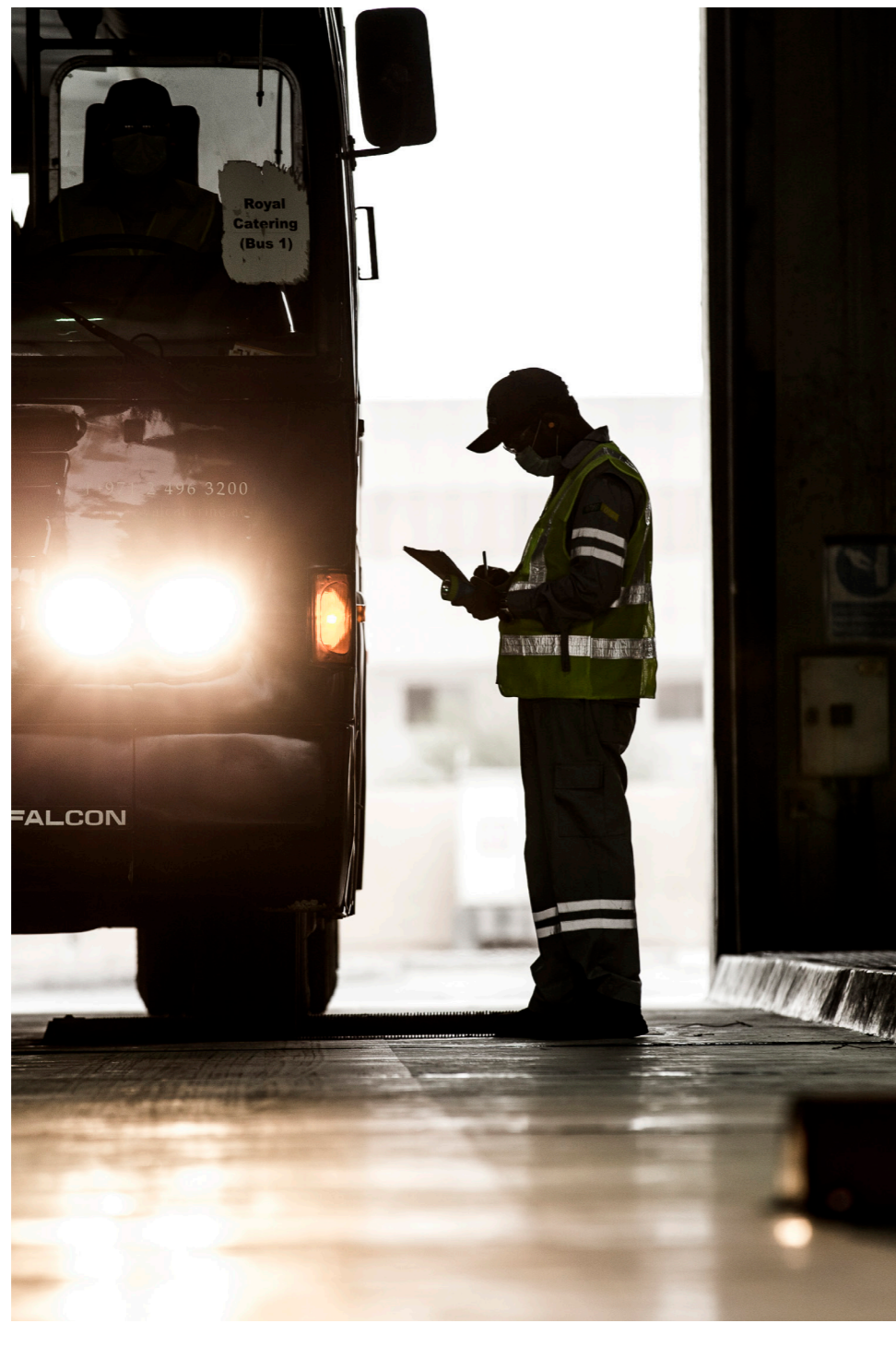
With 334 million dirhams, the Abu Dhabi Transport and Lease Centre, achieved more than two thirds (35.2%) of the Division's revenues, while the Government Transport

Centre, who managed to sign 42 new contracts, also posted impressive results and exceeded the revenues of 2015 by 13.9% to reach 223.2 million dirhams. Meanwhile, the Emirates Centre for Transport and Lease managed to sign 150 new contracts and achieved 203.6 million dirhams in revenue, an increase of 19.8%, compared to 2015. The Emirates Cars Centre, on the other hand, signed 62 new contracts and achieved 89.3 million dirhams in revenue. Ras Al Khaimah Transport and Lease Centre achieved 15.4 million dirhams, while the East Coast Centre for Transport and Lease signed 6 new contracts and raised more than 14.3 million dirhams in revenues.

Centre	Details	2015	2016
Abu Dhabi Transport and Lease Centre	Revenue (AED)	343	334.3
	No. of Buses & Vehicles	4,516	4,613
	No. of Drivers	2,166	2,200
Government Transport Centre	Revenue (AED)	196	223.2
	No. of Buses & Vehicles	3,101	3,273
	No. of Drivers	1,743	1,872
Emirates Centre for Transport and Lease	Revenue	170	203.6
	No. of Buses & Vehicles	4,000	6,850
	No. of Drivers	1,649	2,100
Emirates Cars Centre	Revenue (AED)	88	89.3
	No. of Buses & Vehicles	860	918
	No. of Drivers	530	572
East Coast Centre for Transport and Lease Services	Revenue (AED)	17.6	15.4
	No. of Buses & Vehicles	180	179
	No. of Drivers	92	108
RAK Transport and Lease Centre	Revenue (AED)	16	14.3
	No. of Buses & Vehicles	242	223
	No. of Drivers	100	79



## Auto Services



**244,700,000** Dhs in Revenues

As per the previous years; the Auto Services Division continued to grow on several fronts. The Division's total revenues increased by 5.3%, compared to 2015, and amounted to 244.7 million dirhams, thanks to 25 different services which benefited 250 thousand customers. The Division implemented more than 366 thousand various auto services through 1,918 auto mechanics and technicians.

The Abu Dhabi Auto Service Centre achieved about one third of the Division's revenue with 80.2 million dirhams, through 170 various auto services to its customers in addition to signing 34 new contracts, while the Emirates Auto Service Centre managed to achieve 56.5 million dirhams with a year-on-year increase of 8%, helped by the signing 18 new contracts.

The Etihad CNG Vehicles Conversion Centre also saw an impressive 58% increase in revenue, compared to 2015, to achieve 7.9 million dirhams. The Centre managed to modify 1,440 vehicles during last year, taking the total number of modified vehicles since the opening of the Centre to 6,418 vehicles.

The Auto Inspection Centre achieved 19 million dirhams in revenue by implementing 217,179 inspection services, in addition to signing seven new contracts in 2016. The Centre was also successful in attaining the membership of the International Motor Vehicle Inspection Committee "CITA", which will contribute to the enhancement of the position and reputation of Emirates Transport and strengthen its leading position in providing quality auto services, with competence and professionalism.

For its part, Al Wataneya Auctions Centre managed to sign 116 new contracts, and organize 47 auctions through which 4,342 vehicles were sold, helping the Centre post 8.3 million dirhams in revenue and beat the revenues of 2015 by 12.2%. The East Coast Centre for Transport and Lease Services and RAK Transport and Lease Centre achieved annual revenues 5.7 million dirhams and 2.7 million dirhams, respectively.

### Emirates Unit for Maintenance of Luxury Vehicles

ET's latest venture, in terms of auto services, was the launch of a new specialized auto unit providing specialist auto services to luxury vehicles, which is the first of its kind from a government entity. The Unit was launched in pursuit of the strategic goals of the Corporation and in response to its approach in enhancing the financial growth and the development ET's customer base. The Unit incorporates a modern infrastructure fitted with the latest equipment which can provide various services to different makes of cars classified as luxury vehicles and manufactured up to 2016. The Unit is currently located in Sharjah, with the main branch due to open soon in Dubai. It consists of 20 lanes with a capacity for servicing 15 cars daily and the services provided during last year amounted to 276 services for vehicles in the Corporation's fleet, and 195 services for external customers.

The "Tyre Replacement Smart Service Unit" was launched as part of the Corporation's efforts to strengthen its presence in the mobile auto services field. Clients can apply for the service - around the clock - through the Unit's smart application. Services will be carried out via a mobile workshop equipped with the latest equipment to provide tyre replacement for all types of vehicles, as well as tracking equipment and tablets to quickly and efficiently direct the vehicle to the service location. The year 2016 also witnessed the launch of the auto service robot which provides customers with inspection and maintenance services through a new technology which is the first of its kind in the State. The robot deals with vehicles breakdown in a meticulous and professional manner that reduces the element of error and the time required for inspection, in addition to the ability to communicate in different languages like Arabic, English and Urdu.

The Roadside Assistance Unit completed its second year, after it was officially launched in March 2015. This new

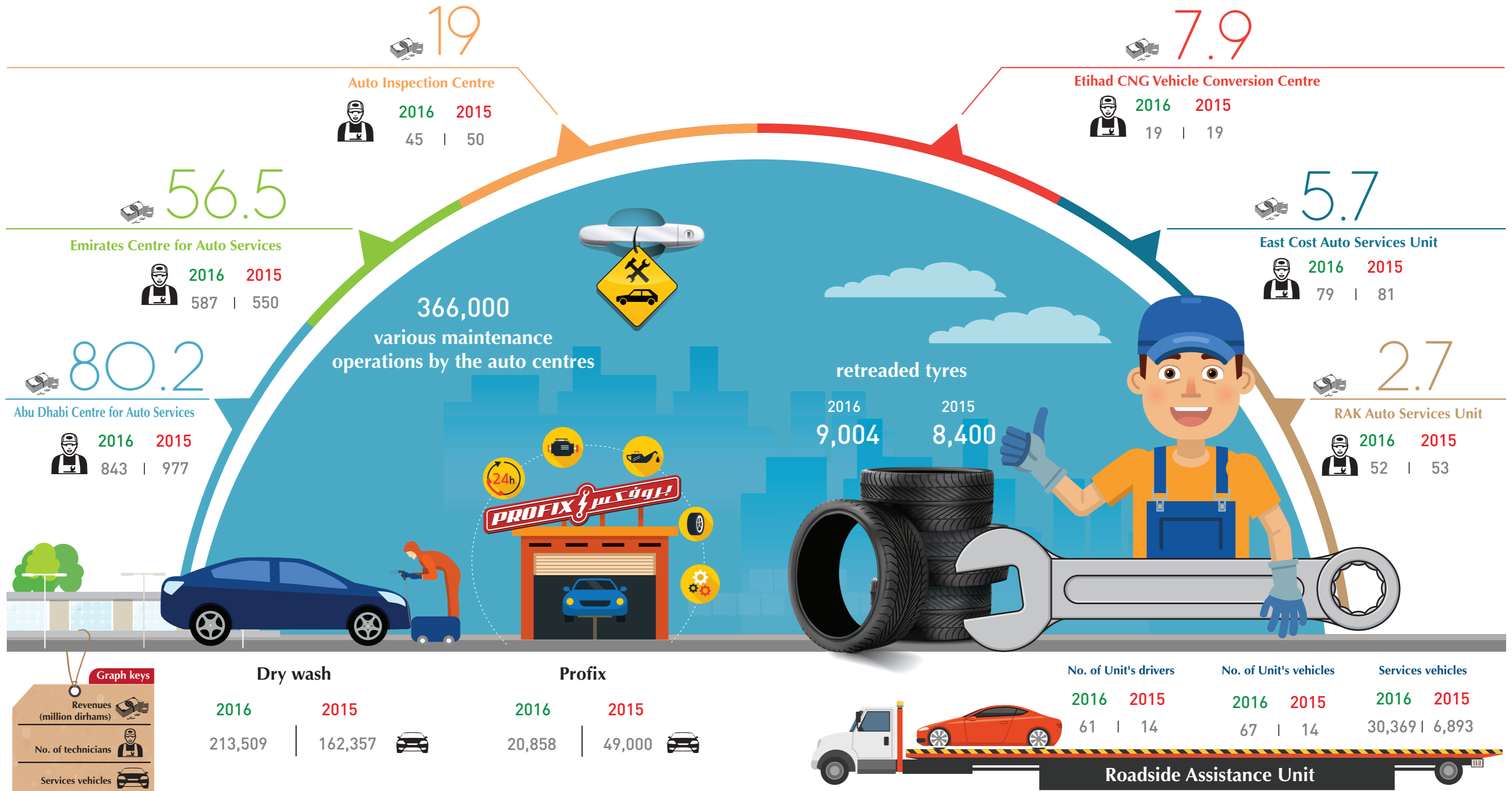


Sales of Al Wataneya Auctions	2016		Total
	Internal	External	
Total No. of sold vehicles	1,921	2,421	4,342
Value of sold vehicles (M/AED)	71	35.9	107.5
Vehicles sold through online auctions	1,729	1,995	3,724
Value of online auction sales (M/AED)	70	39	109
No. of auctions during 2016			47 Auctions
Revenue (AED/Million)			8.3

unit completed services to 30,369 vehicles in 2016. These services were carried out through 67 vehicles, including mobile vehicles with crew and technical equipment, in addition to various towing trucks including heavy ones of 60 tons and lightweight vehicles of 3 tons, distributed in various locations across the State. The Corporation intend to launch the trial version of its smart application for roadside assistance (Musa'da) at the beginning of 2017, in line with

plans to avail more services via smart applications. The remaining affiliate auto units also strengthened their presence, with the Tyre Re-treading Unit managing to re-tread 9,004 tyres, and the express auto services unit "Profix" providing 20,858 auto services - through «ADNOC» AutoServ centres - in cooperation with ADNOC Distribution, while 213,509 vehicles benefited from the Dry Car Wash project.

Centre	Details	2015	2016
Abu Dhabi Centre for Auto Services	Revenue (AED/Million)	100.7	80.2
	Mechanics	977	843
Emirates Centre for Auto Services	Revenue	52.3	56.5
	Mechanics	550	587
RAK Auto Services Unit	Revenue	2.7	2.7
	Mechanics	53	52
East Cost Auto Services Unit	Revenue	4.7	5.7
	Mechanics	81	79
Auto Inspection Centre	Revenue	21.3	19
	Mechanics	50	45
CNG Vehicle Conversion Centre	Revenue	5	7.9
	Mechanics	19	19
	No. of Converted Cars	668	1,440
Al Wataneya Auctions	Revenue	7.4	8.3
	No of sold cars	2,960	4,342
Tyre Retreading Unit	No. of Re-treaded Tyres	8,400	9,004
Dry Car Wash Project	No. of Cars Washed	162,357	213,509
Profix Projects	No. of Serviced Cars	49,000	20,858
	No. of service vehicles	6,893	30,369
Roadside Assistance Unit	No. of vehicles	14	67
	No. of drivers	14	61



### Logistics Services:

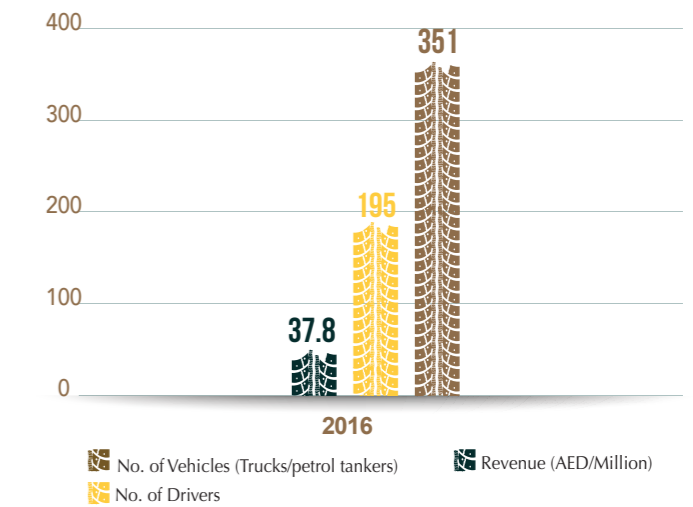


The total revenues of the ET Logistics Division amounted to 51.2 million dirhams. The Centre provided services to 76 customers through its three affiliate business centres, utilising its fleet of 2,000 vehicles. It also signed 21 new contracts during 2016.

The Emirates Logistic Services Centre topped the list with revenues of 37.8 million dirhams, out of which, 16.1 million dirhams were for logistic services which amounts to an increase of 31%, compared to 2015. The other 21.7 million dirhams were revenues of petroleum transport services. The Valet Parking and Motorcycles Lease Centre achieved a growth rate of 78.7% in revenue amounting to 13.4 million dirhams, while the number of customers increased to 51, compared to 36 customers in 2015. In addition, the Centre added 8 new contracts, and almost doubled the size of its fleet of motorcycles to 1,520; compared to 880 in 2015.

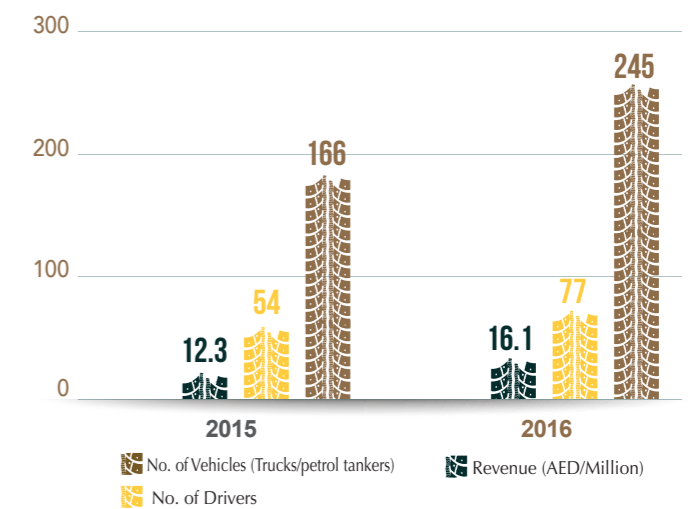
**51,200,000** Dhs in Revenues

Emirates Logistics Services Centre	2016
No. of Vehicles (Trucks/petrol tankers)	351
No. of Drivers	195
Revenue (AED/Million)	37.8



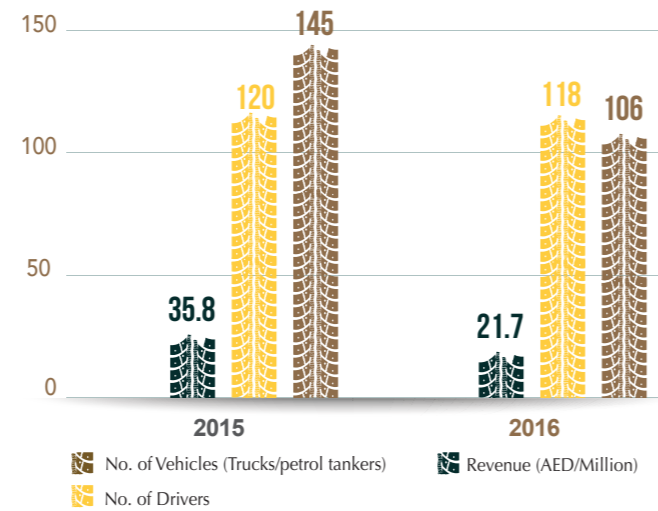
### Comparison of results per service provided:

Logistics Services	2015	2016
No. of Vehicles (Trucks/petrol tankers)	166	245
No. of Drivers	54	77
Revenue (AED/Million)	12.3	16.1





Petroleum Transport Services	2015	2016
No. of Vehicles (Trucks/petrol tankers)	145	106
No. of Drivers	120	118
Revenue (AED/Million)	35.8	21.7



### A new addition to ET's training services

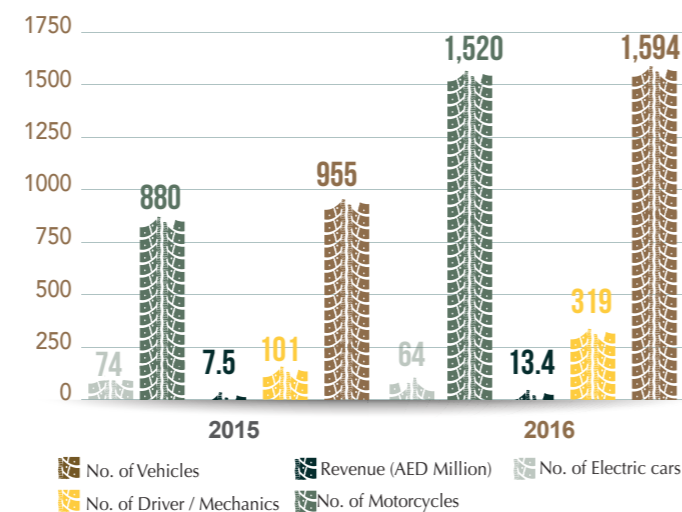
For the second consecutive year, Emirates Transport continued expanding its specialist vocational training services as the Emirates Transport Training Centre (which was officially launched in August 2015) continued to provide its specialized technical programmes and lectures to ET's drivers and bus supervisors, as well as to external institutions working in the same field. The number of trainees reached 21,009 and the number of training hours amounted to 70,000 hours.

To boost its presence in the training field, the Emirates Transport Driving Institute, located in Warsan 3, commenced operations to become the first governmental driving centre in Dubai. The site of the Institute stretches over an area of 40 thousand square meters and cost a total of 18.5 million

dirhams to build. The Institute acquired membership of the UK-based Royal Society for the Prevention of Accidents (RoSPA) and achieved the ISO10015 Certificate. The Institute, which was officially inaugurated at the beginning of November 2016, provides driving lessons for various vehicles including light vehicles, heavy vehicles like buses and motorcycles, in addition to light and heavy mechanical equipment. The Institute currently possesses 38 training vehicles and this number will be increased as per demand.

Within the first months of opening, the Emirates Transport Driving Institute managed to teach driving to 645 trainees, and within 3 training programmes. 132 new learners successfully managed to attain their driving licenses.

Valet Parking & Motorcycle Lease Centre	2015	2016
No. of Vehicles	955	1,594
No. of Electric cars	74	64
No. of Motorcycles	880	1,520
No. of Driver / Mechanics	101	319
Revenue (AED Million)	7.5	13.4



Emirates Transport Training Centre	2016
Total number of trainees	21,099
Drivers	11,974
Bus supervisors	9,079
External trainees	46
No. of training programmes	44
No. of training hours	68,106.5
No. of affiliated training sites	35
Centre revenue (AED/M)	2.1

Emirates Transport Driving Institute	2016
Total number of trainees	645
No. of successful trainees	132
Number of training programs	3
Number of training hours	2,906
Number and type of training vehicles	26 light vehicles 4 heavy vehicles 7 motorbikes 2 heavy buses 1 heavy hydraulic 1 light hydraulic

**Petroleum Transport Services**

2016	2015
118	120
106	145
21.7	35.8



**Valet Parking & Motorcycle Lease Centre**

2016	2015
319	101
1,594	955
13.4	7.5



**Logistics Services**

2016	2015
77	54
245	166
16.1	12.3



**Graph keys**

Revenues (million dirhams)	
No. of Drivers	
No. of Vehicles	
No. of Motorcycles	



# CHAPTER

# 3

## Stakeholders... Together we continue the growth

**88 Materiality and Prioritization of Aspects**

**90 Customers... The Foundation of Our Success**

**97 Suppliers... A Mutual Support**

**98 Partnerships... Towards More Cooperation**

## Meeting expectations... and sharing priorities



Emirates Transport is viewed as one of the largest government organizations operating in the country. It is characterized by the diversity of services it renders and the variety of specialties it performs, in addition to a plethora of national and community roles, which not only earned the Corporation a significant and sustained growth, but also enabled it to deal with different kinds of categories. As such, the Corporation takes great pride at the extensive network of relations it built over years of its operation, both inside and outside the country. It also laid down standards and sophisticated policies to strengthen those relations and improve them to help it achieve its strategic goals, which supplement the leaderships' vision for the society and the State in general. These stakeholders, who intersect with the Corporation's business inputs and outputs, can be classified into eight

main categories:

- Customers.
- Suppliers.
- Employees.
- Strategic Partners.
- Federal and local government entities (Legislative and Regulatory).
- Regional and international entities.
- Competitors.
- Local community and the environment.

The Corporation has focused its attention on each of these categories in order to improve the mutual relations and improve the levels of response, taking into account the expectations of each category in an independent manner, as illustrated in the attached table:

Stakeholders	Expectations
<b>Customers</b>	Achieve excellence and best quality in products and services, and the highest levels of customer satisfaction and happiness.
<b>Suppliers</b>	Honesty and integrity in work relations, and achieving common and mutual commercial benefits.
<b>Employees</b>	Transparency, equal opportunities, a stimulating work environment, and potential for growth and career development.
<b>Partners</b>	Increase profits to the highest possible levels, and business growth in general, and to development business environment and performance in a responsible manner.
<b>Federal and local governmental entities (legislative and regulatory)</b>	Commitment, control, mutual cooperation, and the improvement of work standards and the regulations of services rendered for the benefit of the community.
<b>Regional and International entities</b>	The adoption and exchange of best global practices and standards.
<b>Competitors</b>	A competitive environment and a sustainable development to build the future of the transport and integrated services.
<b>Community &amp; the Environment</b>	Harmony with the community, promoting the spirit of volunteerism, enhancing public lifestyle and environmental protection.

(G4-24, G4-25, G4-26 & G4-27)

In order to investigate and monitor stakeholders' expectations for the sake of fulfilling them, Emirates Transport has developed various means to interact and communicate with these groups in a consistent way that responds to their aspirations.

Stakeholders	Communication methods
<b>Customers</b>	<ul style="list-style-type: none"> <li>- Direct, daily contact during service provision.</li> <li>- Informal visits and participations in events.</li> <li>- Call Centres to receive feedback.</li> <li>- Surveys to study satisfaction levels and happiness of customers.</li> <li>- Meetings, workshops, conferences and events.</li> <li>- The annual meeting with customers.</li> <li>- Conferences and exhibitions.</li> <li>- The Corporation's website, social networking portals, and Happiness Indicator.</li> <li>- E-portal system (Mygov.ae).</li> <li>- Customer Week initiatives encompassing the following:                             <ul style="list-style-type: none"> <li>• (Gifts) for customers opinions.</li> <li>• Organisational development operations (Innovation Lab).</li> </ul> </li> </ul>
<b>Suppliers</b>	<ul style="list-style-type: none"> <li>- Suppliers' evaluation.</li> <li>- Quality, health and safety training.</li> <li>- Contracts, tenders and procurement.</li> <li>- Conferences, exhibitions and official functions.</li> <li>- MOUs and community sponsorships.</li> </ul>
<b>Employees</b>	<ul style="list-style-type: none"> <li>- Customer satisfaction survey studies.</li> <li>- Personal meetings.</li> <li>- Departments' meetings and discussions.</li> <li>- Workshops and training programmes.</li> <li>- Suggestions, complaints and grievances system.</li> <li>- Annual assessment of performance.</li> <li>- Regular events (Month of Occupational Health and Safety, Event of Risks and Internal Audit, meetings with new employees, Innovation Lab).</li> <li>- Recreational and cultural events.</li> <li>- Annual Employee Excellence Forum.</li> </ul>



Stakeholders	Communication methods
<b>Partners</b>	<ul style="list-style-type: none"> <li>- Meetings, regional and international benchmarking visits.</li> <li>- The Annual Partners' Gala.</li> <li>- Organisational development initiatives &amp; processes.</li> <li>- Data and information exchange.</li> </ul>
<b>Federal and local entities (legislative and regulatory).</b>	<ul style="list-style-type: none"> <li>- Laws, legislations and policies.</li> <li>- Meetings and conferences.</li> <li>- MOUs.</li> <li>- Adherence to standards.</li> </ul>
<b>Regional and International entities</b>	<ul style="list-style-type: none"> <li>- Seminars and meetings.</li> <li>- Conferences, exhibitions, international events and the exchange of best practices.</li> <li>- Community and marketing sponsorships.</li> <li>- MOUs.</li> <li>- International standards.</li> </ul>
<b>Competitors</b>	<ul style="list-style-type: none"> <li>- Industrial and trade forums.</li> <li>- Workshops and meetings.</li> <li>- Reports and periodicals.</li> <li>- Conferences and exhibitions.</li> </ul>
<b>Local community &amp; the environment</b>	<ul style="list-style-type: none"> <li>- ET's website and social media portals.</li> <li>- Volunteering activities.</li> <li>- Free services and business support.</li> <li>- Recycling operations.</li> <li>- Awareness campaigns.</li> <li>- Social and cultural events.</li> <li>- Charitable programmes.</li> <li>- Specialist exhibitions.</li> <li>- Benchmarking.</li> </ul>

(G19-4, G20-4 & G21-4)

### Materiality and Prioritization of Aspects

Emirates Transport shares with the various stakeholder groups the priorities, and its relevance which depend on the degree of impact on each party and their interests. The two parties agreed that the safety and security of transport is the most important, that's why Emirates Transport directed a lot of its efforts and initiatives to this priority, it also focused to involve a broad spectrum of stakeholder groups in these initiatives, especially the ministries and strategic partners in order to reach the desired goals.

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



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



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

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

## Customers.. the Foundation of Our Success



Emirates Transport's efforts are focused on the statement contained in its letter: «Contribution in achieving the highest luxury and comfort levels for its partners and customers whether individuals or institutions...». To this end, the Corporation is striving to improve its services year after year, and seeking to provide the best service standards to its customers, having faith that customer satisfaction is the only way to not only expand and strengthen its position but also to achieve its goals and the goals of its employees.

The Corporation has maintained a steady growth in the number of customers, with a total increase of 10.5% compared with 2015. By the end of 2016, the total number of customers reached 2,494, compared to 2,257 at the end of 2015. The number of non-individual clients increased to 1,360 (a growth rate of more than 13%), 73 of them are strategic partners, 176 strategic clients, 239 are major clients, and 305 are basic clients. The attached table displays the number of customers and their categories:

Customers categories	2015	2016
Strategic partners	51	73
Strategic customers	176	176
Main customers	195	239
Basic customers	250	305
Individual customers	1,054	1,134
Secondary customers	55	90
Service beneficiaries	476	477
<b>Total</b>	<b>2,257</b>	<b>2,494</b>



Emirates Transport greatly values communication with its customers to meet their evolving needs, and to respond to their aspirations in the best possible ways. It also seeks to know their opinions about the rendered services to further enhance their quality. For this purpose, the Corporation utilises various methods and resources. In 2016, for instance, it conducted 100 survey and studies, 80 of which targeted the Corporation's external environment, while the rest of the polls were aimed at its internal environment. The Corporation also ensured the provision of the best services to its customers through its 15 customer service centres, scattered across the country. The first half of 2016 witnessed a considerable leap in enhancing the well-being of customers and ensuring their happiness. Three smart systems were launched in the field of auto services and operations development. One of these systems was the «ARIS» Management System, an organisational support system specialized in developing and managing administrative processes, organizing the internal work environment, improving efficiency and speeding up procedures for customers and employees. The second is the Customer Relationship Management

system «CRM» that allows the automation of auto services provided to the public via the Corporation's website as a first stage, along with the electronic tracking of vehicles which enhances safety levels. The Corporation also launched the project of «Customers Relationship Management System» in order to strengthen channels of communication with its customers. These efforts reflect the Corporation's keenness on keeping up with the latest in technology and smart applications, in particular, both for the internal systems and for its competitive services and systems geared to different categories of customers, with a consistent and promising view to support the development of the Corporation at the long term. Meanwhile, a School Operations Centre was launched in Abu Dhabi, in 2016, and started operations from last August with the aim of enhancing communication channels with the public, and receiving reports and feedback in relation to school transport services. The Centre is linked to the free toll unified number of the Corporation 8006006. As part of the growing relationship between the



Corporation and its customers, 34.638 incoming queries were received during 2016 marking an increase of 48% in calls compared to the numbers received in 2015, all of which were resolved within two working days, on average. The Call Centre also received a total number of 40,657 calls on the toll-free number 8006006, with an increase of 42% in incoming calls compared to 2015. Of these, 39.644 were answered, 95% of which were answered

within 3 rings. These figures show a clear indication that the Corporation's customer base has definitely expanded in a positive and satisfactory manner. On the other hand, the number of emails dropped as customers are relying more and more on direct calls to the toll-free number. Thus, the number of messages received through info@et.ae, stood at 11,951 emails, of which 11,530 were replied to.

Communication Method	Statement	2015	2016	Percentage of change
Phone Inquiries	Number of queries responded to via phone	23,362	34,638	48.3%
	Number of resolved queries	23,362	34,638	48.3%
Call Centre	Number of calls received by the Call Centre	28,615	40,657	42%
	Number of answered calls	27,986	39,644	41.7%
Email	Number of received emails	27,544	11,951	-56.6%
	Number of emails responded to	27,544	11,530	-58%

In a related matter, the Corporation has built a solid presence on social media platforms which have gained importance and influence in today's world. The aim is to allow more channels of communication with the customers (in addition to other stakeholders) on a

continuous basis. As previously mentioned (in part I), the platforms on social and professional networks can be a useful tool for customers and the wider public to interact and evaluate ET's business, initiatives and various services.



### Comprehensive care for customers:

Throughout the years, Emirates Transport has maintained strong relationships with different categories of customers, empowering these relations with a number of supportive systems, regulations and labour policies so as to guarantee their maximum satisfaction and happiness. To express its commitment, the Corporation has devised a customer care strategy as part of a comprehensive management policy that takes on its shoulders the provision of the highest quality standards of services. The new policy also encourages customers to communicate and interact constantly with the Corporation through the available channels, particularly MyGov system that unifies the federal authorities of the state (Via the website: [www.mygove.ae](http://www.mygove.ae)), or through other channels of social communication, or the Call Centre, welcoming their comments and suggestions and ensuring optimal attention and response.

Correspondingly, Emirates Transport issued the Customer Service Charter, which has always been of particular interest to the Corporation's senior management and an obligation that is subject for periodic review with the ultimate aim of ingraining the principles of excellent customer service within its internal culture in a manner that befits the importance of its national and community roles.

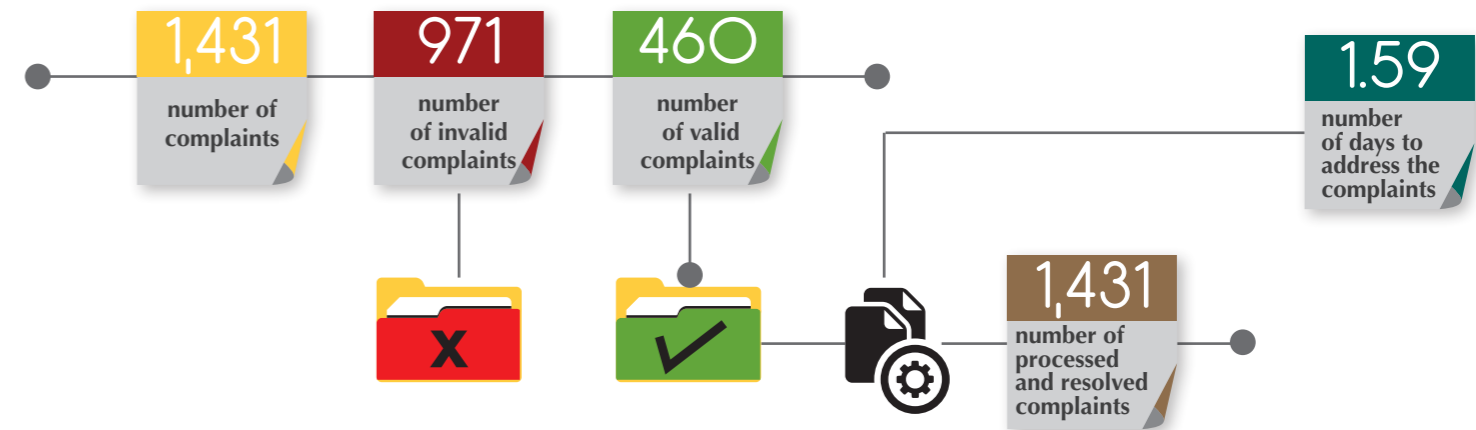
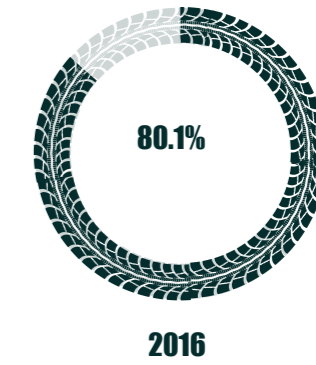
In support of this, several organizational units have held coordinating meetings, periodical workshops and panel discussions to develop ways to achieve the happiness of customers. Other units, carried out direct visits to customers to find out their requirements and study their needs. The Corporation also reaffirmed its commitment towards its customers through the renewal of some relevant certificates related to the integrated management system, including Customer Satisfaction Management System ISO 10001:2007 certification, and the ISO 10002:2004 certification in Customer Satisfaction and Complaints Handling. Furthermore, the Corporation invested considerable effort through the Customer Service Section, by conducting sudden filed inspection to a number of ET's Customer Service Centres, and implementing specialized

training programmes for the personnel involved in these centres. This is in addition to scheduling 18 workshops, and enhancing the culture of excellence among the employees in the centres and branches, as shown in the tables below:

In recognition of its excellence in this domain, the Corporation won two awards in the category of Public Relations in the 13th session of the Stevie International Business Award, held recently in Rome, Italy. The Corporation was granted the Bronze Award, in the 'Best Consumer Event' category, for its Strategic Partners Gala, in 2015.

Training programmes for 2016	
1	Certificate of the Head of Audit Team.
2	Excellence in Customer Service.
3	The Pioneers of the Government Services Development.
4	Future Leaders Programme 2016.
5	Diploma of Excellence in Customer Service.
6	Creativity Strategies.
7	The Young Generation in the Environment.
8	Training for representatives of departments and centres on E-services for Facilities Management.
9	UAE Ideas Conference.
10	Risks of the skills of dealing with the public.

Details	2016
Results of customer satisfaction poll	80.1 %



Details	2015	2016
Total number of complaints.	1,800	1,431
Total number of invalid complaints.	1,246	971
Total number of valid complaints.	554	460
Total number of processed and resolved complaints.	1,800	1,431
Average number of days to address the complaints.	1.58	1.59

### Satisfaction rates of beneficiaries from ET's school transport services:

The school community forms the largest constituent of Emirates Transport's customer base. For this reason, the Corporation attached high importance to this category, carrying out around 1,674 interaction visits to school administrations, a routine which has become an essential part of the business cycle of the School Transport Division, in addition to conducting special polls on a regular basis. The aim is to utilise the results for the ongoing development in such a vital area of operations. This earned the Corporation recognition in the category of Customer Satisfaction during the 11th session of the Ideas Arabia Conference 2016, in relation to the school canteen project

set in place to promote the school community through the distribution of healthy meals according to the highest standards in safety and sanitation, helping to relieve the burden on parents.

Details	2016
Overall satisfaction.	83%
Rate of satisfaction of school administrators.	86%
Rate of satisfaction of students & parents.	78%
Rate of satisfaction of principal customers.	90%



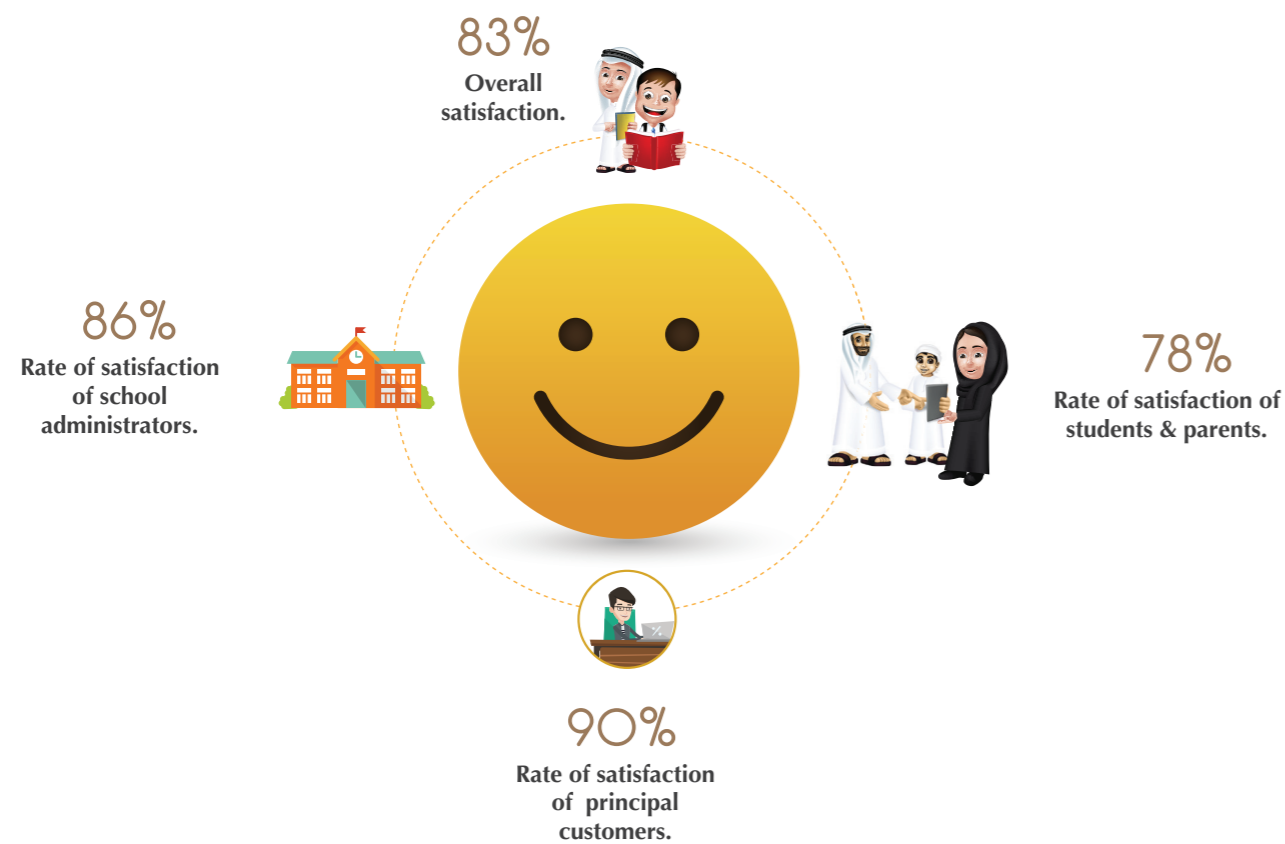
### Suppliers... A Mutual Support

Emirates Transport has strived to develop solid relations with its suppliers within a working environment full of opportunities and potential, and characterized by transparency, accountability and a commitment to achieve goals and interests of the parties in a balanced and fair manner that goes along with the Government's vision. The Corporation has doubled its efforts to increase the database of suppliers, which increased by 10% in 2016, with the number of local suppliers jumping from 510 - in 2015 - to 573 last year. This reflects the Corporation's aspiring policy to encourage national emerging initiatives and local factories in order to contribute to the local economy. The Corporation entrenched among its suppliers and stakeholders a firm committed to its Charter of Ethics and Behaviour for Suppliers, issued by the Corporation in 2014, as well as the Suppliers Guide, issued in 2015. The Corporation also undertook to promote corporate social responsibility through the development of partnership policies and values with its existing suppliers, and has sought to engage them through a number of internal and community events. As such, various suppliers have supported ET's activities and events through the sponsorship of three programmes in 2016.

Statements of 2016	Number of suppliers	Value of purchases (million dirhams)
Local suppliers	573	637
Overseas suppliers	13	3
<b>Total</b>	<b>586</b>	<b>640</b>

Details	2015	2016
Results of suppliers' satisfaction study	84.87%	88.7%

Details	2015	2016
Suppliers' happiness indicator	82.56%	87.7%





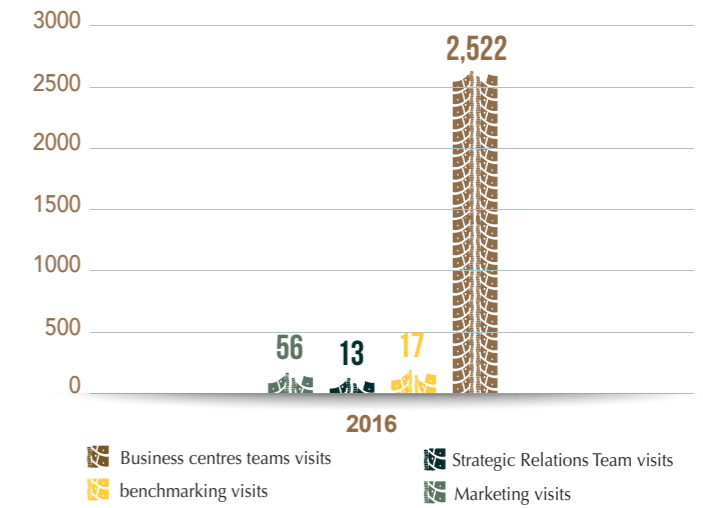
### Partnerships... Towards More Cooperation

Through its strategic partnership with prestigious government and private institutions, the Corporation is seeking to achieve a number of objectives in order to enhance its image and promote its services, coordinate efforts for the sake of community service, exchange the best practices and ideas and achieve common development in all areas of operation, as well as the development of regulations, legislation and work environment in general.

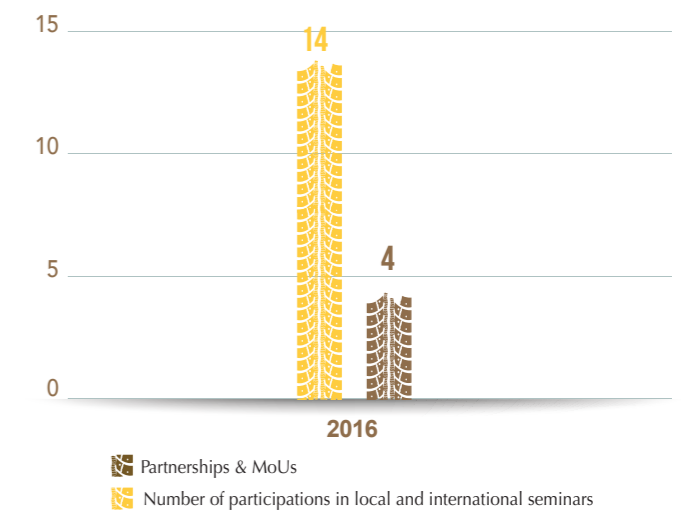
Emirates Transport understands the need to improve these vital partnerships to achieve its goals. As such, it has organised 58 activities and initiatives with various partners, by the end of 2016, including the formation of joint committees and cooperation in various areas of work to create joint work opportunities...etc.

Adding to the aforementioned, the Corporation has signed four MoUs in 2016, participated in about 14 conferences and exhibitions, both locally and internationally, undertook more than 2,600 different visits, including 13 visits conducted by the Strategic Relations Team - headed by the General Manager - to a number of local and federal government and private entities, along with 56 introductory visits to a number of others. The Corporation also oversaw more than 2,500 marketing visits by business centres teams, and receiving a large number of delegates from inside and outside the country, including 17 benchmarking visits, as well as coordinating introductory visits to showcase ET's experiences in various fields, as shown in the below table:

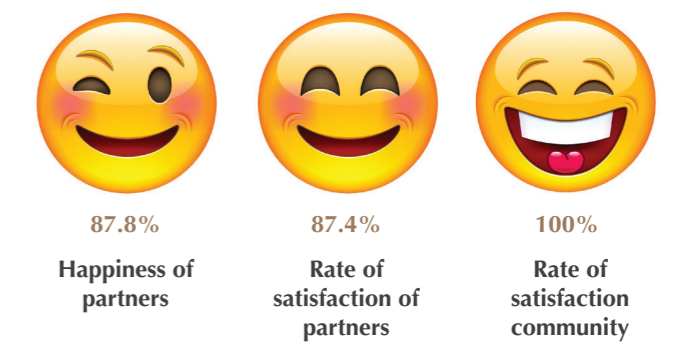
Statement	Visits in 2016
Strategic Relations Team visits	13
Marketing visits	56
Benchmarking visits	17
Business centres teams visits	2,522
<b>Total</b>	<b>2,608</b>



Details	2016
Partnerships & MoUs	4
Number of participations in local and international seminars	14



Statement	2016
Rate of satisfaction (Parties receiving community sponsorships)	100%
Rate of satisfaction of partners (With whom MoUs were signed)	87.4%
Happiness of partners indicator	87.8%



The Corporation participated in 24 local and international events that correspond with its strategic directions, in its pursuit to strengthen communication with the various stakeholders, and to enhance its presence in the local, regional and international forums, and to promote its brand. These events included

exhibitions, conferences and inspection visits and similar events. These represent major opportunities for the Corporation not only to promote its services but also to have an idea about the latest achievements at the local and international levels in the areas of competence, as shown in the below table:

No.	Conventions/ events	Events venue & date		Participation target
1	Good Way Tyre Factory	Malaysia	January	- Strengthen strategic relationships and sustain business with clients. - Promote retreading capabilities of Emirates Transport.
2	World Government Summit	Dubai	February	- Introduce the Corporation services and enhance its presence in the international and global forums.
3	Car Free Day Exhibition	Dubai	February	- Promote the Corporation's services in the field of natural gas conversion for vehicles.
4	Forum & Exhibition of the 9th Global Conference for Educational Supplies & Solutions 2016.	Dubai	March	- Promotion of the Corporation's services for school transport.
5	UITP MENA Transport Congress & Exhibition	Dubai	April	- Promoting the Corporation's brand and services.
6	Workshop of Council of Happiness 2016, organized by the Roads & Transport Authority (RTA)	Dubai	April	- Discuss the development of the relationship with partners, in accordance with the best practices.
7	Ideas Arabia Summit 2016	Dubai	April	- Learn about the latest suggestions and rewards systems and their methodologies, and the benefit for organizations.
8	The 10th CITA RAG Asia/Australasia Meeting	Korea	May	- Learn about the latest practices for auto inspections. - Strengthen strategic relationships and sustain business with CITA. - Benefit from visits to all parties concerned with the auto inspections, and attract technical expertise. - Benefit from specialized research in the areas of transport safety systems in order to boost development of sustainability in transport operations.
9	Tyre Conference	Germany	May	- Learn about the latest practices and techniques applied in the manufacturing and recycling of tyres.
10	Visit to the bus factory in Sun Wen, China.	China	May	- Inspect order of buses for quality and requirements and specifications of safety, in accordance with international and global standards.
11	Visit to the King Long bus factory in Chinese	China	May	- Check on the quality of buses and ensure safety specifications are in line with requirements of the legislative bodies.

No.	Conventions/ events	Events venue & date		Participation target
12	Gasco Traffic Safety Exhibition & Conference	Abu Dhabi	May	- Promoting ET's brand and its services, and offering its various initiatives related to safety procedures in school buses and commercial buses.
13	Visit to the Final Solutions Workshop which specialises in in maintenance of hybrid vehicles - Jordan	Jordan	May	- Learning about the latest centre for electric hybrid vehicles, which specialises in all types of hybrid vehicles.
14	Visit a factory for cooling and air- conditioning systems	France	July	- Learn about the latest systems in screening and operating air-conditioners for building projects and technical workshops.
15	Visit Mercedes car factory	Egypt	September	- Learn about best practices in bus maintenance and restoration of used buses.
16	Visit BBG paints factory	Egypt	September	- Learn about the company's vehicle painting products.
17	Visit Frankfurt's Automechanika Exhibition	Germany	September	- Learn about light and heavy auto machines for workshops, and the latest technologies and practices in the field.
18	Visit Hyundai factory	Korea	October	- Learn about production of school buses and inspect their safety requirements according to international standards.
19	NATRANS Arabia Conference & Exhibition	Abu Dhabi	October	- Promoting the Corporation's brand and services.
20	Water, Energy ,Technology and Environment Exhibition Summit (WETEX)	Dubai	October	- Strengthen partnerships, and promote the Corporation's projects and services related to investment and environment, as well as exchanging best practices, express commitment to support sustainable efforts and establish green development practices.
21	ET team visit to the Global Exhibition for Cars and Spare Parts.	USA	November	- Learn about the latest trends in cars industry, and the best products in luxury automotive and opportunities to communicate directly with suppliers to discuss business opportunities and future cooperation.
22	Visit to the Dong-Feng Bus Corp	China	November	- Learn about the company's services in the field of school buses and safety requirements according to international standards.
23	Visit the Global Bus Exhibition	India	November	- Learn about the company's services in the field of school buses and safety requirements according to international standards and AC technology.
24	The Sixth Regional Conference to Combat Offenses Against Intellectual Property in the Middle East and North Africa.	Dubai	November	- Enhance the work environment and institutional practices especially since the conference is in cooperation with the International Criminal Police Organization (Interpol).

# CHAPTER

# 4

## **Our Human Resources... The Secret of Our Success**

- 105 An Evolving Human Resources System**
- 110 Training... Ambition and Skills**
- 112 Emiratisation and Empowerment... A National Imperative**
- 113 Enhancing Communication Channels with Employees**
- 114 Work Environment... Our Launch Pad Towards Success**
- 115 A Renewed Call for Tolerance**



Since its founding 35 years ago, Emirates Transport realized that the journey towards success would not be possible without the contribution of a loyal, trustworthy and experienced human element. It also understood early on that its quest for excellence cannot be achieved without a work environment that reflects its ambitious vision and mission, and one that embodies its values internally as well as externally to become a key feature that radiates with every service it renders to the community. For this reason, the Corporation was keen on developing a modern and extremely sophisticated work environment that reflects the utmost importance of its human element, in line with the Government's objectives to reach the highest echelons of international standing with sustainable economic and social development.

The Emirates Transport family has witnessed a steady growth shadowing the expansion of its portfolio. As such, the number of employees reached 21,647 by the end of last year, making the Corporation one of the largest federal employers. However, in the world of today's business, which is driven by tough competition, the Corporation realized the importance of quality as much as quantity. Thus, it undertook to improve its internal working environment by adopting proven internationally practices, and by taking care of the

welfare of its employees and providing them with the best training and development opportunities, motivating them through a multitude of programmes that recognize their efforts and enhance their performance. To achieve these goals, relevant legislations and internal policies consistent with international standards were put in place to combat the practice such as child labour, to abide by the provisions of the World Human Rights Charter, along with the UAE Human Resources Act, and other Federal policies and practices.

The Corporation also worked tirelessly to adopt the latest systems and techniques that serve the work environment, and managed through this comprehensive and integrated approach to excel in its field and be recognised for it through a number of local, regional and international awards, including being ranked among the 25 best work environments in Asia, in 2015.

There is no doubt that the Corporation's breakthroughs proved the excellence of its human resources capabilities. It managed to attract the spotlights and gain local media attention on many occasions, in recognition of the employees' exceptional responsiveness in dealing with a number of emergency cases. Thus, it deserved to be praised and honoured by the Corporation's strategic partners.

**21,647** employees

### An Evolving Human Resources System

Throughout the years, Emirates Transport has successfully built a close-net group of employees who share a positive work environment and are guided by the Corporation's vision, message and objectives. Employees are the Corporation's biggest asset; that is why, it deploys the best human resources practices to select a talented work force with a great passion for delivering excellent customer service to a valued clientele. It is also keen on allowing cultural diversity of talents in a way that ensures a successful growing

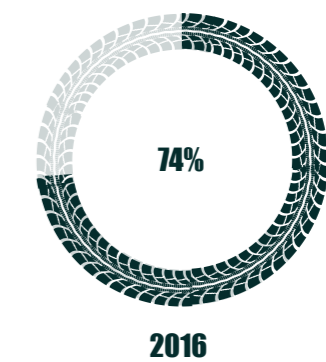
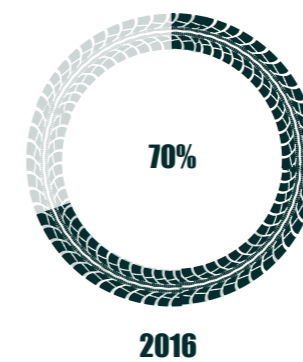
business for the Corporation to achieve its future objectives. Last year, the Corporation attracted around 3,759 employees, representing an impressive increase of approximately 58% on the number of recruits in 2015, which contributed greatly in pursuing the efforts of their predecessors to build one of the most sustainable development sites in the country.

This significant increase in the number of new recruits reflects the rapid expansion of the Corporation's business portfolio across its different sites in the country, and in turn allows the Corporation to benefit from the various human competencies and be more encouraged to launch further projects and initiatives that contribute to the achievement of strategic objectives and the performance of diverse roles in an efficient and effective manner.

Details	2016
Number of new employees in 2016	3,759
Average annual increase compared to 2015	19%

Details	2016
Result of employee general satisfaction study	70%

Details	2016
Employee happiness indicator	74%





Employees according to gender	2015	2016
Males	14,928	16,379
Females	4,709	5,268
<b>Total</b>	<b>19,637</b>	<b>21,647</b>

Employees per age category	2015	2016
29 and under	4,748	5,185
30-39	7,450	8,284
40-49	4,874	5,409
50-59	2,259	2,365
60 and over	306	404
<b>Total</b>	<b>19,637</b>	<b>21,647</b>

Details		Job turnover rate
Overall job turnover rate		6.33%
Per nationality	Emirati	10.45%
	Expatriate	5.75%
Per gender	Male	5.07%
	Female	10.34%
Per age category	29 & under	7.74%
	30-39	6.95%
	40-49	5.23%
	50-59	3.87%
	60 & over	5.68%

Number of employees per nationality	2015	2016
Emiratis	2,597	2,515
Expatriates	17,040	19,132
<b>Total</b>	<b>19,637</b>	<b>21,647</b>

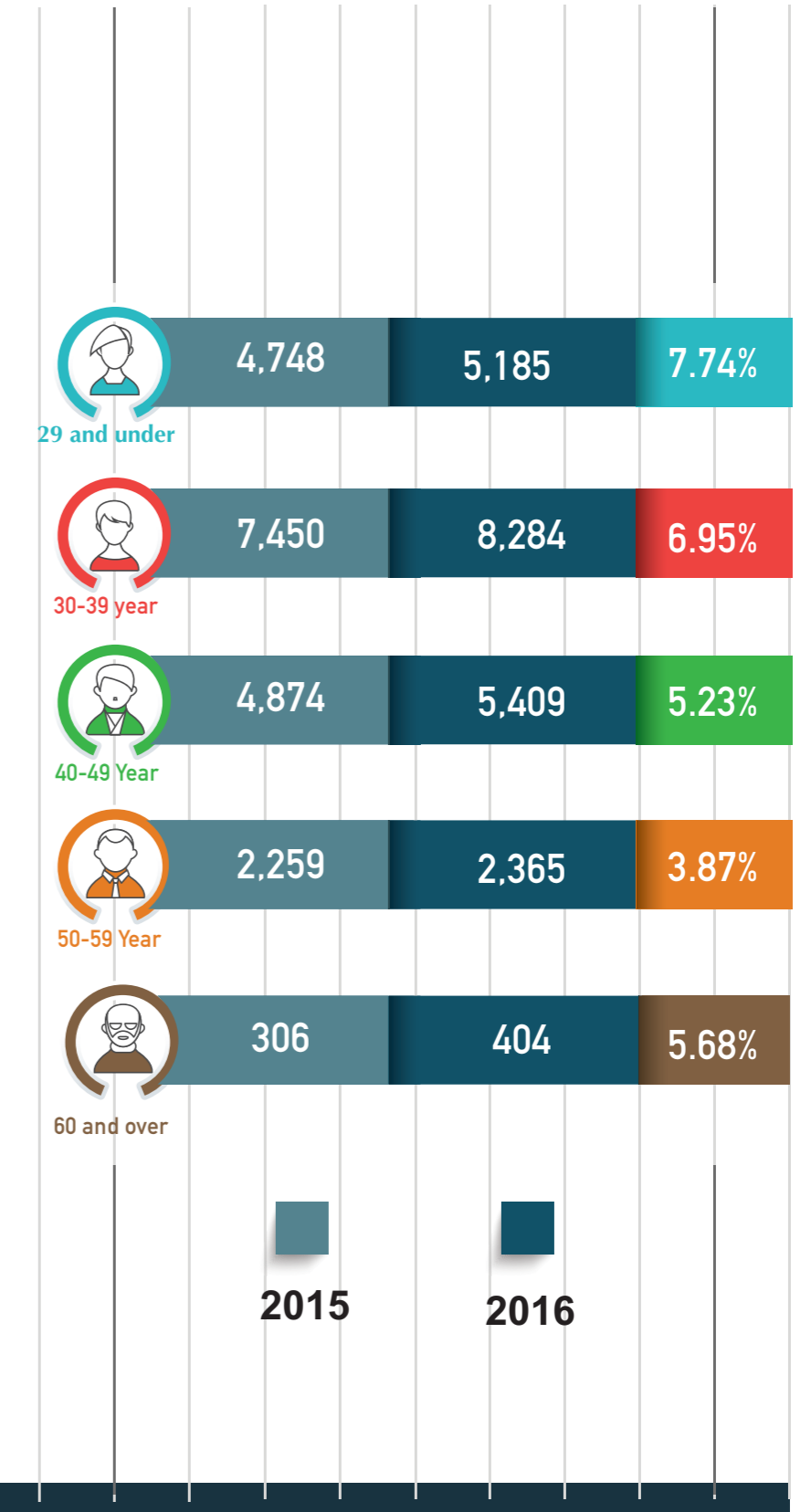
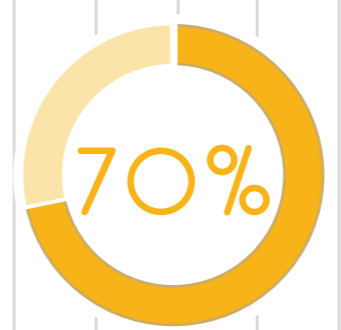
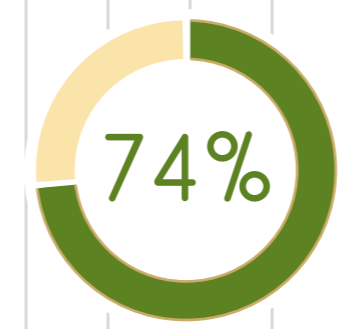
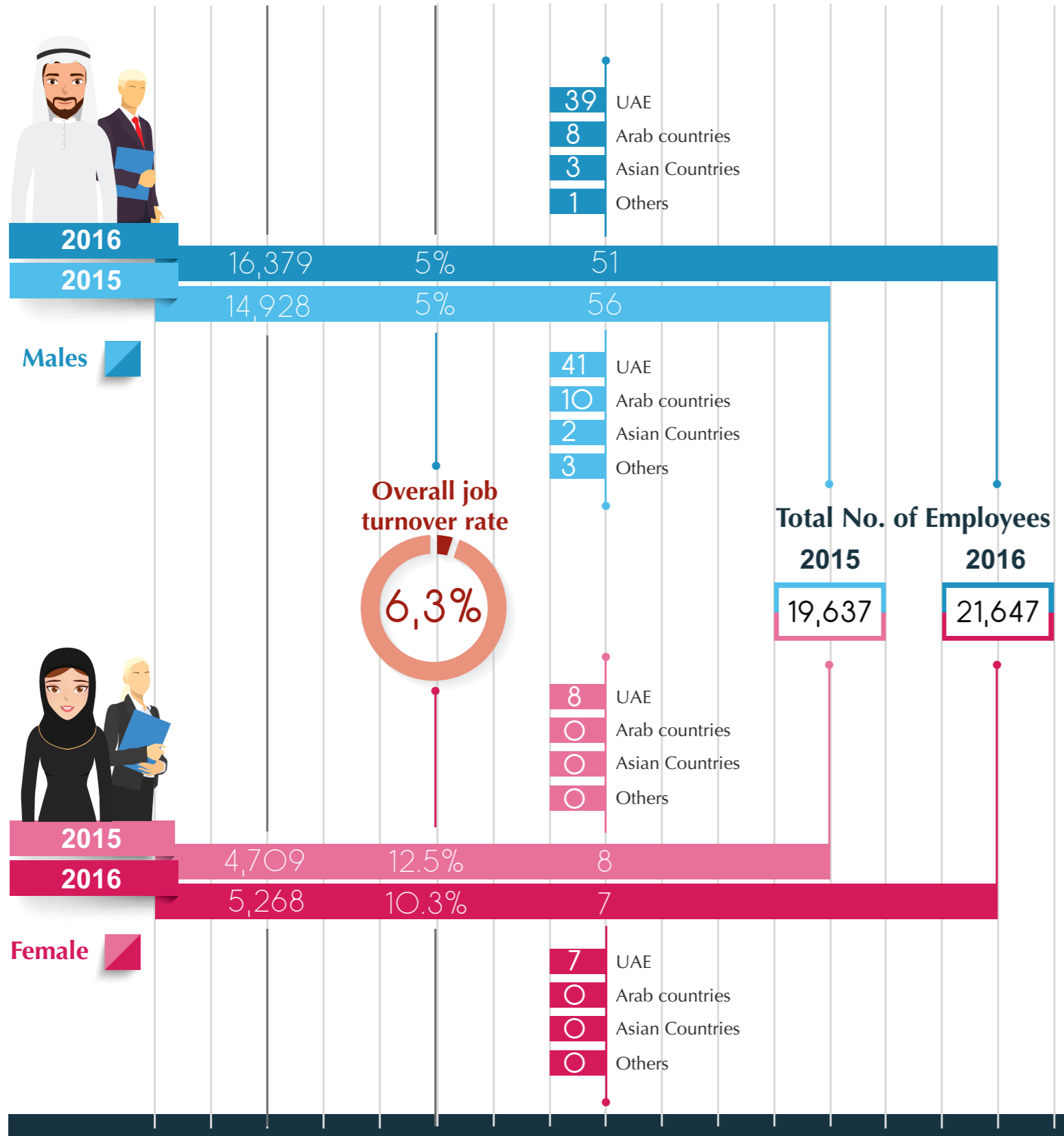
Details	2015	2016
Number of school bus supervisors	5,175	5,509

Management category data

Nationality	2015		2016	
	Males	Females	Males	Females
UAE	41	8	39	7
Arab countries	10	-	8	-
Asian countries	2	-	3	-
Other countries	3	-	1	-
<b>Total</b>	<b>56</b>	<b>8 (12.5%)</b>	<b>51</b>	<b>7 (12%)</b>

No. of Employees    Job Turnover    Management    Employee Happiness    Employee Satisfaction    Per Age Group

No. of Employees    Turnover Rate





**3,843** training programmes

### Training ... Ambition and Skills

Training constitutes a prime opportunity for Emirates Transport to improve the knowledge and skills of its employees and develop its human resources element as a whole. As the demand for critical skills is rising, the Corporation endeavours to invest continuous efforts to improve those resources and maintain its capabilities and readiness at all times.

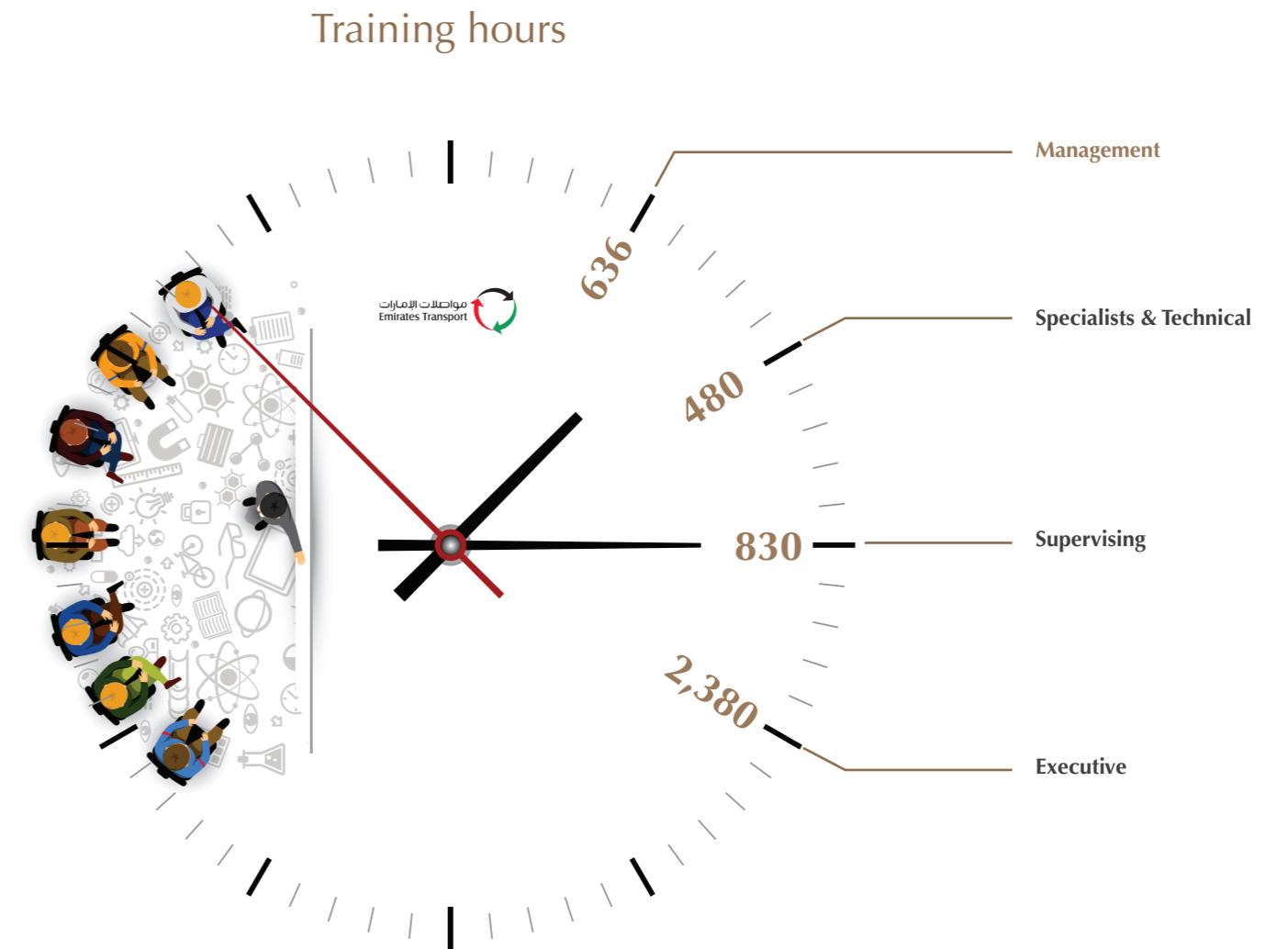
The year 2016 saw a qualitative leap in the training system in the Corporation. Training programmes were extended to include trainees from outside the Corporation, namely through the Emirates Transport Driving Institute which was officially launched in November last year, and has a daily training capacity of 200 trainees. The Centre ensures international standard training sessions for those who wish to obtain a driving license, (More details about the Institute can be found in Part Two).

The total number of courses, training programmes and workshops in the Corporation reached 3,843, including various aspects and disciplines, benefiting a large category of employees. Among the qualitative programmes implemented was the graduation of the 3rd batch of the Second Row Leaders programme, who obtained certifications approved from the UK-based Institute of Leadership and Management (ILM). Added to this is the first meeting of sales coordinators

and marketing personnel held in centres and business units in order to exchange marketing expertise and enable the Sale and Marketing Coordinators to keep abreast of the best practices and tools in the field. The Corporation has also produced an instructive movie named "Diaries of a Bus Supervisor" in both Arabic and English languages, addressed to bus supervisors working in the Corporation. At the level of Integrated Management System, the Corporation has renewed the Training Quality Management System Certificate 1999-10015, and issued the operational manual of the Training Department.

#### Training hours for different job categories

Job category	2016
Management	636
Specialists & Technical	480
Supervising	830
Executive	2,380



Statement	2016
Total number of trainees	21,099
Trainee drivers	11,972
Trainee bus supervisors	9,079
Trainees from outside the Corporation	46
Number of conducted training programmes	44
Number of training hours	68,106.5
Number of training hours	35

#### Training data for bus drivers & supervisors

Employee category	2016	
	Number	Hours
Drivers	11,972	23,447
Bus supervisors	9,079	44,521.5

#### Technical / professional training data

Job categories	Number of trainees	Percentage of trainees in different job categories
Management	18	65%
Supervising	39	53%
Specialists & technical	23	44%
Executive	218	78%

#### Training data for Drivers

Details	2016
Average training programmes for each driver	10

**Training data per job category**

Job category	Average training hours
Management	21
Supervising	12
Specialists & Technical	9
Executive	9
Drivers	3
Transport & Safety Supervisors (Male & Female)	5



**Emiratisation and Empowerment... A National Imperative**

Emirates Transport has a broad scope of national roles and community services that relate to most homes and families on the soil of the UAE. Driven by an absolute belief in commitment towards society, it is no surprise that the Corporation focuses its efforts on the acquisition of highly skilled employees to achieve its goals. Similarly, employment systems constitute an extension of this role, through the empowerment of national competencies, paving the way for them with every possible opportunity that enables their effective contribution to the country's march towards success.

In 2016, The Corporation carried on the Emiratisation efforts initiated in the previous years, achieving a rate of 80% of total employees in the management roles, with 46 out of 58 employees in this category being Emirati. Throughout all categories the total number of Emirati employees reached about 2,515, which accounts for 11.62% of the total number of employee at the Corporation. A large number of female Emiratis operate as bus supervisors, with their numbers reaching 1,867

supervisors by the end of 2016. They also make up a large part of the 1,505 supervisors working in schools canteens. A project that won the Corporation a number of deserved local awards such as the "UAE Ideas Awards 2015" in recognition of its persistent efforts in promoting Emiratisation.

Overall Emiratisation Rate



**Enhancing Communication Channels with Employees**

Emirates Transport understands that its employees cannot be fully integrated in the work environment without the existence of bilateral, responsible and transparent channels of communication. That is why it created means of interactive communication tools within its organisation opening the doors of its senior officials and managers to receive employees from all administrative levels and job categories, listening to their feedback, welcoming their suggestions, and working hard to solve their work difficulties. This is reflected in the fact that 20 internally directed opinion polls and surveys, out of 100, were carried out in 2016 which illustrates the level of interest by the Corporation's senior management in this matter.

There are various channels of communication available for the Corporation's employees to allow their internal liaison with each other and with the senior management. These include official and periodic meetings between the executive management, including the general manager, with employees of all levels, as well as with the new recruits. In addition, there are e-communication channels that allow employees flexible tools to communicate at

all levels, not to mention the open door policy which constitutes part of the Corporation's culture and its daily practices.

As for employees' grievances and complaints, it is worth mentioning that the number of grievances during 2016 were 51 cases, all of which were settled by the concerned parties. These grievances touched on various aspects including the annual performance evaluation, financial remunerations, and other issues that arise within the work environment.

Details	2016
Number of grievances	51
Settled grievances	51
Percentage of grievances that were settled	100%



### Work environment ... Our Launch Pad Towards Success

To help ensure a positive climate and to improve the work environment, ET's general manager issued 41 organizational decrees linked to human resources, in 2016. The Corporation also organized many initiatives and projects over the last year intended to enrich the internal environment and achieve the happiness of employees, namely the Month of Occupational Health and Safety, the Risk & Internal Audit Event, Excellence Awards and others. Also, more than 265 employees have been honoured through various incentive programmes, as well as 23 administrative teams. With regards to the health and welfare of employees, 560 of them took advantage of free medical examinations during the year 2016. Moreover, the Corporation took the initiative of cooperating with eight companies working in the field of travel and tourism to provide offers and discounts for hotel stays for its employees within the country, in addition to discounts for six health centres, and discounts on tuition fees at four local universities, as well as other initiatives. With the aim of optimizing its investment in human resources, the Corporation introduced a new e-system, namely the Enterprise Resource Planning project "Oracle ERP". It also issued operational methodologies for the Organizational

Development Unit, the Human Resources Planning Section, as well as publications such as the Job Description Guide, the Organizational Structure of the Auto Services Division. In addition, it also updated the organizational structure of the Finance Department, and the Talent Management Policy, and it issued the White Points Methodology to honour bus supervisors, as well as the amendment of a number of procedures and forms as per the executive procedures of human resources transactions.

Furthermore, the Corporation was keen on keeping up with government directives to ensure happiness among its employees. To this end, and to celebrate the annual International Happiness Day, which falls on the 20th of March, the Corporation launched a range of initiatives to ensure a continuous happiness of its employees under the motto "Always Happy, Not Just For a Day", an initiative that lasted throughout the year 2016.

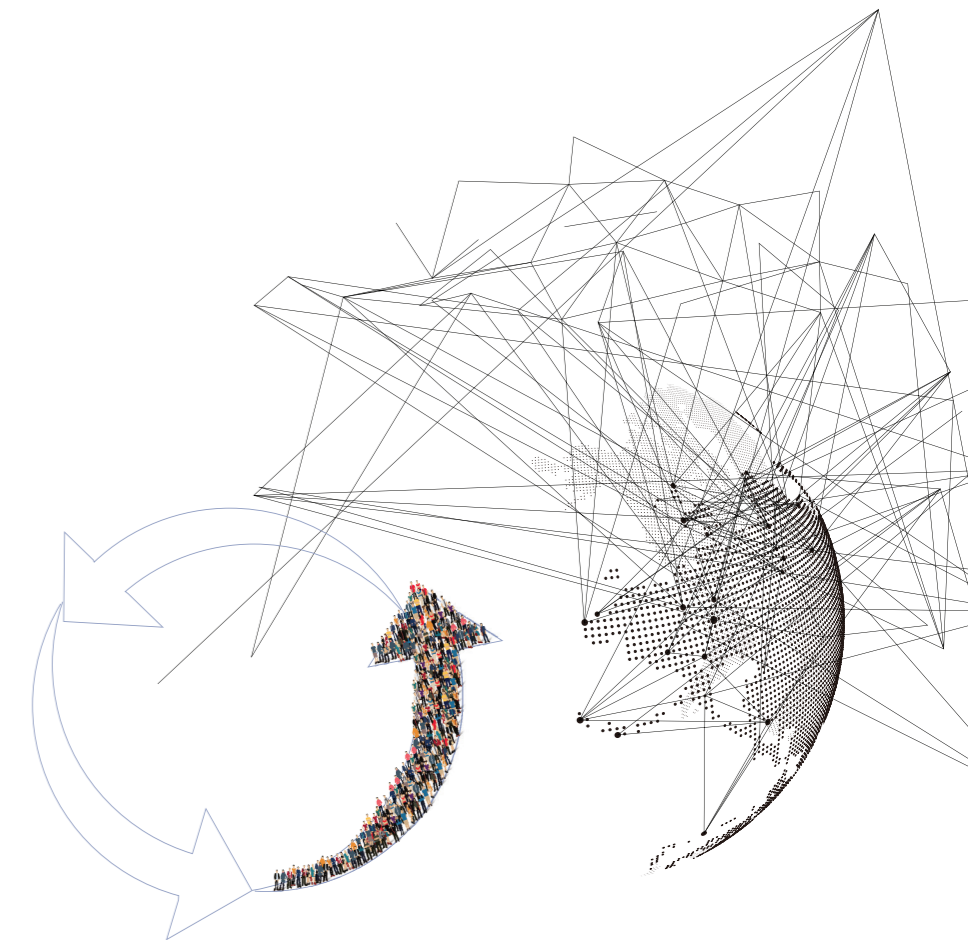
The female element was afforded special recognition. around 24.4% (5,268) of the total human resources, female employees are performing various duties across all job categories, including 7 in senior management positions, accounting for 12% at this level. The Corporation was

eager to create initiatives tailored for its female employees, including the second Annual Meeting held with 30 female employees. The event features a number of cultural and recreational programmes and events that honour female employees who served more than 10 years in the Corporation, as well as honouring the first woman to fill the role of Traffic Coordinator at Emirates Transport. The UAE's Women's Day, which falls on August 28th of each year, was also an occasion to celebrate successful working Emirati women as role models.

Attention is also granted to the category of drivers, who constituted 56.4% of the total number of ET employees by the end of 2016. The Corporation honoured 399 outstanding drivers under the White Points system launched and implemented for the first time in early 2016. An outstanding event was organised to recognise their efforts where 4 drivers were also awarded with 2 cars and 2 air travel tickets. It all comes in implementation of the Corporation's policy of targeting the highest safety levels on the roads by continuously reminding and encouraging its drivers to abide by the safety rules.

### A Renewed Call for Tolerance

Emirates Transport employs people from more than 50 different countries, working together as one family in a perfectly harmonious environment. Since its establishment, the Corporation has been very keen on implementing the key values of tolerance, mutual respect, equality, cooperation and the opportunity of collective achievement among different segments of its organization, discarding at the meantime any forms of segregation or discrimination between employees. To keep these values at the forefront of its efforts, Emirates Transport has created some initiatives such as the celebration of the International Day for Tolerance in 2016, which falls on the 16th of November of each year, during which the general manager addressed all employees calling on them to maintain the Corporation's gains at this level, and to hold on to the values of tolerance and coexistence as an integral part of the heritage and culture of the Corporation and the UAE as a whole.



## Happiness and Incentives Initiatives for Employee

Programme Title	Programme brief	Number of beneficiaries	
		2015	2016
<b>Afkar</b>	An electronic programme that encourages creative thinking and stimulates employees to create initiatives and proposals, and generate developmental ideas and get rewarded in case of implementation.	289 employees presented 3,082 ideas	242 employees presented 1,914 ideas
<b>Emirates Transport Excellence Awards</b>	An internal award aimed at enhancing the Corporation's quality of work, and raising the performance level of the organizational units through the stimulation and appreciation of creative and outstanding human efforts. The year 2016 saw the launch of the 5th edition of the award under the slogan "Happiness Leads to Excellence" after being upgraded as per new standards so that it is more compatible with the 4th generation of the UAE's Government Excellence System.	Honouring 81 winners including outstanding employees, teams, centres and departments out of 175 entries.	Honouring 77 winners including outstanding employees, centres and departments out of 118 entries
<b>The Month of Occupational Health &amp; Safety</b>	An annual awareness programme launched in 2012. It includes a large number of events, activities, programmes and competitions carried out in various locations and branches of the Corporation. It aims at raising awareness for occupational, safety & health issues in both internal and external environments. In 2016, the 5th session was organized under the slogan "Be Safe 365", including 311 events throughout the country, with an additional 11 events compared to 2015. The event was supported by 256 government and private entities.	The event attracted more than 50,000 participations including 20,000 employees and 32,000 from outside the Corporation.	The event attracted more than 118,000 participants.
<b>Ahsant!</b>	A monthly programme to assess employees' performance and reward them through honorary certifications.	950	1,100
<b>Helping a Colleague</b>	A social and humanitarian initiative launched in coordination with Dar Al Ber Association. It enables employees to support each other financially in case of emergencies as in medical surgeries or to support in the cost of living or in children's education ...etc.	110	169
<b>Shukran</b>	This programme aims to honour achievements and appreciate the exceptional work of employees that has a positive impact on the Corporation.	598	201
<b>The Risks and Internal Audit Event</b>	The 4th session of this annual event was celebrated in May 2016, in conjunction with the Global Awareness Month for Internal Audit, which included 9 lectures, and awareness workshops about Risk Management in Arabic & English, in addition to an e-competition for employees.	350	500

Programme Title	Programme brief	Number of beneficiaries	
		2015	2016
<b>Suggestions Week</b>	Launched for the first time in 2014 in conjunction with the International Suggestions Week, the 3rd edition was organized in 2016 and included 2 initiatives: "Formula 1" that welcomed a great number of immediately executable suggestions, and "Itlala Initiative" which handles suggestions from all organizational units under the e-system "Afkar". All these had to be carried out during the International Suggestions Week.	26 employees presented 58 ideas.	13 employees presented 48 ideas.
<b>Nojoom</b>	This programme aims at honouring distinguished employees on a quarterly basis. It was launched in the 2nd quarter of 2013.	56	69
<b>Injaaz</b>	An initiative aimed at honouring achievements in various fields of work. It was launched in the 2nd quarter of 2013.	30	12
<b>Tomouh</b>	A programme is designed to honour employees who acquire educational diplomas or other educational qualifications while working in the Corporation. An initiative which empowers academic and cultural achievements within the organization.	15	10
<b>Umrah Trip</b>	This programme enhances the religious aspects and develops cultural knowledge and social relations among employees, helping to create an ideal working environment through the promotion of participation in overseas programmes and activities.	627	956
<b>Sports Day</b>	This is an internal annual sport initiative. In the first quarter of every year, a football tournament is organized where special prizes are distributed on winners who acquire the first or second places.	10 teams	10 teams including more than 150 players and administrators
<b>Employees' Open Day</b>	An initiative organized periodically where employees from all departments gather outside the Corporation premises for leisure activities that promote team spirit and improve social relations between employees.	137	136
<b>Females Employees Meeting</b>	The year 2016 saw the meeting of female employees that coincided with the International Women's Day celebrations in 8th March of each year. It includes various educational and recreational programmes.	27	30
<b>White Points System</b>	A motivational system for drivers launched in 2016 to motivate and honour distinguished drivers who are committed to traffic rules on the roads and abide by safety requirements on buses.	-	399 drivers

# CHAPTER

# 5

## Sustainability...A Host of Achievements

- 121**    **Commitment and A Progressive Vision**
- 122**    **Ongoing initiatives**
- 125**    **Safe Transport for Special Needs**
- 127**    **Investment projects with a positive environmental impact**
- 129**    **Reducing the Carbon Footprint...Another Green Success**
- 137**    **Volunteer Work ... A Unifying Ethos**

## Growing contribution in CSR..



### Commitment and a progressive vision

Through its long and prosperous journey, Emirates Transport has succeeded in positioning itself as an effective player on the map of social responsibility in the country, realizing a number of valuable achievements, particularly at the level of corporate social responsibility.

This enhanced the reputation of Emirates Transport in diverse areas of social responsibility and sustainability, supported by a number of practices and policies, a deep engagement to meet societal needs, and a close joint cooperation with the federal and local government entities, as well as partners in private and civil sectors.

Emirates Transport's social responsibility practices include a wide range of initiatives, projects and services. Some of these have become an established approach for the Corporation, being subject to various amendments and updates on a yearly basis, especially services and initiatives with a societal nature. The Corporation focused on adopting new quality initiatives, namely investment projects with a positive impact on the environment, contributing thereby to a green developed and sustainable UAE, in line with the wise vision of its leaders.

These proactive practices are pioneered by community-based principles rooted within the Corporation's culture, from which emanated an integrated vision and an ambitious mission that consist a general framework for the Corporation's policies and various initiatives:

#### The Vision of Social Responsibility:

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

#### The Mission of Social Responsibility:

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

Thanks to its considerable efforts, Emirates Transport won a number of prestigious awards in the areas of Social



18001:2007 OHSAS

14001:2004 ISO

Responsibility on the local, regional and international levels. In 2016, the Corporation won the Dubai Chamber CSR Label for the fifth time in a row, in addition to winning the Arabia Corporate Social Responsibility Award, as well as the Dubai Award for Sustainable Transport, for the eighth successive year. The Corporation is also constantly updating its certifications related to the Integrated Management System, including the Environment Management System ISO 2004 :14001, Certificate of Occupational Health and Safety Management System "OHSAS" 2007 :18001, in addition to gaining accreditation by the Abu Dhabi Centre for Environment, Health and Safety "OSHAD".

### Institutionalization of community efforts.

To improve the impact and efficiency of its efforts in the areas of social responsibility, Emirates Transport put in place several key indicators to outline these efforts. These indicators are based on a number of qualitative and quantities proficiencies, such as:

1. The number of CSR initiatives in each area, separately.
2. The categories and number of beneficiaries of the Corporation's initiatives in the areas of social responsibility.
3. The results of opinion polls, especially those directed to employees to assess their satisfaction rate with the Corporation's initiatives, along with the results of community satisfaction survey.

### Ongoing initiatives

Emirates Transport is continuously diversifying its community initiatives and expanding the beneficiary groups, in line with its aspiring CSR vision, by launched a number of new initiatives to add to its already expansive range of efforts.

#### The National Bus Project:

One of the prestigious projects of the Corporation that provides community transport for a number of governmental, semi-governmental and private entities through the deployment of 100 buses spread across all ET branches. Last year alone, more than 264 entities benefited from 752 transport operations.

#### Community Ads Project:

A uniquely designed project where the Corporation allows a number of entities to advertise on its fleet of buses, in a clever step to promote community events. In the year 2016, the Corporation allocated more than 1,000 buses for free

advertising, with 931 ads displayed on behalf of 6 different entities.

#### Financial and service sponsorships for the community:

The Corporation pursued its generous programme of sponsorships in different areas of social responsibility in 2016. In this sense, more than 26 entities benefited from 38 financial sponsorships, while 12 entities benefited from service sponsorships invested in the areas of education, safety, transport, communication, creativity, innovation, health and environment.

#### Sustainability Report:

The Corporation emphasized its advanced organisational practices in the areas of sustainability and community responsibility by continuing to issue the annual reports along with the sustainability reports. The reports are prepared in

accordance with the principles of the Global Reporting Initiative GRI- G4 Guidelines.

#### Participation in community, national and humanitarian activities with partners:

The Corporation maintained an outstanding presence in a large number of different national, community and humanitarian events during last year in cooperation with its strategic partners and other government and private entities. The aim was to contribute in the success of these initiatives in order to promote a positive impact in the community. As such, more than 14 major initiatives were carried out, in addition to voluntary contributions from the Corporation's employees. Among these initiatives:

1. Participation in Cultural Convoys initiative, in cooperation with the Ministry of Culture, by providing buses to transport participants throughout the year.
2. Launching the "Mobile Library" in collaboration with Abu Dhabi Education Council for the benefit of public schools in the Emirate of Abu Dhabi, from which 160 schools benefited in 2016, in line with the Government initiative to declare the year 2016 a "Year of Reading", and under the directives of His Highness Sheikh Khalifa bin Zayed Al Nahyan, and the constant follow-up of His Highness Sheikh Mohammed bin



3. Participation in the "Mobile Library" project, in collaboration with the Zayed Giving Initiative, by providing an equipped bus for the event.
4. Participation in the Gulf Traffic Week 2016, under the theme "Your Decision Determines your Destiny". The events comprised of participations in exhibitions held by Traffic Departments around the State, providing lectures and awareness programmes for community members and schools





students as well as the distribution of educational materials and publications.

5. Implementation of an awareness campaign in collaboration with the Ministry of the Interior under the slogan “Their Safety is Important to Us”, at the beginning of the academic year 2016/2017, during which the Corporation distributed 226,000 awareness publications to school students.

6. Sponsorship of a number of schools in their efforts to promote the culture of safety, by distributing publications promoting safety tips to students and their families, in addition to sponsoring other schools to implement the Golden Rule project to raise the awareness of students.

7. Organizing a Blood Donation Campaign for the Corporation’s employees in collaboration with the Blood Transfusion and Research Services Centre in Sharjah.

8. Implement specialized oriented initiatives to support women’s health and strengthen their presence in the community, in conjunction with local and international events and in cooperation with a number of health centres in the country.

9. Participation with Abu Dhabi Autism Centre, a subsidiary of Zayed Higher Organization for Humanitarian Care and Special Needs, in the World Autism Day, by providing transport to employees of the Centre and distributing gifts.

10. Provide Summer vocational training programmes for college and university students.

11. Maintain participation in national festivals and events,

including:

- Flag Day events.
- Commemoration Day events.

-The 45th National Day of the UAE, where activities were organized in different branches and of the Corporation.

12. Participation in various religious and cultural events including:

- Ramadan initiatives under the slogan “Hal Helalah”, including a number of internal initiatives directed at employees, as well as several initiatives in collaboration with Dar Al Ber Society, with employees contribution as volunteers.
- Participate in Zayed Day for Humanitarian Work, under the slogan: “Love and Loyalty... for the Giving Zayed.”

13. Organize a number of recreational and health activities for the Corporation employees to further improve their environment of work. This has been discussed in Part Four of this report.

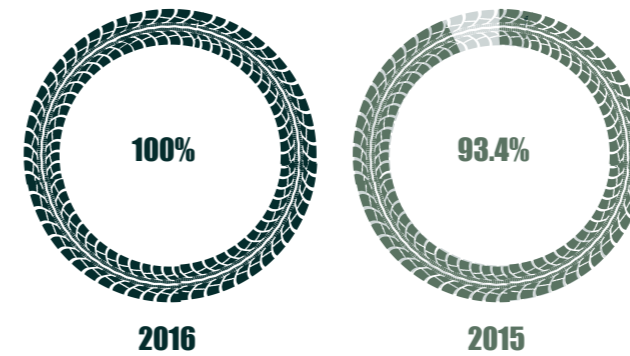
14. Implementation of the 17th session of the ET Award for Traffic Safety and Education.

15. Distribution of a range of electronic tablets (iPad) on thalassemia patients.

Adding to these initiatives, the Corporation’s efforts in raising awareness about sustainability issues and rationalizing the consumption of resources and the importance of recycling areas, which will be discussed in more details later in this section.

As a result, the Corporation has gained a lot of appreciation because of the high quality of its community services, where overall satisfaction rate reached 100% (As per direct inquiry).

Statement	2015	2016
Overall community satisfaction rate (per direct inquiry)	93.4%	100%



### An Integrated system

EmiratesTransport believes that its projects and organisational initiatives in the areas of environment, occupational health and safety, and traffic safety are part of one integrated system, reflected through its vision and accredited policies and systems. The Corporation tries to improve this system on a yearly basis to achieve more integration and precision; especially that it covers all specialisations and areas of work and is considered among the Corporation’s integral practices in Social Responsibility. The Year 2016 witnessed important amendments and additions, which are reviewed in details in Part One of this report.

### Safe transport for people with special needs

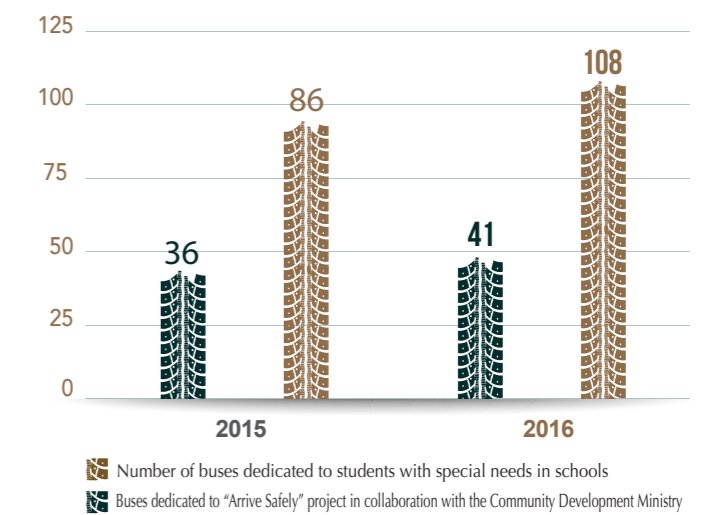
The Corporation continued its commitment to providing safe and comfortable transport methods for people with special needs, by providing buses with specialized equipment to facilitate mobility for this category. The Corporation increased the size of its dedicated fleet by 22% compared with 2015, providing 149 buses

and vehicles to perform this crucial task in 2016 with an increase of 27 vehicles compared to 2015.

Five additional buses were added to the Corporation fleet during the “Arrive Safely” community initiative launched in collaboration with the Ministry of Community Development in late 2013. The buses transported students of the five Disability Rehabilitation Centres affiliated to the Ministry, along with 22 additional buses to transfer the students of Government schools affiliated to the Ministry of Education and Abu Dhabi Education Council.

The Corporation also continued its awareness and training roles to reach its objectives. In this respect, it undertook to train its employees, particularly those on board of buses, on how to provide the best possible services for transported passengers.

Statement	2015	2016
Number of buses dedicated to students with special needs in schools	86	108
Buses dedicated to “Arrive Safely” project in collaboration with the Community Development Ministry.	36	41
<b>Total</b>	<b>122</b>	<b>149</b>



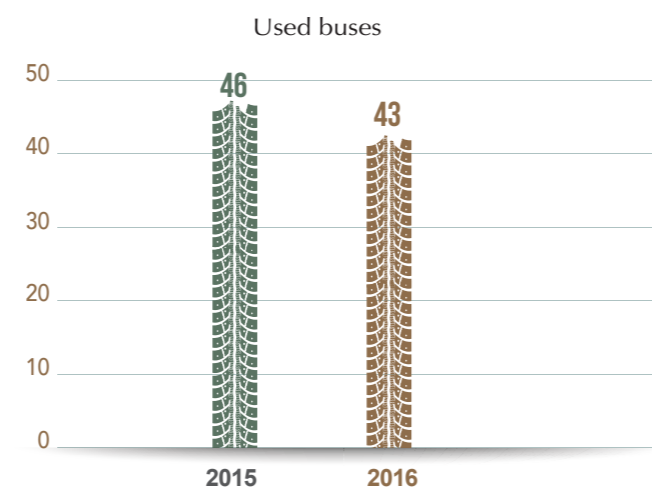




### Cementing the culture of mass transit

Emirates Transport strives to enhance the mass transport culture among its employees as well as in the general public, particularly since that this type of transport is the core work of the Corporation. This is based on a strong belief that this type of transport represents an effective solution in light of the rising demand for transport services locally and globally, and consideration of the increasing number of populations, and their concentration in large cities, which exacerbates traffic congestions and air pollution issues, affecting people's quality of life and competitiveness of the economy. Emirates Transport takes pride on being one of the main providers of mass transport services in the country, particularly school transport (the Corporation owns nearly 7,800 buses, including 5,522 school buses), and that the

efforts invested in this area have contributed to reducing the carbon footprint in general, as per an earlier study conducted by the Corporation in 2014, in cooperation with the Dubai Excellence Centre for Carbon Emissions Control, which showed that, thanks to the Corporation's school transport services, the amount of annual reduction in emissions achieved was 92 thousand tons of carbon dioxide equivalent (tCO<sub>2</sub>e). On the other hand, the Corporation has also considered the wellbeing of its employees by providing mass transport services for its employees in some areas. To that end, more than 30 buses were allocated last year to serve 641 male and female employees.



### Investment projects with a positive environmental impact

Since its foundation, Emirates Transport has adopted green policies that are consistent with the government's objectives, and are reflective of the aspirations of its people and leaders. However, a qualitative leap was achieved with the launch of a series of projects that successfully combines both investment and sustainability equations, by demonstrating the feasibility of such projects at the level of the environment and investment, and refuting the allegations that the commitment to sustainability conditions and standards is detrimental to the economy. As such, the Corporation launched in 2010 The Etihad Centre for Converting Vehicles to Operate on Compressed Natural Gas (CNG), in collaboration with ADNOC. This was followed up in 2013 with the launch of the Tyre Retreading Unit and the Dry Wash Unit, as well as the continued growth in its fleet of electric vehicles.

These projects have been widely praised, and won a number of local, regional and international awards, notably the Mohammed bin Rashid Award in 2013 (Etihad Centre - for the best technical project), the UAE Ideas Award for the best environment initiative, the Dubai Award for Sustainable Transport, the Emirates Energy Award, the Ideas Arabia Award - for the Dry Wash project, Be Green Award for the years 2013 and 2014, as well as the 2015 US Ideas Award for the initiative of modifying diesel buses and vehicles to operate on a dual fuel system. The latter is considered the world first initiative of its kind and has also won the UK Ideas Award in 2015.

### The Etihad Centre for converting vehicles to operate on CNG

Since its inception, the Centre succeeded in converting 6,418 vehicles into CNG operation, while the year 2016 saw the conversion of 1,440 vehicles, through the deployment of three stations that provide exceptional services for 40 major and strategic clients.

The importance of this Centre stems from its major role in

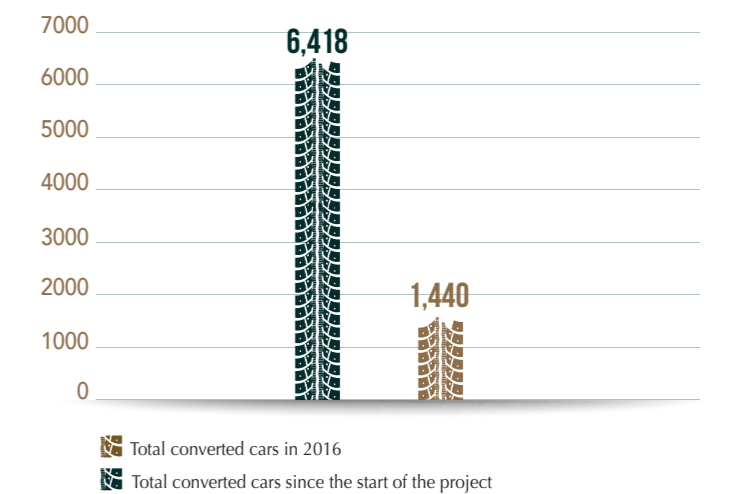


reducing greenhouse gas emissions and harmful warming effect caused by the combustion of conventional petroleum fuels in vehicle engines.

The process of vehicles conversion actually has a positive environmental impact, as follows:

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

Details	Total converted cars since the start of the project	Total converted cars in 2016
Vehicles converted from natural gas to compressed gas.	6,418	1,440



**10,000,000** litres of water saving.

**A step forward**

In a similar achievement, and in collaboration with Emirates Gas, subsidiary of Emirates National Oil (ENOC), the Corporation launched the first sub-station to supply transport vehicles operating on CNG, in Dubai. This was in mid-March 2016 at the Corporation's facilities in Qusais area. The independent sub-station supplies CNG to vehicles in accordance with the highest standards of efficiency and reliability, in addition to the allocation of the entire fleet of gas storage to transport compressed gas from the main gas terminal in Jebel Ali to the new station in Al Qusais.

The station is an ambitious step to expand the use of natural gas fuel as an alternative for vehicles in the country, through the establishment of plants to convert vehicles in the Western Region of Abu Dhabi, the Emirate of Sharjah and Ras Al Khaimah. This comes alongside the implementation of a project to modify vehicles working on diesel to operate on a dual fuel system, which will support government policies to reduce carbon dioxide emissions.



**Tyre Retreading Unit**

The creation of this unit came following the success of the Etihad Centre which combined investment and environmental aspects. Within a few years, this unit managed to retread about 30,000 used tyres for 60 different clients, including 9,004 frames in the year 2016.

Details	2015	2016
Retreaded tyres	8,400	9,004

**Car Dry Wash Unit**

The Dry Wash Unit is a qualitative addition to a series of environment investment projects launched by the Corporation. The unit managed to save tens of millions of litres of water that would have been used by traditional water reliant washing methods, and recorded a noticeable leap in the number of washing operations to reach approximately 214,000 in 2016 compared to the previous year, thereby saving about 10 million litres of water.

Details	2015	2016
Cars cleaned under the "Dry Wash Unit"	162,357	213,509

**268,147** tCO<sub>2</sub>e

**Electric golf carts**

Along with the previous projects, the Corporation worked on providing electric golf carts to its customers through rental services, encouraging them to adopt this option to support its green objectives. The size of its fleet of cars increased to reach 113 cars at the end of 2016.

Details	2015	2016
Cars in the Corporation's fleet	108	113



**Reducing the carbon footprint...another green success.**

As with previous years, the Corporation conducted a study to determine the carbon footprint impact of its various operations and activities, in cooperation with the Dubai Carbon Centre of Excellence. The study revealed a relative decrease in the footprint size in 2016 compared to the previous year, with a total emissions rate (In the first and second scope only) of 268,147 tons of carbon dioxide equivalents (tCO<sub>2</sub>e), and an absolute increase of 3,077 tonnes of carbon dioxide equivalent compared to 2015 emissions (1.16%). On a more detailed approach, the results came in three ranges of emission resources, as follows:

- **First Scope:** This is where the largest amount of the Corporation's greenhouse gas emissions are concentrated (97.3%); and it is no surprise since this range includes direct emissions resulting from the Corporation's fleet of vehicles (which accounts for 88% of emissions in this range), as well as diesel generators positioned in remote areas, and the release of gases from refrigerated vehicles. The emissions amounted to 260,853 tons for the unit of

carbon dioxide equivalent, with an increase of less than 1% than in the previous year, despite the growth of the Corporation's fleet to 22,069 vehicles at the end of 2016, compared to 19,846 vehicles at the end of 2015. This indicates a significant improvement in the management of its operations, especially school transport itineraries (where the number of kilometres dropped to 71,045,993 km in 2016, compared to 101,442,568 km in 2015, noting that the largest share of emissions is caused by school transport (30% of total emissions), and that the diesel combustion constitutes the main source of greenhouse gas emissions within the first range, decreasing from 70% in 2015 to 69% in 2016). Eventually, the Corporation managed to curb its carbon footprint thanks to the adoption of alternative energy solutions, as well as strictly abiding by sustainability requirements in general.

- **Second Scope:** The total emissions of the second scope reached 7.294 tons of carbon dioxide equivalent, with electricity consumption as the prime resource (6,268 tons, or 86% of the total emissions of this range). Total electricity consumption in all sites was 12,131 MW, with an increase of 8.6% compared to 2015. The second scope also

includes indirect energy emissions resulting from water consumption (produced from water desalination) in all work sites belonging to the Corporation, which accounts for 14% of total scale emissions, with a slight increase compared to the previous year (about 1.2%).

• **Third Scope:** The emissions in this scope are very minor (0.03% of total emissions), including emissions from office paper consumption and business travel. The aforementioned results are evidence of the relative decline in carbon print impact achieved by the Corporation over during last year, thanks to the significant efforts made at this level. Even though, the Corporation portfolio expanded significantly in 2016 due to the increase of activities, services and clients, and the growth of its fleet by 11.2%, along with the boosting of revenues by 10.6%, the total carbon footprint rose by 1.16% only.

The diagram shows the carbon footprint rate of the Corporation compared to the growth rate in revenue and fleet over the last 3 years, with a slow growth of the carbon footprint compared to the other two variables.

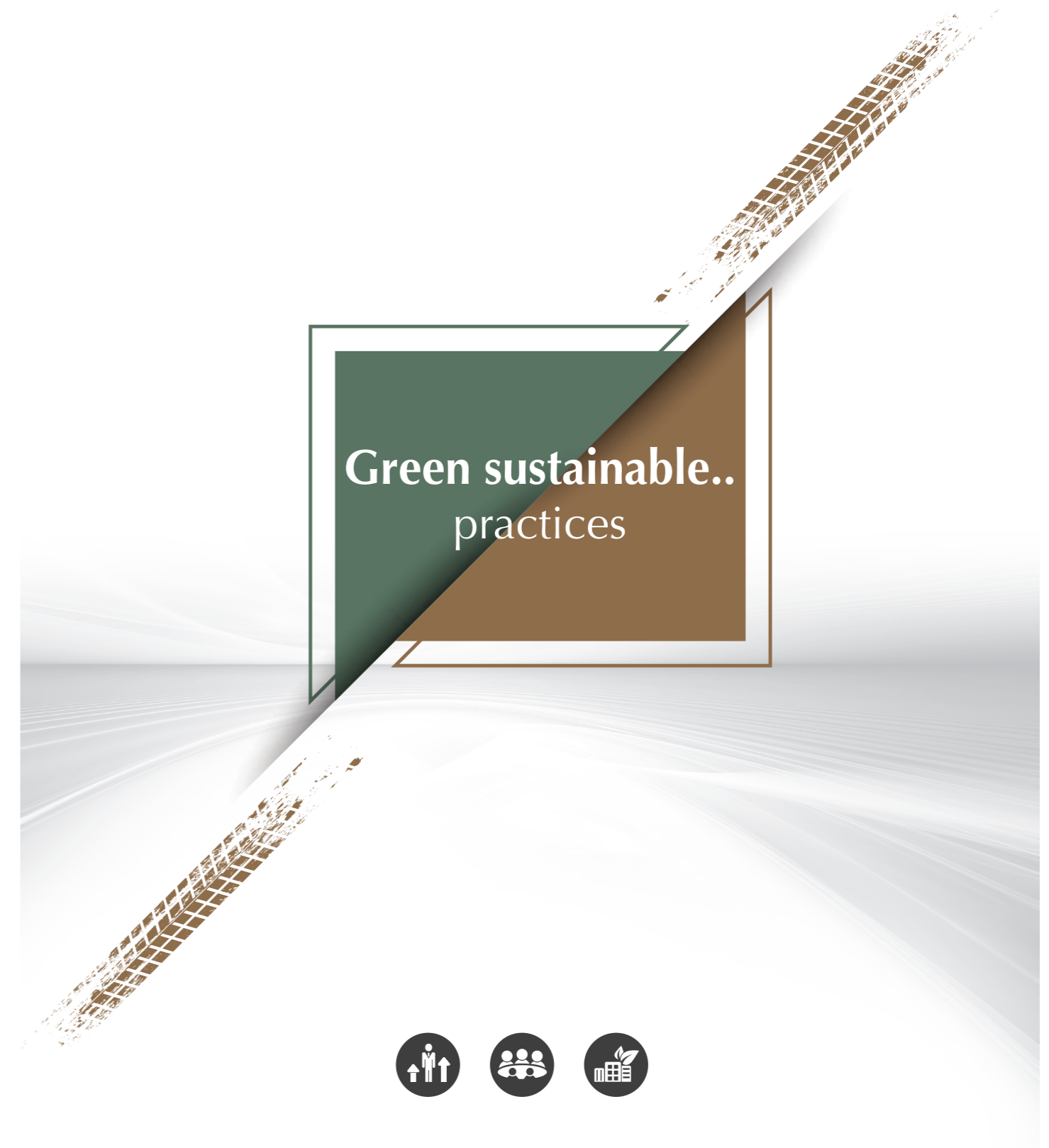
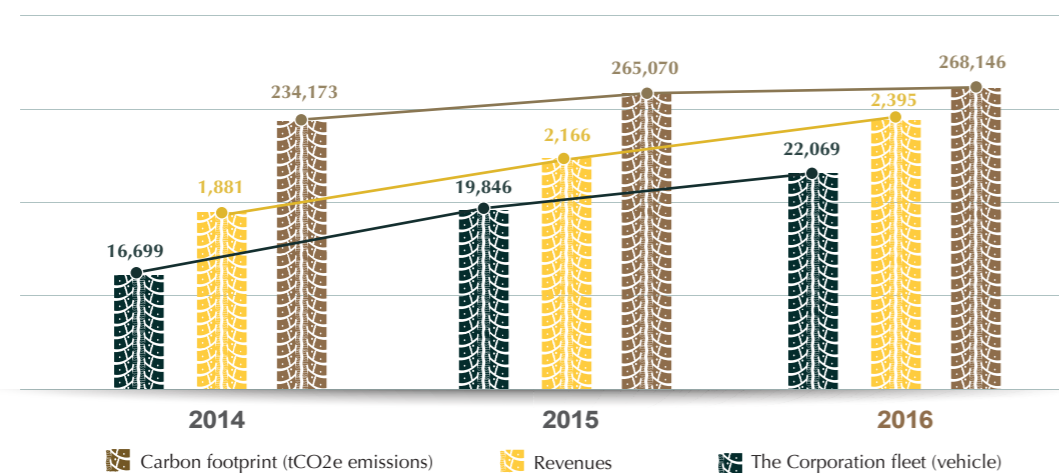
**Carbon footprint and development of the Corporation fleet**

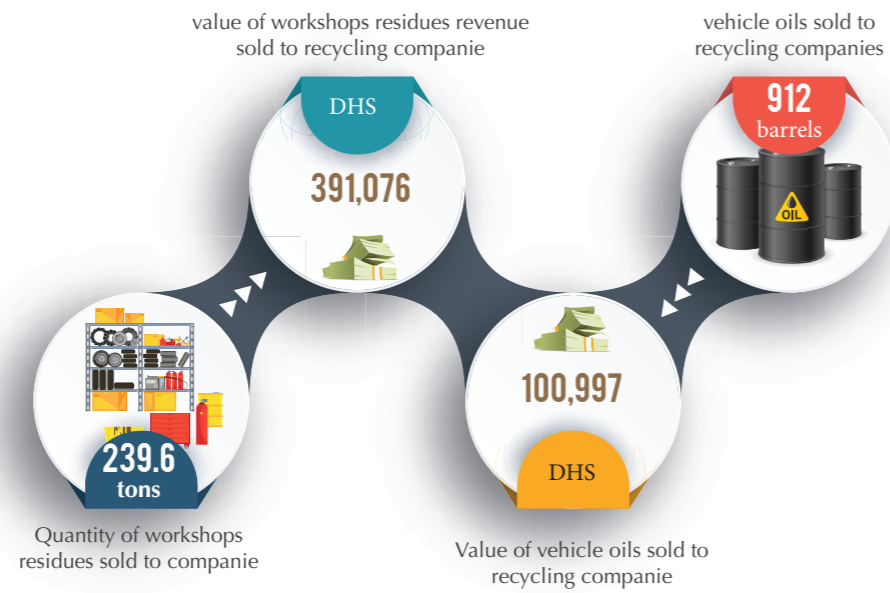
Details	2015	2016
Carbon footprint (tCO2e)	265,070	268,146
The Corporation's fleet	19,846	22,069
Revenues (millions)	2,166	2,395

Details	2015	2016
Water consumption (Gallon)	28,531,043	29,181,959

**Energy consumption**

Details	2015	2016
Energy consumption (MW)	11,300	12,131
Electricity (GG)	40,680	43,672
Tonnes of carbon dioxide equivalent (tCO2e)	5,771	6,268





Emirates Transport spares no efforts to reduce the carbon footprint of its activities. For this reason, it implemented a number of initiatives and practices during last year, which come as follows:

### Recycling oils and residues from auto workshops and office equipment

The Corporation has implemented a smart approach by enhancing the recycling culture in its employees, and adopting a range of programmes such as the Oil Recycling Initiative, with the collaboration of major recycling companies, the Auto Workshops Recycling Initiative (scrap waste) which is collected and sold to stakeholders for recycling work, as well as Recycling Office Electronic Devices programme. The recycling efforts during 2016 produced the following results:

Statement	2016
Quantity of vehicle oils sold to recycling companies in 2016	912 barrels
Value of vehicle oils sold to recycling companies in 2016	100,997 AED
Quantity of workshops residues sold to companies in 2016	239.602 tons
Total value of workshops residues revenue sold to recycling companies in 2016	391,076 AED
Number of PCs, scanners and printers recycled	112 devices

### Paperless initiatives...

In its efforts to uphold the principles of sustainability and eco-friendly practices, the Corporation expanded its green practices to include Paperless Day campaigns not only to reduce the consumption of paper use in office premises, but also to recycle consumed material. One of the important initiatives in this aspect is the “Print Management Services” launched in 2014, which aims to cut down on the amount of wasted paper, the inks and the power consumption, allowing a considerable reduction of two million dirhams and a decrease in paper use by more than 10 million. The below table shows the annual benefits of this initiative:

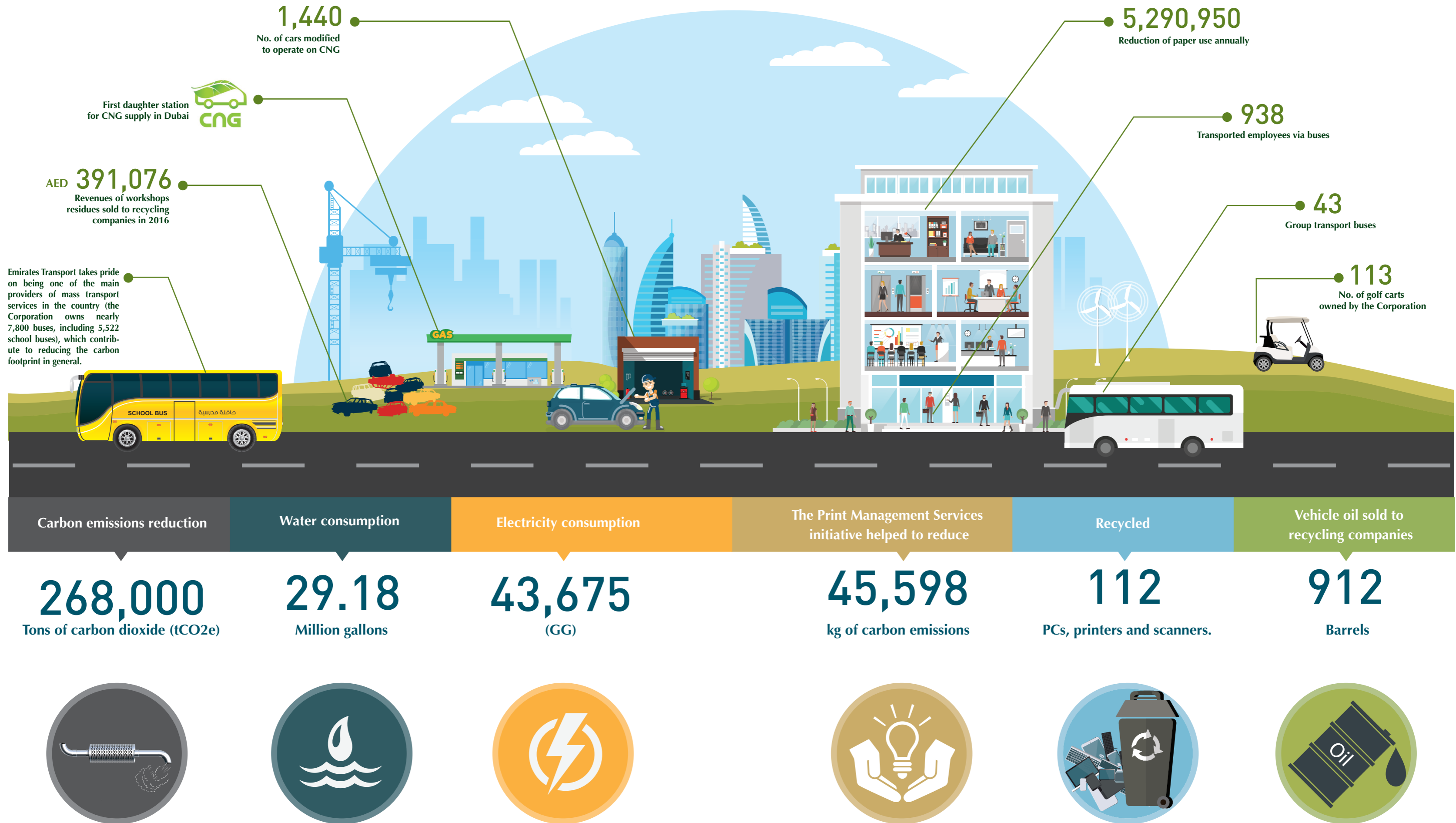
Sr.	Details
1	Annual reduction of AED 806,400 by cutting down on inks and printers
2	Continuous saving of 5-10% per annum in inkjet costs
3	Annual reduction of 45,598.72 kg of carbon emissions from printers
4	Annual reduction of 47,873.50 watts of power consumption in printers and scanners
5	Reduction of paper use by 5,590,950 papers annually



### Buildings adopting sustainability criteria

Emirates Transport is committed to the international green-building standards throughout its working sites in order to produce the least harmful effect on the environment. Through its activities of maintenance, expansion and development of existing buildings, the Corporation is determined to abide by the best practices available through the use of internal and external insulation works and environment friendly materials in addition to waterproof structures for concrete bases, walls

and roofs, and highly sustainable concrete quality. Furthermore, the Corporation uses external sustainable coating for facades through the use of aluminium sheets or (ETICS), obligating contractors and consultants to adopt the highest engineering specifications. The Corporation is also committed to the requirements of preventive and periodic maintenance for existing buildings through the outsourcing of qualified and specialized company in this field.



### Training and awareness in the areas of social responsibility

In its endeavour to commit to social responsibility requirements for the long term, Emirates Transport has given this aspect an important part of its agenda especially in the area of training. In 2016, the Corporation carried out the following training programmes:



Sr.	Names of implemented programmes in the field of CSR	Programme timing (hours)	Beneficiary employees
1	"Be Positive" initiative	3	12
2	Community Safety Conference	25	5
3	Happiness in the workplace	3	1
4	The impact of law enforcement and supervision on traffic safety	36	2
5	Seniors forum (For elderly-friendly cities)	10	2
6	A workshop entitled (to improve indicators study for the happiest work environment)	10	2
7	UAE Ideas Conference 2016	114	19
8	The young generation in the work environment	4	2
9	Professional planning and implementation of cultural events and conferences	30	2
10	15th Conference on Management of Training and Empowering Talent	10	1
11	Occupational Safety and Health Conference	27	1
<b>Total</b>		<b>272</b>	<b>49</b>

Emirates Transport cooperated with a number of partners for the purpose of educating its employees on environmental issues. Part of these efforts came in the shape of participations in the following events and activities:

1. The "Arab Agriculture Day" in collaboration with Dubai Municipality, under the slogan "Food Wastage Reduction to Enhance Arab Food Security."
2. The "World Energy Day" through the distribution of awareness leaflets and special gifts.
3. The "Earth Hour" event, through raising awareness slogan about the protection of mother earth.
4. The "World Environment Day", under the slogan "Let's Protect Our Wildlife for a Better Environment."

### Volunteer work ... A unifying ethos

Over the past few years, the work of volunteering became a prominent feature in the Corporation's work environment. It is a culture derived from the nature of Emirati traditions, and truly reflects its moral and ethical legacy. Emirates Transport prides itself in this exceptional

environment and further encourages its employees to engage in more volunteering activities. As such, more than 766 employees participated in 26 activities and voluntary initiatives related to the community and environment in 2016. They contributed to more than 10,000 hours of volunteering work.

#### Data of Volunteering for community activities in 2016

Sr.	Activity	No. of volunteers	Hours of volunteering	Total hours of volunteering
1	Security and safety event for Abu Dhabi Rehabilitation and Care Centre for Special Needs	10	4	40
2	Participation in Jiran village	5	10	50
3	Emergency and Crisis Team Meeting	1	2	2
4	Volunteers forum – Al Ain Branch	1	2	2
5	Pink Caravan campaign in association with Health Education and Media	4	7	28
6	Participation in the Smile Camp for Diabetes	4	200	800
7	World Health Day	2	3	12
8	Ramadan is Safe	86	77	6,622
9	Eid clothing for needy families	16	7	112
10	Eid Dress (in collaboration with Dar Al Ber Association)	8	1	8
11	Participation in Zayed Day for Humanitarian Action	10	1	10
12	Traffic Safety and Sudden Deviation	6	15	90
13	Traffic Village	5	4	20
14	Cross Safely	14	51	714
15	Participation in Iftar meals (in collaboration with Al Ihsan Charity Association)	2	1	2
16	Distribution of Iftar meals with Sheikh Khalifa Humanitarian Association	2	88.5	177
17	Year of Reading events at Al - Jalila Centre for Child Culture	3	12	36
18	Participation in special needs students' celebrations with Zayed Higher Foundation for Humanitarian Care and Special Needs	5	3	15
19	Raising the flag in collaboration with Dar Al-Ber Association	4	1	4
20	Participation in the distribution of personal hygiene materials in collaboration with Dar Al Ber Society.	8	4	32
21	Participation with the Department of Health Awareness, Education and Media in the periodic examination of breast cancer.	80	3	240
<b>Total</b>		<b>276</b>	<b>496.5</b>	<b>9,016</b>



On the other hand, the Corporation employees participated in a number of volunteering activities and events to protect the environment, including:

- "Car Free day" initiative in collaboration with Dubai Municipality.
- World Environment Day event.
- The 1,000 volunteers campaign "Clean Up the UAE."
- "Friends of the UAE" campaign, in collaboration with Environment Friends Society in Abu Dhabi.

### Community Volunteering in 2016

Sr.	Activity	Number of volunteer	Hours of volunteering	Hours of volunteering work
1	Forestation of Abdullah Bin Al Otaiba School	15	2	30
2	Zero Waste Campaign	270	2	540
3	Environment Protection and Beaches Cleaning	50	1	50
4	Tree Day (Forestation)	5	1	5
5	"Clean Up the Environment" Campaign in collaboration with the Public Works Department	150	4	600
Total		490	10	1,135

### Volunteering activities in 2016



**10,151**  
Volunteering hours



**26**  
Volunteering programmes



**766**  
Volunteer employees



### Confident steps towards a brighter future

By the end of 2016, Emirates Transport has completed its strategic and investment plans for the years 2014 - 2016, moving steadily towards the implementation of its new 5 years strategic approach of 2017-2021, which has already been launched with the start of this year, and is intended to enhance ET'S services and investment supremacy in the various growing fields of business.

The year 2016 was a year of challenge; and we have presented in this report various aspects of the Corporation's success story, achieved by a competent and creative human resources team, vast financial capabilities and an outstanding management approach. As for the current year, the Corporation raised the slogan of "Year of Excelling", to focus on the idea of excelling in one's own field, and gear up for the investment objectives initiated during the recent

years, including projects meant for end-users, such as:

- Tyre Retreading Project in Abu Dhabi.
- Car Rentals.
- Driving Institute Project.
- Luxury Cars Workshop Project in Sharjah.

Emirates Transport has gone a long way to achieve its goals so that the start of 2017 has been an occasion to celebrate a prosperous journey of more than 35 years of successes on different levels. As it moves on from the "Year of Challenge", the Corporation aspires to excel further still in providing exceptional services for its exceptional clientele, having faith in the depth of strategic cooperation with its partners and its sacred duties that serve, as a priority, the economic and social development of the UAE.

# GRI Index



General Standard Disclosures			
Disclosure Ref	Definition	Page / Direct Answer	External Assurance Reference
<b>Strategy and Analysis</b>			
G4-1	Statement from the Director General	10 to 13	-
G4-2	Description of key impacts, risks, and opportunities.	37 to 39	-
<b>Organizational Profile</b>			
G4-3	Name of the organization	Cover Page	Yes, Page 27
G4-4	Primary brands, products, and/or services	16 to 23	Yes, Page 27
G4-5	Location of organization's headquarters	16	Yes, Page 27
G4-6	Number of countries where the organization operates	16	Yes, Page 27
G4-7	Nature of ownership and legal form	16	Yes, Page 27
G4-8	Markets served	16 to 23	Yes, Page 27
G4-9	Scale of the reporting organization	27	Yes, Page 27
G4-10	Number of Employees	105 & 106	Yes, Page 27
G4-11	Percentage of Employees covered by CBA	No CBA in the UAE	Yes, Page 27
G4-12	Organization Supply Chain	97	Yes, Page 27
G4-13	Significant Changes to the Organization Structure	30 & 31	Yes, Page 27
G4-14	Precautionary Approach	88 & 89	Yes, Page 27
G4-15	Externally Developed Economic, Environmental and Social Charters	34 to 36	Yes, Page 27
G4-16	Memberships of Associations	46	Yes, Page 27
<b>Identified Material Aspects and Boundaries</b>			
G4-17	Entities Included in the Organization Consolidated Financial Statements	27	Yes, Page 27
G4-18	Report Content and Aspect Boundaries	27	Yes, Page 27
G4-19	Material Aspects	88 & 89	Yes, Page 27
G4-20	Material Aspect Boundary within the Organization	88 & 89	Yes, Page 27
G4-21	Material Aspect Boundary outside the Organization	88 & 89	Yes, Page 27
G4-22	Effect of Re-Statement from Previous Report	No Re-Statement	Yes, Page 27
G4-23	Significant Changes in Scope and Aspect Boundaries	No Significant Changes	Yes, Page 27

General Standard Disclosures			
Disclosure Ref	Definition	Page / Direct Answer	External Assurance Reference
<b>Stakeholder Engagement</b>			
G4-24	List of Stakeholders	85 to 87	Yes, Page 27
G4-25	Basis for Identification and Selection of Stakeholders	85 to 87	Yes, Page 27
G4-26	Approach to Stakeholder Engagement	85 to 87	Yes, Page 27
G4-27	Key Topics Through Stakeholder Engagement	85 to 87	Yes, Page 27
<b>Report Profile</b>			
G4-28	Reporting Period	27	Yes, Page 27
G4-29	Most Recent Report	27	Yes, Page 27
G4-30	Reporting Cycle	27	Yes, Page 27
G4-31	Contact Point Regarding the Report	27	Yes, Page 27
G4-32	Report the "In Accordance" Option Chosen	27	Yes, Page 27
G4-33	Policy on External Assurance	27	Yes, Page 27
<b>Governance</b>			
G4-34	Governance structure of the organization	31 & 32	Yes, Page 27
G4-35	Process for Delegating Authority	34 & 35	Yes, Page 27
G4-36	Executive Level Position for Economic, Environmental and Social Responsibility	31 to 36	Yes, Page 27
G4-37	Process for Consultation with Stakeholders on Economic, Environmental and Social Responsibility	31 to 36	Yes, Page 27
G4-38	Composition of Highest Governance Bodies and Committees	31 to 36	Yes, Page 27
G4-39	Highest Governance Body	31 to 36	Yes, Page 27
G4-40	Nomination and Selection for the Highest Governance Body	31 to 36	Yes, Page 27
G4-41	Process for the Highest Governance Body to Ensure Conflicts of Interests are Avoided and Managed	31 to 36	Yes, Page 27
G4-42	Role of Governance Bodies in Development of Vision or Mission	31 to 36	Yes, Page 27
G4-43	Measures Taken to Develop the Highest Governance Body on Economic, Environmental and Social Topics	31 to 36	Yes, Page 27
G4-44	Evaluation of Highest Governance Body performance on Economic, Environmental and Social Topics	31 to 36	Yes, Page 27



# GRI Index

General Standard Disclosures			
Disclosure Ref	Definition	Page / Direct Answer	External Assurance Reference
G4-45	Role of Highest Governance Body in Identification of risks and opportunities on Economic, Environmental and Social Impacts	31 to 36	Yes, Page 27
G4-46	Role of Highest Governance Body in Effectiveness of risks and opportunities on Economic, Environmental and Social Impacts	31 to 36	Yes, Page 27
G4-47	Frequency Review of Highest Governance Body	31 to 36	Yes, Page 27
G4-48	Highest Committee which Review the Organization's Sustainability Report	31 to 36	Yes, Page 27
G4-49	Process for Communication Critical Concerns to the Highest Governance Body	37 to 41	Yes, Page 27
G4-50	Nature and Number of Critical Concerns Communicated	37 to 41	Yes, Page 27
G4-51	Remuneration Policy for the Highest Governance Body	35	Yes, Page 27
G4-52	Process for Determining Remuneration	35	Yes, Page 27
G4-53	Stakeholders Views on Remuneration	35	Yes, Page 27
G4-54	Ratio of Compensation for Highest Paid Individual and All Employees	Confidential	Yes, Page 27
G4-55	Ratio of Percentage Increase for Highest Paid Individual and All Employees	Confidential	Yes, Page 27
Ethics and Integrity			
G4-56	Code of Conduct and Ethics	40 & 41	Yes, Page 27
G4-57	Internal & External Mechanism for Advice on lawful Behaviour	40 & 41	Yes, Page 27
G4-58	Internal & External Mechanism for Advice on un- lawful Behaviour	40 & 41	Yes, Page 27
Specific Standard Disclosures			
Material Aspect	DMA and Indicator Definition	Page / Direct Answer	External Assurance Reference
Economic			
Economic Performance			
G4-DMA	Reasons for Materiality & its Impacts	54	Yes, Page 27

Specific Standard Disclosures			
Material Aspect	DMA and Indicator Definition	Page / Direct Answer	External Assurance Reference
G4-EC1	Direct economic value generated & distributed	54 to 57	Yes, Page 27
G4-EC2	Financial Implications & Other Risks & Opportunities Due to Climate Change.	54 to 57	Yes, Page 27
G4-EC3	Coverage of the Organization's Defined Benefit Plan Obligations.	54 to 57	Yes, Page 27
G4-EC4	Financial Assistance Received from Government.	54	Yes, Page 27
Market Presence			
G4-DMA	Reasons for Materiality & its Impacts	88 & 89	Yes, Page 27
G4-EC5	Range of Ratios of Standard Entry Level Wage Compared to Local Minimum Wage	Confidential	Yes, Page 27
G4-EC6	Proportion of Senior Management Hired from the Local Community	107	Yes, Page 27
Procurement Practices			
G4-DMA	Reasons for Materiality & its Impacts	97	Yes, Page 27
G4-EC9	Proportions of Spending on Local Suppliers	97	Yes, Page 27
Environmental			
Materials			
G4-DMA	Reasons for Materiality & its Impacts	121	Yes, Page 27
G4-EN1	Materials used by weight or volume.	132	Yes, Page 27
G4-EN2	Percentage of materials used that are recycled input materials.	132	Yes, Page 27
Energy			
G4-DMA	Reasons for Materiality & its Impacts	129 to 133	Yes, Page 27
G4-EN3	Energy Consumption within the Organization	129 to 133	Yes, Page 27
G4-EN4	Energy Consumption outside the Organization	129 to 133	Yes, Page 27
G4-EN5	Energy Intensity	129 to 133	Yes, Page 27
G4-EN6	Reduction of Energy Consumption	129 to 133	Yes, Page 27
G4-EN7	Reduction in Energy Requirements	129 to 133	Yes, Page 27
Effluents and Waste			
G4-DMA	Reasons for Materiality & its Impacts	121 to 132	Yes, Page 27
G4-EN22	Total Water Discharge by Quality and Destination	129 to 133	Yes, Page 27
G4-EN23	Total weight of waste by type and disposal method.	129 to 133	Yes, Page 27

# GRI Index

Specific Standard Disclosures			
Material Aspect	DMA and Indicator Definition	Page / Direct Answer	External Assurance Reference
G4-EN24	Total number and volume of significant spills.	129 to 133	Yes, Page 27
G4-EN25	Weight of transported, imported, exported, or treated waste deemed hazardous	129 to 133	Yes, Page 27
G4-EN26	Identity, size, protected status, and biodiversity value of water bodies and related habitats significantly affected	129 to 133	Yes, Page 27
Compliance			
G4-DMA	Reasons for Materiality & its Impacts	129 to 133	Yes, Page 27
G4-EN29	Significant environmental impacts of transporting products and other goods and materials used for the organization's operations, and transporting members of the workforce.	129 to 133	Yes, Page 27
Overall			
G4-DMA	Reasons for Materiality & its Impacts	129 to 133	Yes, Page 27
G4-EN31	Total environmental protection expenditures and investments by type	129 to 133	Yes, Page 27
Social: Labor Practices and Decent Work			
Employment			
G4-DMA	Reasons for Materiality & its Impacts	104	Yes, Page 27
G4-LA1	Total number & rate of employee turnover by age group, gender & region	106 & 107	Yes, Page 27
G4-LA2	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by major operations.	104 & 105	Yes, Page 27
G4-LA3	Return to work and retention rates after parental leave, by gender	106 & 107	Yes, Page 27
Labour Management / Relations			
G4-DMA	Reasons for Materiality & its Impacts	104	Yes, Page 27
G4-LA4	Minimum notice period(s) regarding significant operational changes, including whether it is specified in collective agreements.	104 to 107	Yes, Page 27
Occupational Health and Safety			
G4-DMA	Reasons for Materiality & its Impacts	42 to 45	Yes, Page 27
G4-LA5	Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor & advise on occupational health and safety programmes .	106 & 107	Yes, Page 27
G4-LA6	Type and Rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities by region.	42 to 45	Yes, Page 27
G4-LA7	Workers with High Risks of Disease related to their Occupation	42 to 45	Yes, Page 27
G4-LA8	Health & Safety topics covered in formal agreements with trade unions.	No Trade Unions	Yes, Page 27

Specific Standard Disclosures			
Material Aspect	DMA and Indicator Definition	Page / Direct Answer	External Assurance Reference
Training and Education			
G4-DMA	Reasons for Materiality & its Impacts	110	Yes, Page 27
G4-LA9	Average hours of training per year per employee by gender and employee category.	110 to 112	Yes, Page 27
G4-LA10	programmes for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings.	110 to 112	Yes, Page 27
G4-LA11	Percentage of employees receiving regular performance and career development reviews.	110 to 112	Yes, Page 27
Diversity and Equal Opportunity			
G4-DMA	Reasons for Materiality & its Impacts	104,105 & 115	Yes, Page 27
G4-LA12	Composition of governance bodies and breakdown of employees per category according to gender, age group, minority group membership, and others.	105 to 107	Yes, Page 27
Equal Remuneration for Men and Women			
G4-DMA	Reasons for Materiality & its Impacts	104	Yes, Page 27
G4-LA13	Ratio of basic salary of men to women by employee category.	106 & 107	Yes, Page 27
Labour Practice Grievance Mechanism			
G4-DMA	Reasons for Materiality & its Impacts	113	Yes, Page 27
G4-LA16	Number of Grievances about Labour Practices	113	Yes, Page 27
Social: Human Rights			
Investment			
G4-DMA	Reasons for Materiality & its Impacts	104 & 105	Yes, Page 27
G4-HR1	Percentage and total number of significant investment agreements that include human rights clauses or have undergone human rights screening.	104 to 117	Yes, Page 27
G4-HR2	Total Hours of Employee Training on Human Rights Policies	110 & 111	Yes, Page 27
Non-Discrimination			
G4-DMA	Reasons for Materiality & its Impacts	104 & 105	Yes, Page 27
G4-HR3	Total number of incidents of discrimination and actions taken.	113 to 115	Yes, Page 27
Security Practices			
G4-DMA	Reasons for Materiality & its Impacts	104 to 117	Yes, Page 27
G4-HR7	Percentage of security personnel trained in the organization's human rights policies or procedures that are relevant to operations	104 to 117	Yes, Page 27

# GRI Index

Specific Standard Disclosures			
Material Aspect	DMA and Indicator Definition	Page / Direct Answer	External Assurance Reference
Human Rights Grievance Mechanism			
G4-DMA	Reasons for Materiality & its Impacts	113 to 115	Yes, Page 27
G4-HR12	Number of grievances about human rights impacts filed, addressed, and resolved through formal grievance mechanisms	Nil	Yes, Page 27
Social: Society			
Local Communities			
G4-DMA	Reasons for Materiality & its Impacts	112	Yes, Page 27
G4-SO1	Percentage of operations with implemented local community engagement, impact assessments, and development programmes	121 to 139	Yes, Page 27
G4-SO2	Operations with significant actual or potential negative impacts on local communities	121 to 139	Yes, Page 27
Anti-Corruption			
G4-DMA	Reasons for Materiality & its Impacts	40	Yes, Page 27
G4-SO3	Total number and percentage of operations assessed for risks related to corruption and the significant risks identified	40 & 41	Yes, Page 27
G4-SO4	Communication and training on anti-corruption policies and procedures	40 & 41	Yes, Page 27
G4-SO5	Confirmed incidents of corruption and actions taken	Nil	Yes, Page 27
Social: Product Responsibility			
Customer Health & Safety			
G4-DMA	Reasons for Materiality & its Impacts	91	Yes, Page 27
G4-PR1	Percentage of significant product and service categories for which health and safety impacts are assessed for improvement	91 to 96	Yes, Page 27
G4-PR2	Total number of incidents of non-compliance with regulations and voluntary codes concerning the health and safety impacts of products and services during their life cycle, by type of outcomes	Nil	Yes, Page 27
Product Service and Labeling			
G4-DMA	Reasons for Materiality & its Impacts	91	Yes, Page 27
G4-PR3	Type of product and service information required by the organization's procedures for product and service information and labelling, and percentage of significant products and service categories subject to such information requirements	91 to 96	Yes, Page 27
G4-PR4	Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labelling, by type of outcomes	Nil	Yes, Page 27
G4-PR5	Results of surveys measuring customer satisfaction	94 to 96	Yes, Page 27
Customer Privacy			
G4-DMA	Reasons for Materiality & its Impacts	91 & 92	Yes, Page 27
G4-PR8	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data	Nil	Yes, Page 27