RTA Sustainability Report 2019
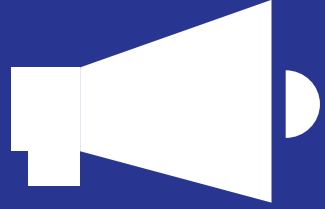
Towards a Future of Excellence and Innovation in Sustainable Transportation

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Contents

HE Mattar Mohammed Al Tayer

Director General and Chairman of the Board of Executive Directors, Roads and Transport Authority

Dear Esteemed Stakeholders,

It is our pleasure to present to you RTA's fifth annual Sustainability Report, for the year 2019, reflecting our approach and efforts towards sustainable development, while contributing to the local and federal strategies as well as the United Nations Sustainable Development Goals.

Last year we were the first organization globally in the Roads and Public Transportation sector to publish its sustainability report as per the GRI Standards with a Reasonable Level of Assurance in accordance with ISAE3000 and DNV GL VeriSustain Protocol. This year we continued with the same intention as we highlight our efforts to improve performance across economic, environmentaland social parameters.
In 2019, RTA has launched its sustainability framework formalizing the alignment to international, federal and local strategies' sustainability ambitions, creating a sustainability governance structure.

The key areas pertaining to the sustainability framework have been categorized across three themes, nine focus areas and thirty elements. From the economic perspective of our sustainability framework and in line with our strategic objective of attaining financial sustainability, all RTA's efforts contribute towards the UAE's vision of diversifying the economy and creating a strong knowledge-based economy, through implementing Innovation and Artificial Intelligence.

RTA achieved an operational surplus of 61% against a target of 58%. We also managed to save AED 536M by implementing new cost rationalization initiatives in repair and maintenance expenses (e.g., replacing traffic lights withLED bulbs using LED power-saving technology, mill and inlay asphalt) in addition to Value Engineering.

As a future or focus, we have plans for cost rationalization, revenue maximization, and achieving 58% of operational surplus by 2020. We also aspire to achieve breakeven for Bus, Marine and Tram activities while ensuring our customers get the best quality of service.

In regards to Sustainable Procurement, RTA is proudly the first government entity in the transportation industry to be awarded with Certificate of Compliance against the ISO 20400 standards requirements. We also became the first government entity in the Transportation industry to be Certified CIPS. RTA has implemented a 'Code of Vendor and Investor Conduct,' to ensure streamlining of all vendor and investor behavior and conduct and principles mandated by RTA for these external parties. At RTA, we ensure that all procurement activities conducted are in line with our overall business code of conduct and strategic objectives.

Through 75 projects, RTA showed support to the transformation of Dubai into a smart city to provide happiness and luxurious living to residents by offering world-class standard services in mobility. We are keen on implementing smart mobility to the concept of smart cities, allowing us to emphasize on the convenience and welfare of people when planning and constructing its projects.

In the Environmental aspect, through RTA's Sustainable mobility pillar in its sustainability framework, and reflection on RTA's fifth strategic goal "Safety and Environmental Sustainability", RTA has achieved record savings in the use of energy by implementing 46 projects and initiatives during 2019 as part of its Green Economy Strategy. RTA's savings amounted to 45 million gallons of water, 30 million litres of fuel, and 39 million kw/h of electricity.

Sustainable Mobility focus area hosted some projects and initiatives, which included broadening the use of solar power, trials for electric public buses, deploying hydrogen fuel/electricity-powered taxis, fitting power-saving streetlights, expanding the scope of online services, and recycling used carwash water.

Socially, RTA's focus is oriented towards attaining the optimal level of community happiness and ensuring safety, social well-being and satisfaction of RTA's stakeholders, including customers, employees, contractors, and the public of Dubai in general. Through the 'Sustainable Well-being and Happiness' pillar of our Sustainability Framework, we disclose our progress and achievements in Occupational Health and Safety, Customer Happiness and Social Responsibility, and Community Engagement.

Through RTA's CSR strategy, our contribution to the community amounted AED 7,989,199 reaching to 4,593,423 beneficiaries. Examples of initiatives rolled out in this regard include Dubai Audio Library (Bookshare.org) for visually impaired people, and 'Kiswat Khair' (Clothes for Good) initiative, which mustered the efforts of 850 volunteers from RTA and ten other government entities to recycle 35,000 pieces of clothes. 'Read More' Initiative had benefited half a million people, and 'Meals on Wheels' Initiative distributed Ramadan Iftar meals to families earning limited incomes and workers at their accommodations.

In Health and Safety RTA has been a regional and global pioneer in applying the latest technologies and reflecting new best practices in its policies, operations, and activities by making the safety and health of employees and customers its top priority. RTA is committed to a 'No Compromise to Safety' policy that shapes our decision-making and becomes a responsibility shared by all our employees. RTA's leadership team has the ultimate authority and responsibility for ensuring that all health and safety commitments are implemented effectively across RTA sectors and agencies.

In this regard, RTA achieved 2.3 in road accident fatalities per 100,000 people, against the 21.9 recorded in 2006.

As for Customer Happiness, through RTA's happiness strategy which focuses on six critical pillars of Community, Education, Governance, Economy, Environment and, Culture, RTA achieved 92.4% in the Customer satisfaction results, which indicates that the satisfaction and happiness index of the customers experience in RTA services and centers is increasing since 2015, hitting the highest figures in 2019.

Furthermore, in 2019, RTA introduced a new channel for customers to transact via WhatsApp, where customers of People of Determination and Senior Citizens share their documents, and we deliver the final product to them free of charge.

I believe that the essence of sustainability for any corporation is to have a strong set of values that enable the organization to build a sustainability culture, not just for today, but for tomorrow's consumers, employees, shareholders and communities.

With this said, I leave you with RTA's Sustainability Report for 2019.

Best Wishes,
Mattar Al Tayer
Director General and Chairman of the Board of Executive Directors

About
this Report

This is the fifth sustainability report issued by the Roads and Transport Authority (RTA). The report demonstrates RTA's economic, social and environmental performance, progress and initiatives from 1 January to 31 December 2019.

Information Covered

The report's sections and content are aligned with RTA's eight strategic goals.
The core sections are aligned to RTA's sustainability framework pillars.

Sustainable Economic Growth and Participation
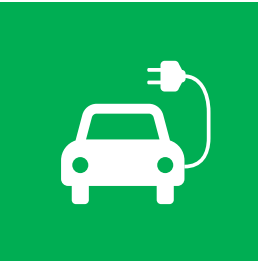
Sustainable Mobility

Sustainable Well-being and Happiness
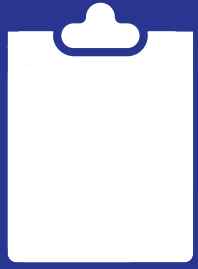
Reporting Framework

This report has been prepared in accordance with the GRI standards: Core Option. GRI is the most widely used and recognized global reporting framework.

The report also aligns with the United Nations Sustainable Development Goals (UN SDGs), United Nations Global Compact (UNGC) Principles, UAE vision 2021, Dubai Plan 2021 and RTA strategy.

This report has been submitted for external assurance in accordance with the AA1000 Assurance Standard 2008 ("AA1000AS"), where the independent assurance company provided AA1000 Type 2 Moderate Assurance, which evaluates the adherence to the principles of Inclusivity, Materiality, Responsiveness, and Impact.

Material Topics

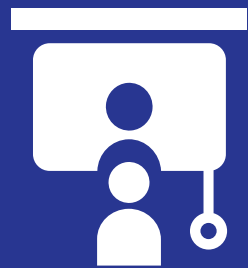At RTA, we conduct a comprehensive materiality assessment every two years by involving an external third party to ensure a comprehensive coverage of our materiality topics. We had our last materiality session in the 2018 sustainability report and in 2019 we had a materiality revision and updates from our Sustainability Criteria Committee members and validation of the results from our Higher Sustainability Committee which has CEO level participation. The most material sustainability topics form the focus of RTA's 2019 sustainability report.

Reporting Topic Boundaries

The material topics' boundaries include entities' internal and external boundaries. The internal areas include employees, assets, RTA's sectors, agencies and subsidiaries.

The external boundaries take into consideration RTA's indirect influence over entities with which RTA has business relationships such as contractors, suppliers, customers and vendors for different business activities and operations.The boundaries are defined throughout the report for each topic in the respective areas.

Feedback and Suggestions

We welcome all feedback and suggestions on any of our activities and operations, including our sustainability performance and commitments. Please direct all your feedback to: ASK@rta.ae.

01

About RTA

The Roads and Transport Authority (RTA) emerged in November 2005 as a public entity with an independent corporate body and a full legal capacity to perform all business and actions needed to achieve its objectives. RTA is a government-owned entity and based in Dubai planning and constructing transportation and road projects within Dubai, or between Dubai and neighboring emirates. It enacts rules and regulations and draws up comprehensive strategic plans for road systems, and land and marine transit networks to keep pace with Dubai's economic development plans according to the highest international standards.

Our Mission
Develop and manage integrated and sustainable world-class roads and transportation systems, provide pioneered services to all stakeholders, and support Dubai's vision through shaping the future, preparing policies and legislations, adopting technologies and innovations, and implementing world-class practices and standards.

Our Vision
Safe and smooth transport for all.

Our Values
In our endeavor to achieve our strategic vision and mission at all levels, we observe our values that remain our first and prime reference at all times:

Our Role

RTA's roles include developing and implementing policies necessary for achieving optimal utilization of existing transport and traffic elements. It attends to studying and endorsing the privatization of related businesses, and establishing, managing and commissioning an integrated transport system that provides services customized to community needs. It sets up regulations and administrative and operational systems related to its core business.

It compiles and implements findings of studies conducted for fixing and implementing fees to traffic and roads including proposing fares for using road networks, licensing drivers and vehicles, and setting fare structure for mass transit routes. It attends to upgrading legislations and procedures of drivers and vehicles registration and licensing to realize the strategic objectives of transport system in Dubai, conducts licensing of mass transit routes and all RTA business-related activities.

Corporate Reputation
Our credibility and corporate reputation are honest reflections for transparency and reliability in our operatoins.

Excellence & Success
Our distinction is a true representation of performance based on efficiency, effectiveness and sustainability within integrated governance system.

Leadership & Teamwork
The professionalism and wisdom of our leaders are manifested through their deep respect for individuals and reinforcement of teamwork.

Happiness & Positive Energy
Our pioneering and constant seeking to make people happy, indulge us in a sense of optimism and positive energy.

Innovation & Creativity
Our future outlook is the source of continuous creativity and innovation.

Our Responsibilities

01. Buses	05. Registration & Licensing	09. Roads Beautification
02. Taxis	06. Marine Transport	10. Roads & Parking
03. Inter-City Transport	07. Rail Project	
04. Roads Engineering	08. Commercial Ads on the Right of Way	

Our Goals and Objectives

RTA has set eight strategic business goals and 28 corresponding objectives to provide the direction needed to ensure that RTA delivers on its commitment to make Dubai the best city in the world.

Our goals have been developed to meet and adapt to emerging market changes and consider economic, environmental and social dimensions to ensure alignment with local and federal development plans.

01 Smart Dubai

1.1 Foster pioneering in information management
1.2 Ensure providing an integrated digital experience
1.3 Develop smart solutions for transportation, roads and traffic

02 Integrated Dubai

2.1 Enhance integration between transportation and urban planning
2.2 Make roads and transport systems friendly for all
2.3 Foster social responsibility

03 People Happiness

3.1 Pioneer in people happiness
3.2 Ensure harmony with customer

04 Smooth Transport For All

4.1 Encourage shared and public transport
4.2 Develop and enhance sustainable network and systems for roads and transportation
4.3 Manage travel demand and congestion
4.4 Improve effective policies and legislation for transport, roads and traffic

05 Safety & Environmental sustainability

5.1 Enhance transport and traffic safety to reduce accidents and fatalities
5.2 Foster environment sustainability for transportation
5.3 Ensure health and safety sustainability
5.4 Foster security sustainability

06 Financial Sustainability

6.1 Maximise and diversify revenues
6.2 Foster partnerships with the private sector
6.3 Enhance financial efficiency

07 Advance RTA

7.1 Attract, develop and retain talents
7.2 Foster excellence and knowledge management
7.3 Enhance systems, processes and corporate governance
7.4 Ensure pioneering in innovation and shaping the future
7.5 Improve relations with partners and vendors

08 Assets Sustainability

8.1 Enhance efficient and effective assets management
8.2 Ensure optimal performing assets
8.3 Maximise assets value

1.1
Our Governance Structure

The Board is formed of Chieve Executive Officers, Executive Directors and other members from RTA's agencies and sectors, and chaired by the Director General and Chairman H.E. Mattar Al Tayer.

The Board oversees RTA's intellectual, financial and technical affairs, adopting strategies and policies aimed at providing the necessary support to the executive body of RTA, and taking the appropriate decisions and actions to achieve its purposes and objectives.

Our corporate governance structure is managed by the Board of Executive Directors, which upholds RTA's integrity and accountability towards stakeholders.

RTA's Board of Executive Directors

HE Mattar Mohammed Al Tayer

Director General and Chairman of the Board of Executive Directors, Roads and Transport Authority

Mohammed Obaid AL Mulla

Board Member
Board of the Executive Directors

Maitha bin Adai

Chief Executive Officer
Traffic and Roads Agency

Abdul Mohsin Ibrahim Younes

Chief Executive Officer
Rail Agency

Ahmed Hashem Bahrozyan

Chief Executive Officer
Public Transport Agency

Youssef Ahmed Al Redha

Chief Executive Officer
Corporate Administration Support Services Sector

Abdulla Yousef Al Ali

Chief Executive Officer
Licensing Agency

Nasser BuShehab

Chief Executive Officer
Strategy and Corporate Governance Sector

Mohammed Al Mudharreb

Chief Executive Officer
Corporate Technology Support Services Sector

Ahmed Al Kaabi

Executive Director
Finance Department

Driving Excellence Through Governing our Sustainability Practices

In 2018, we introduced a sustainability governance structure as part of RTA's newly developed sustainability framework and policy. A Higher Sustainability Committee was formed, with representatives from RTA's executive level, to instil awareness on RTA's sustainability topics, ensure ownership and the effective implementation of the Sustainability Framework.

The Higher Sustainability Committee also provides inputs and recommendations to the Board of the Executive Directors focusing on identifying the strategic directions for sustainability, along with providng recomendations on programs and initaitives, supporting RTA's mission towards sustainable modes of transportation.

In 2018, RTA introduced a new sustainability function to drive the Sustainability Framework across RTA and to oversee the day-to-day implementation of the sustainability measures by the concerned departments across the Operations.

The central focal unit is supported by the Higher Sustainability Committee (Chaired by CEO) and reports to the Director General and Chairman of the Board of Executive Directors.

RTA's sustainability governance actions are organised by focus area with the concerned departments' roles outlined to drive better focus of operationalising sustainability. As such, the current organisational structure below has been designed to drive the sustainability measures, initiatives and strategy throughout RTA.

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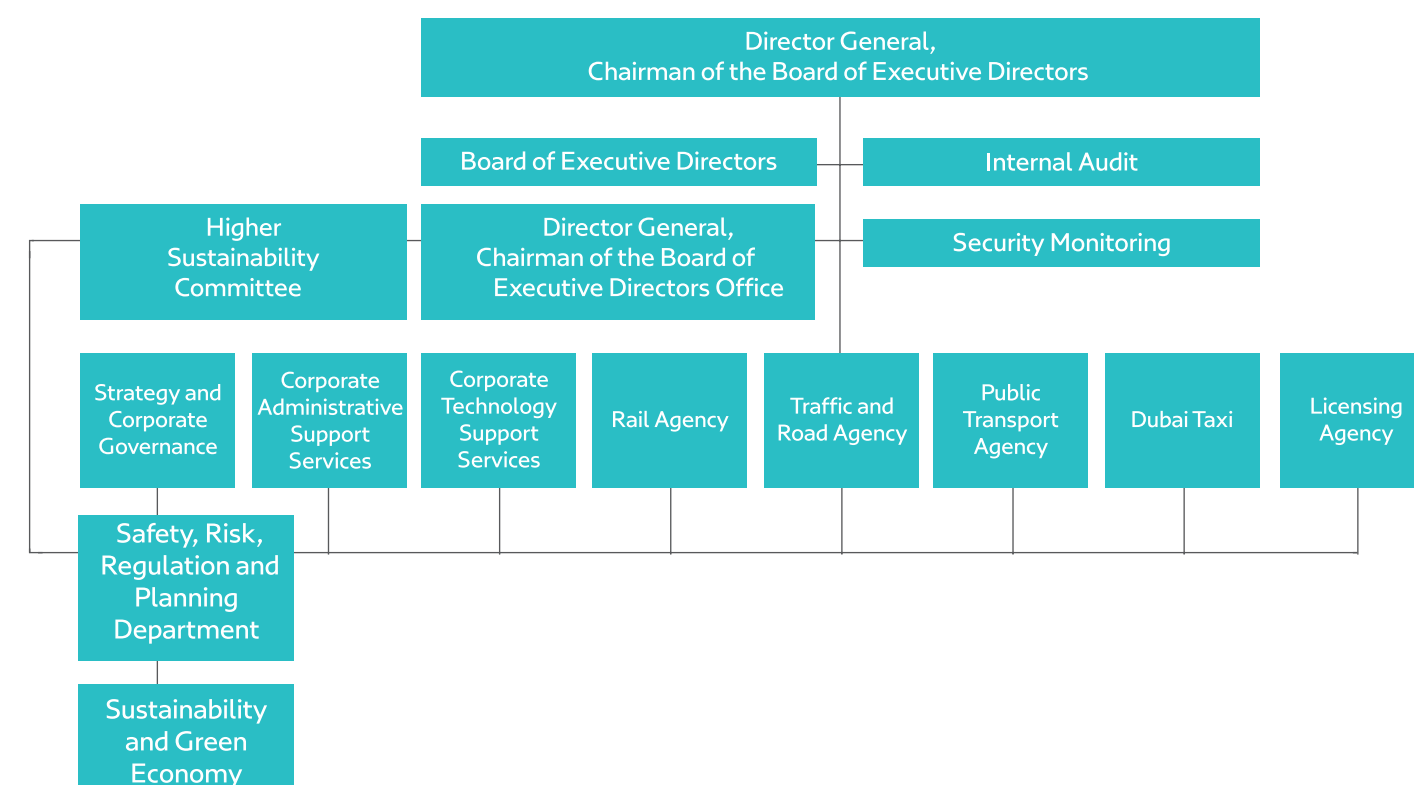
1.2
RTA's Certifications and Accreditations

At RTA, we have always focused on setting international standards for our business and operations. Some of the key certifications and accreditations we have include:

Standard Code	Certificate Name | Management System Name	Certified for the First Time
1 ISO 45001:2018	Occupational Health and Safety Management System	2010 as OHSAS 18001
2 ISO 140012015 Version	Environmental Management System	2010
3 ISO/IEC 27000:2013	Information Security Management System	2010
4 ISO 9001:2015	Quality Management System	2011
5 ISO 50001:2018 Version	Energy Management System	2013
6 ISO 22301:2012	Business Continuity Management System	2014
7 ISO 55001:2014	Asset Management System	2014
8 ISO 31000:2018 Version	Risk Management System	2015
9 ISO 39001:2012	Road Traffic Safety Management System	2015

Standard Code	Certificate Name | Management System Name	Certified for the First Time
10 BS 11200:2014	Crisis management. Guidance and good practice	2015
11 ISO/IEC 20000:2011	IT Service Management Standard	2016
12 ISO 10001:2007	Quality management – Customer satisfaction – Guidelines for codes of conduct for organizations	2017
13 ISO 10002:2014	Customer Satisfaction Management System	2017
14 ISO 41001:2018	Facility Management System	2018
15 ISO 26000:2010	Guidance on Social Responsibility	2019
16 ISO 38500: 2015	IT Governance Management System	2019
17 ISO 29993: 2017	Learning Services Outside Formal Education – Service Requirements	2019
18 ISO 19600: 2014	Compliance Management System	2019
19 ISO 37001: 2016	Anti-Bribery Management System	2019
20 ISO 20400:2017	Sustainable Procurement	2019
21 ISO 10004:2018	Quality Management – Customer Satisfaction – Guidelines for monitoring and measuring	2019
22 ISO 21001:2018	Educational organizations – management systems for educational organizations – requirements with guidance for use	2019
23 ISO 18788:2015	Management system for private security operations – Requirements with guidance for use	2019
24 ISO 20252:2019	Corporate Research Management	2019
25 ISO 44001:2017	Management of Local Partnership	2019
26 ISO 30401:2018	Knowledge Management	2019
27 ISO 56002:2019	Innovation Management System	2019
28 BS 13500 No Version	Code of Practice for Delivering Effective Governance of Organizations	2019
29 ISO 30408:2016	Human Resource Management – Guidelines on Human Governance	
30 ISO 10014:2006	Guidelines for realizing financial and economic benefits	

1.3
RTA's Awards

Our efforts towards Excellence, Innovation, and Sustainable Transportation have been recognized locally and internationally. Over the past five years, RTA has won a record of 97 awards. In 2019, we were bestowed with 27 awards on an international, regional, and local level.

Total
97 Awards

2015
10 Awards

2016
17 Awards

2017
18 Awards

2018
25 Awards

2019
27 Awards

10
Award
IQPC Award- CX Custome Experience

Type
Regional

11
Award
Best Innovation In Best usiness Award

Type
International

12
Award
The Green Apple Environment Awards

Type
International

13
Award
Ideas UK

Type
International

14
Award
RIMS Global ERM Award of Distinction

Type
International

15
Award
International Service Excellence Awards

Type
International

16
Award
HR Excellence Awards- Future Workplace Awards

Type
Regional

17
Award
HR Gov. Summit

Type
Regional

18
Award
Global Continual Improvement & Innovation Competition & Award

Type
Local

01
Award
The Royal Society for the Prevention of Accidents (ROSPA)

Type
International

02
Award
British Safety Council international Safety Awards 2019 (Best Local Government Sector Award)

Type
International

03
Award
Golden Peacock Award

Type
International

04
Award
Insights Awards

Type
Regional

05
Award
Transform Awards

Type
International

06
Award
Princess Haya Award for Special Education

Type
Local

07
Award
IDC Smart City Awards 2019

Type
Regional

08
Award
Meed Projects Awards

Type
Regional

09
Award
The Global CSR Awards

Type
International

19
Award
The SEAL Business Sustainability Awards

Type
International

20
Award
International Innovation Awards

Type
International

21
Award
Transport Ticketing Global Awards

Type
International

22
Award
CFI.CO- Capital Finance International

Type
International

23
Award
Emirates Standard National Achievement Award

Type
local

24
Award
Network Middle East Innovation

Type
Regional

25
Award
IBM Award "First Maximo Implementation in Transport"

Type
International

26
Award
IBM Award "Mahboub Initiative"

Type
International

27
Award
Global Sustainability Leadership Awards

Type
International

02

Our Approach to Sustainability

2.1
RTA's Sustainability Framework

Our sustainability framework helps us formalize our alignment with international, federal and local strategies' sustainability ambitions, create a sustainability governance structure and raise awareness on sustainability practices across all employees. Ultimately, we seek to advance our sustainability performance by continuously monitoring, evaluating and improving our practices.

RTA's Sustainability Framework was approved by H.E. Director General, Chairman of the Board of Executive Directors of the Roads and Transport Authority – Commissioner General for Infrastructure, Urban Planning and Well-Being in Q2-2019. The key areas pertaining to the sustainability framework have been categorized across three themes, nine focus areas and thirty elements.

It is important to mention that RTA's sustainability framework is aligned with ISO 26000 standard for social responsibility. Moreover, our sustainability efforts and achievements have been recognized by recieving the CSR Label award from the Dubai Chamber of Commerce, which aims at recognizing the different organizations' sustianability stratgies and efforts.

2.2
RTA's Sustainability Integrated Plan 2019-2023

In 2019, RTA finalized its sustainability integrated plan for 2019-2023. The core team collected over 500 projects from across RTA's sectors and agencies. A scoring matrix was defined to assess the projects' comprehensiveness of Environment Impact, Economic Impact and Social Impact.

The scoring criteria is aligned with RTA's Strategic Goals, United Nations Sustainable Development Goals and the Materiality Topics identified for the sustainability report. The overall approach resulted in 166 projects being identified which were further broken down into the following categories:

Sustainable Economic Growth and Participation	Sustainable Mobility	Sustainable Well-Being and Happiness
Local Economic Impact	**Sustainable Infrastructure**	**Social Responsibility & Community Engagement**
1. Support Local Suppliers	1. Resilient Infrastructure	1. Stakeholder Engagement
2. Partnerships	2. Innovation & Technology	2. Heritage & National Identity
3. Efficiency & Utilization	3. Integrated Transportation	3. Volunteering
4. Reliability of Transport & Infrastructure Investment		
Asset Management and Sustainable Procurement	**Climate Change**	**Health and Safety**
5. Human Rights	4. Resilience to climate change	4. Roads & Transportation Safety
6. Supply Chain Management & Lifecycle Assessment	5. Emissions Management	5. Health & Safety System
Employment	**Resource Efficiency and Management**	**Customer Happiness**
7. Emiratization	6. Energy Management	6. Livability
8. Training & Development	7. Water Management	7. Accessibility
9. Productivity	8. Waste Management	8. Connectivity
10. Happiness	9. Biodiversity	9. Affordability
11. Anti-Bribery		10. Equality

Sustainability Impact

Legend:
- **Very High Imapct**
- **High Imapct**
- **Moderate Imapct**
- **Low Imapct**
- **Very Low Imapct**

2.3
Materiality Assessment and Stakeholder Engagement

At RTA, we conduct a comprehensive materiality assessment every two years by involving an external third party to ensure a comprehensive coverage of our materiality topics. We had our last materiality session in the 2018 sustainability report and in 2019 we had a materiality refresh from our Sustainability Criteria committee members and validation of the results from our Higher Sustainability Committee, which has CEO level participation. The overall ranking of our material topics has minor updates and is highlighted in the table below.

Materiality topics for 2019 report	Rank in 2019	Rank in 2018
Economic performance	1	7
People happiness	1	4
Occupational health and safety	3	1
Energy and emissions	4	2
Innovation	5	3
Responding to changing market needs	6	5
Compliance	7	6
Indirect economic impacts	8	15
Diversity and equal opportunity	9	11
Customer privacy	10	9
Training and education	11	10
Anti-corruption practices	12	8
Employment	13	14
Effluents and waste	14	13
Procurement practices	15	12
Market presence including local content	16	16
Water	17	17
Biodiversity	18	18

Stakeholder Engagement

RTA has a structured stakeholder engagement mechanism across its identified critical stakeholders such as our employees, customers, vendors and strategic partners.

Our strategic partners are UAE government entities and some of them with whom we interact regularly include Dubai Police, Dubai Municipality, Dubai Electricity & Water Authority, Federal Transport Authority – Land & Marine, Dubai Civil Defense, Dubai Government Human Resources Department, Dubai Health Authority, Land Department, Department of Finance, and Ministry of Interior. Our stakeholder engagement process identifies and prioritizes those groups that can reasonably impact or become impacted by RTA's activities and operations.

Stakeholder	What matters to our stakeholders	How we respond	Frequency
Employees	Better work environment Career growth Quality training programmes	Within boundaries of Dubai Government HR Law Quarterly HR Open Day Regular communication on updates to policies, Code of Conduct, and roles and responsibilities Satisfaction survey Benefits like nursery, health club, gym Establishment of a dedicated Training Centre Whistle-blowing scheme and grievance mechanism Employee service centre that facilitates the process of performance appraisals, feedback and any other matter related to RTA's HR Services	Yearly Quarterly As and when required
Strategic Partners	Enhance partnership in relation to strategic directions Execution of shared initiatives	Coordination with strategic partners for roles and responsibilities and ensure equal contribution of each entity in achieving joint strategic objectives	Ongoing

Stakeholder	What matters to our stakeholders	How we respond	Frequency
Vendors	Improved communication	Open communication channels (dedicated email, helpline and help-centre) Online services Streamlined process for payment and documentation Launch of the e-tendering system Automated process for pre-qualification on sustainability criteria Training on RTA's procurement systems and procedures Workshops and tendering processes targeting SMEs	Ongoing
Customers	Timeliness and responsiveness Accessibility and availability Security and privacy Service quality	Customer Happiness Centres Agreements with Customers, Customer Service Charter, Multi-Channel Service Delivery Options Implementation of 24/7 functional Smart Centres, Call Centre, IVR, Chatbot, Smart Apps, Self-Service Kiosks, Valet Services at the Customer Happiness Centres Implementation of international standards & best practices (i.e., ISO 27000 Information Security Management System) Implementation of the Service Quality Framework and Service Excellence Standards	Ongoing

2.4
RTA's Sustainability Impact – Summary

Our mission is to develop and manage integrated and sustainable roads and transportation systems at world-class level and provide pioneering services to all stakeholders. We ensure our customers are happy, and support Dubai's vision through shaping the future, preparing policies, legislation, adopting technologies and innovations, and implementing world-class practices and standards.

18.1%
PT share (with shared mobility) (6% back in 2006)

AED 193B
Savings in fuel and time cost (2006 –19) due to RTA's projects

254,881 T
CO2e avoided (2016 –2019)

1st Ranking
Globally in Roads Quality World Economic Forum (2013, 2014, 2015, 2016, 2017)

2.3
Road accident fatalities per 100,000 people of population (21.9 in 2006)

World's Largest
Audio book library to support people of determination

425 km
Cycling Track (10km in 2006)

119
Pedestrian Bridges and Tunnels (26 in 2006)

97
Local, Regional and Global Awards

03

Sustainable Economic Growth and Participation

RTA's definition of economic development and growth are those contributions that meet the needs and requirements of the community through local growth and sustainable economic development. RTA aims to continue developing and expanding the transportation infrastructure and services to increase reach, accessibility, and innovative services to all stakeholders.

RTA's 'Sustainable Economic Growth and Participation' pillar discloses our objectives and efforts towards managing and progressing local economic contribution, asset management and procurement practices, employment practices, and RTA's impact and input to the local economy.

		Alignment to United Sustaiable Development Goals	Alignment to Global Reporting Initiative (GRI)	Alignment to UAE vision 2021	Alignment to Dubai plan 2021	Alignment to RTA's strategy
Local Economic Impact		8 DECENT WORK AND ECONOMIC GROWTH / 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE / 11 SUSTAINABLE CITIES AND COMMUNITIES	GRI 201: Economic Performance 2016	Competitive Knowledge Economy	A Pivotal Hub in the Global Economy / A Pioneering and Excellent Government	Financial Sustainability
Asset Management and Sustainable Procurement		9 INDUSTRY, INNOVATION AND INFRASTRUCTURE / 11 SUSTAINABLE CITIES AND COMMUNITIES / 12 RESPONSIBLE CONSUMPTION AND PRODUCTION / 17 PARTNERSHIPS FOR THE GOALS	GRI 204: Procurement Practices 2016	Sustainable Environment & Infrastructure	A Smart and Sustainable City / A Pioneering and Excellent Government	Asset Sustainability
Employement		4 QUALITY EDUCATION / 5 GENDER EQUALITY / 16 PEACE, JUSTICE AND STRONG INSTITUTIONS / 10 REDUCED INEQUALITIES	GRI 401: Employment Satisfaction 2016	First-Rate Education system / Competitive Knowledge Economy	A city of Happy Creative and Empowered Employees / A Pioneering and Excellent Government	People Happiness

Our Sustainable Economic Growth and Participation Material sustainability topics include:

Material topics	Impact	Disclosure Page
Responding to changing market needs	High	Page 40
Economic performance	High	Page 43
Anti-corruption practices	High	Page 61, 71
Compliance	High	Page 61
Training and education	Moderate	Page 68
Diversity and equal opportunity	Moderate	Page 66
Procurement practices	Moderate	Page 55
Employment	Low	Page 65
Indirect economic impacts	Low	Page 56
Market presence including local content	Low	Page 37

3.1
Local Economic Impact

RTA is one of the largest governmental entites in Dubai; its main strategic obective is to ensure financial sustainability. Since its establishment, RTA has achieved great success in operating surplus and developing continuous financial growth through stabilizing expenses and increasing revenues. While we manage almost one-third of the Dubai Government budget, we understand the need to continuously develop and enhance our financial systems to contribute to cost efficiency for internal processes and maintain financial sustainability.

Mr. Ahmed Al Kaabi

**Executive Director
Finance Department**

RTA's vision and strategic goals align with the eight Principles and 50 Year Charter and Vision of Dubai; it has experienced tremendous growth in its service portfolio and assets since its inception in 2005.

RTA prepares its five years' financial plan and its 2030 financial sustianability plan, which gets revised and updated on yearly basis. Moreover, RTA's business plan, which highlights its core business strategies and the execution plans for all agencies/sections, get revised and updated on yearly basis.
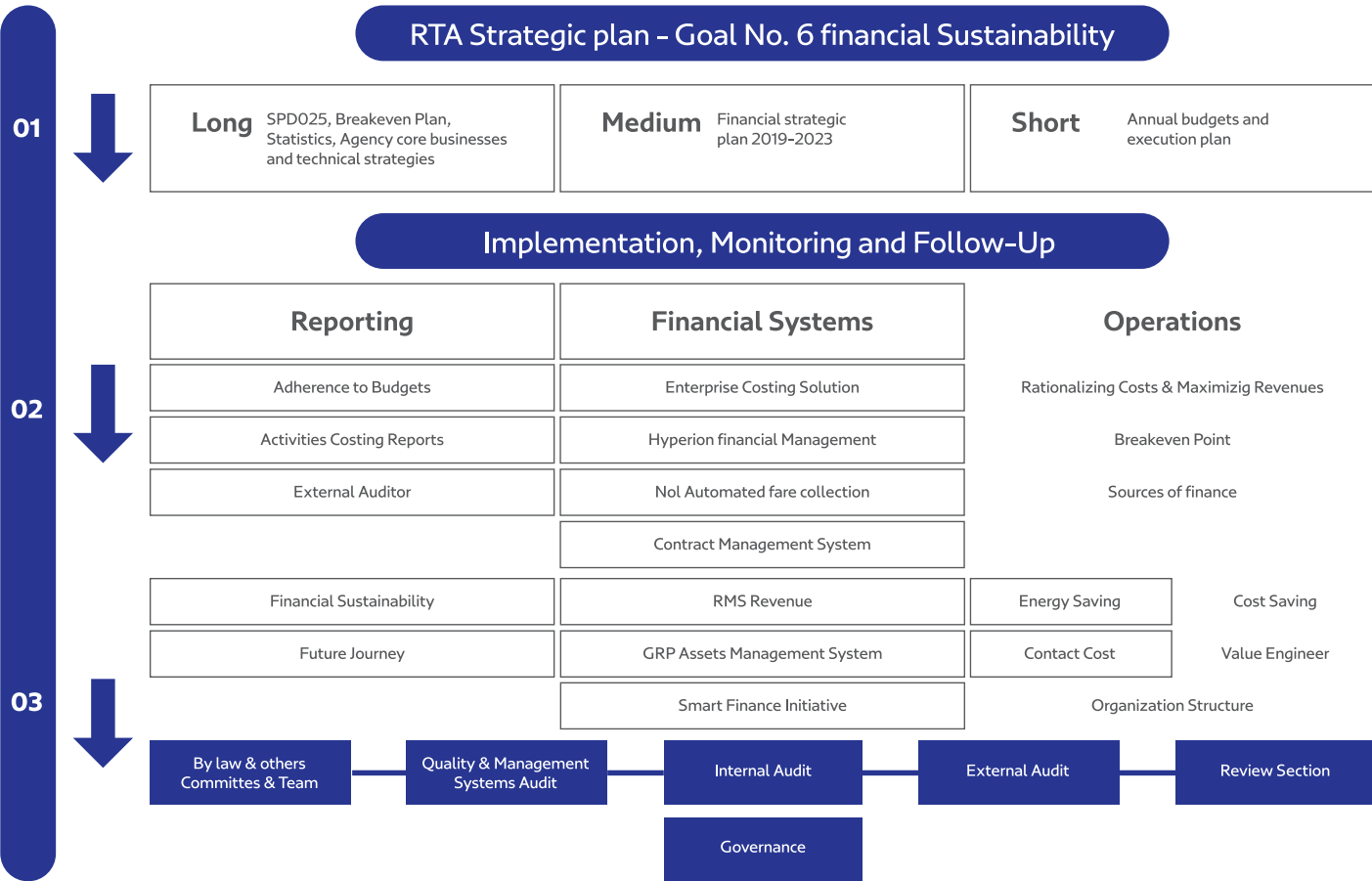
RTA sets an annual target for cost rationalization and revenue maximization to ensure financial sustainability and to achieve operational efficiency. We have 100% compliance with all government standards, policies, and regulations.

In 2019, we established and implemented new cost rationalization initiatives in repair and maintenance expenses (e.g., replacing traffic lights with halogen bulbs using LED power-saving technology, mill, and Inlay asphalt) in addition to Value Engineering. The cost rationalization resulted in savings of AED 536Million. We also achieved an operational surplus of 61% against a target of 58%.

RTA's Financial Management Framework

RTA has a complete financial management framework in place that is aligned to RTA strategic plan. Short, medium and long term objectives and plans are put in place. Systems to ensure proper implementation, monitoring and reporting have been established, supported by many initiatives and programs, along with extensive governance to guarantee the success and achievements of the plans. Under RTA's financial management framework:

Short term plan is – 1 year	Medium term plan is – 5 Years, from 2019-2023	Long term plan is for 15 years focusing on (core business and support) specialized strategies

01 — RTA Strategic plan – Goal No. 6 financial Sustainability

Long — SPD025, Breakeven Plan, Statistics, Agency core businesses and technical strategies	Medium — Financial strategic plan 2019-2023	Short — Annual budgets and execution plan

02 — Implementation, Monitoring and Follow-Up

Reporting	Financial Systems	Operations
Adherence to Budgets	Enterprise Costing Solution	Rationalizing Costs & Maximizig Revenues
Activities Costing Reports	Hyperion financial Management	Breakeven Point
External Auditor	Nol Automated fare collection	Sources of finance
	Contract Management System	

Financial Sustainability	RMS Revenue	Energy Saving	Cost Saving
Future Journey	GRP Assets Management System	Contact Cost	Value Engineer
	Smart Finance Initiative	Organization Structure	

03

By law & others Committes & Team	Quality & Management Systems Audit	Internal Audit	External Audit	Review Section

Governance

RTA's Commercial Investment Approach

Dubai has ambitious plans to become one of the world's greatest cities and competitive economies. To support Dubai's plans, RTA will make additional investments to build transport capacity in the Emirate of Dubai.

To guide and support RTA's investments and achieve the strategic goal of financial sustainability, a long-term investment strategy has been developed and is being implemented.

RTA is firmly committed to financial sustainability and has established it as a strategic goal for future investments. As we continue to make ambitious investments to expand Dubai's transport infrastructure, the investment strategy is a key tool to help us drive decision making to achieve financial sustainability in the long run.

Mr. Ibrahim Alhaddad
Director
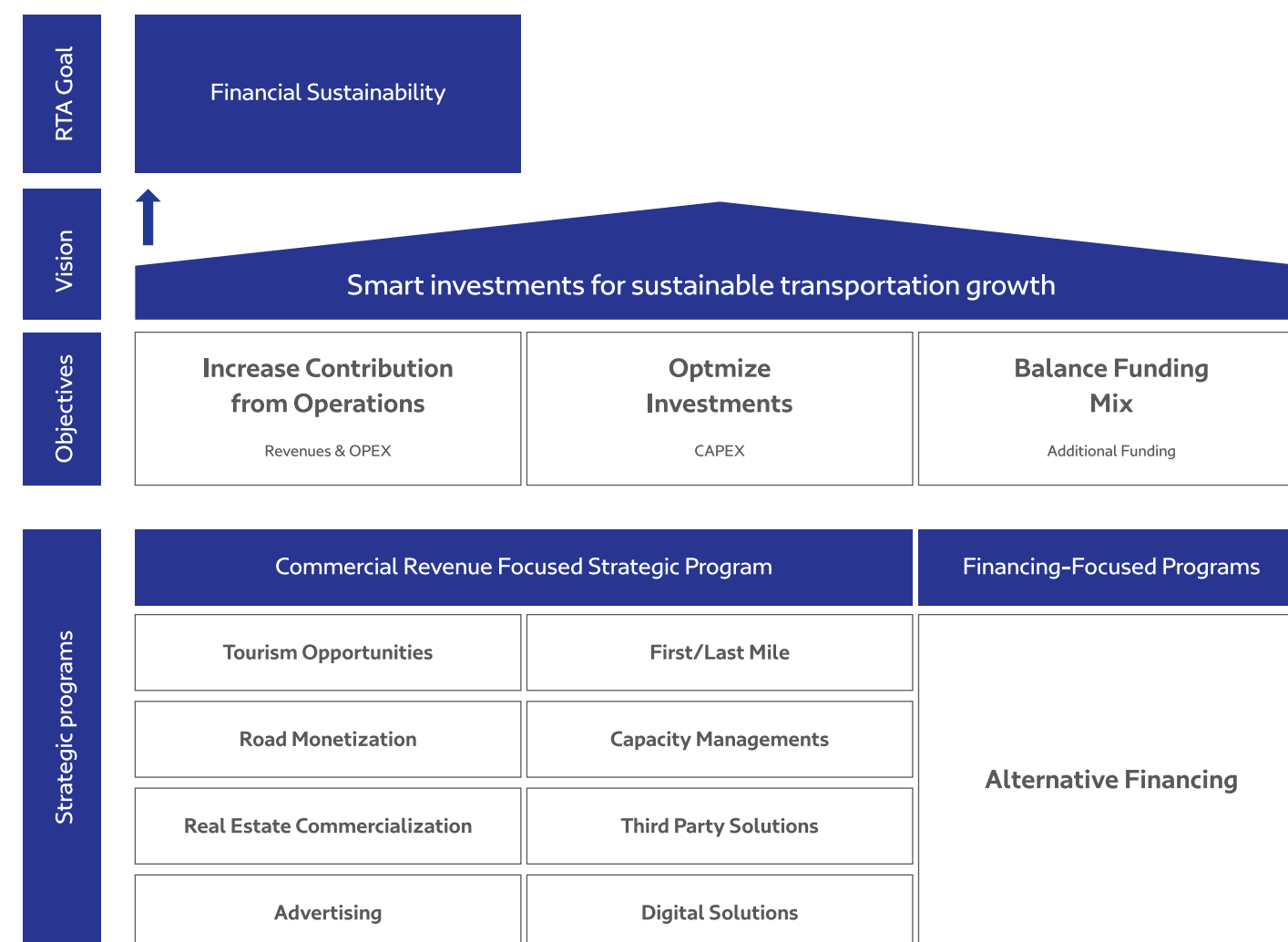**Commercial & Investment Department**

RTA's Investment Strategy

The Investment Strategy establishes a framework with three objectives and 9 strategic programs; eight programs primarily focus on improving commercial revenues, while the 9th program focuses on alternative financing from the private sector. Thus, the commercial and investment department is committed to driving forward RTA's overall Goals of Financial and Asset Sustainability (Goal #6 and Goal #8) through implementing the Investment Strategy.

RTA Goal	Financial Sustainability		
Vision	Smart investments for sustainable transportation growth		
Objectives	Increase Contribution from Operations Revenues & OPEX	Optmize Investments CAPEX	Balance Funding Mix Additional Funding

Strategic programs	Commercial Revenue Focused Strategic Program		Financing-Focused Programs
	Tourism Opportunities	First/Last Mile	Alternative Financing
	Road Monetization	Capacity Managements	
	Real Estate Commercialization	Third Party Solutions	
	Advertising	Digital Solutions	

Our Five-Year Economic Performance

Financial Metrics	Unit	2015	2016	2017	2018	2019
RTA revenue stream percentage contri-bution – Fare box	%	45%	43%	43%	41%	41%
RTA revenue stream percentage contri-bution – Non Fare box	%	23%	19%	16%	14%	12%
RTA revenue stream percentage contri-bution – Statutory revenue	%	32%	38%	41%	45%	47%
Cost rationalization	%	–	107%	116%	147%	182%
% Increase in RTA revenue	%	–	9%	11%	3%	5%
% Adherence to planned revenue budget	%	114%	109%	105%	104%	97%
% Adherence to planned OPEX budget	%	96%	100%	100%	99%	99%
% Adherence to planned CAPEX budget	%	101%	96%	100%	99%	98%
% Operational surplus attained	%		–	57	56	61%
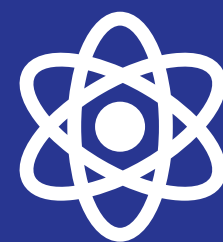
Future Growth Plan

At RTA, the main focus is growing revenues year after year to support the vision of the Emirate of Dubai. We have plans for cost rationalization, revenue maximization, and achieving 58% of operational surplus by 2020. We also aspire to achieve breakeven for Bus, Marine & Tram activities while ensuring our customers get the best quality of service. For the Expo 2020 event, we are exploring mechanisms on how to provide free bus transportation for the riders to support the success of the overall Expo event.

RTA's Summary of Initiatives Supporting Tourism

Dubai is one of the fastest-growing cities in today's world, making the provision of high-quality infrastructure facilities imperative. Our responsibilities include: Metro, Buses, Tram, Taxis, Inter-City Transport, Roads Engineering, Registration & Licensing, Marine Transport, Commercial Ads on the Right of Way, Public Buses, Roads Beautification, Roads & Parking and Rail Projects.

Mode	Initiatives Supporting Tourism
Metro	- In addition to providing public transport services to a wide range of users and locations, Dubai Metro is also an economically viable project having a Benefit–Cost Ratio (BCR) of 1.6 based on the study «Economic Impact of Dubai Metro» – Henley Business School – University of Reading (Jan 2018). The BCR is expected to be 4.18 in 30 years. - Dubai Metro Sentiment Index (DMSI) measures the impact on Dubai as a leading tourist destination. DMSI Highly Correlated with Metro Ridership at 65.5%, Number of tourists at 88% and Hotel Room Occupancy at 95%.
Limousines and Taxi	- Taxi under 5 minutes across Dubai – RTA has intelligent heat maps in taxis, showing the driver the taxi service demand volume in different areas based on color. It shows the areas with no demand so that drivers can avoid dead miles. The AI system for taxis has helped achieve a 17% improvement in taxi reservations results, improving the outcomes of dead km by ~ 40%, which enhances the environmental and economic results. It has also increased the number of bookings received by 14%. - Tech Taxi initiative to drive the digitization of taxi services in Dubai. It involves providing free WIFI internet in Dubai taxis and a package of digital services to taxi riders. It enables passengers to track the path of the journey and share the map with his/her relatives or associates. - Use a green fleet of limousine cars in the airport and hotels. - Dubai RTA also benchmarks itself for "To and From Trips from Dubai Airport" with Singapore, Madrid, and Brisbane. In 2019, the average distance covered was 21.26 km in 19.2 mins at a speed of 66.62km/hr which out-performed its peers.
Bus	- RTA enabled the public to design and propose new bus routes via RTA Dubai smart app. The initiative aims to engage the public in the integration of the public transport network in Dubai.
Airports	- A service and guide platform at Airports to give tourists information on the best, fastest and most comfortable means of transportation to reach their destinations. - RTA has dedicated counters to the People of Determination at Dubai Airport and its important customer service centers to make Dubai a friendly city for all people, especially for the People of Determination whose needs and requirements have always been embedded in RTA›s development plans and services.
Tourist Service	- The booking for any of the water transport means (be it Abra, Water Bus, Water Taxi, or Dubai Ferry) is available on demand.
Dubai Events	- Continuous support – Dubai Airport Extended operating hours, Dubai run, marathon, New Year›s Eve, special events, etc. - In 2019, RTA provided four new bus routes for people to visit the Global Village, which is the world›s leading multicultural amusement park and the region›s first destination for culture, shopping, and entertainment.

Mode	Initiatives Supporting Tourism
Dubai Events	- RTA has also provided options of a regular taxi, family taxi, limo, Amira limo, convertible limo, limo bike for customers to book the ride of their choice via Dubai Taxi Corporation (DTC) App against a low-cost fare designed to encourage the demand for residents and tourists.
Customer Happiness	- Wi-Fi Service for Public Transport Passengers. - Dedicated Counter for People of Determination and Senior Citizens. - Charging station for electric chairs. - Contract with a lot of tourism companies and hotels to provide discounts for customers when they use marine trips or services. - Analysis of Customer Complaints using Natural Language Processing combines data from the CRM system and NLP libraries to extract specific modes, aspects, and complaints. - Analysis of Social Media Traits to understand Customer Sentiments is a proof-of-concept that analyzes live twitter feeds to categorize sentiments on each operator, mode, etc. - Trip Chaining of Mobility Data to understand trip patterns combines multimodal traveler data to develop a mobility dashboard to analyze movements across the network.
Ease of Payment	- Dubai RTA›s payment mechanism, nol Card, use NFC technology for seamless transactions. The nol card allows the customers to utilize all modes of transport – Metro, taxis, buses, water bus, and parking. - Payment options to use Mastercard, Visa cards are available with partner banks. RTA has also introduced Smart NOL, a new NFC (Near Field Communication) based NOL service that enables you to use your handset as an NOL card to pay for your Public transport fare. You can use your handset to check in & check out of the Metro, bus, water bus, and metro parking, as well as check your Nol balance & last transaction from your NFC, enabled phone.
Last Mile Connectivity	- Endorsing the first and last-mile strategy to link with public transport network. - RTA has recently launched new ‹midi› buses; these vehicles do not require large turning radii. They could go into internal communities that were previously difficult to access with large buses. - RTA has also recently launched the Careem bike in Dubai. It is the first large-scale bike-sharing initiative in the region. Bike-share will support existing public transportation infrastructure sustainably and improve mobility to and from Metro stations, and within communities where the scheme is active. - Through the Careem BIKE app, users will have access to 24x7 with affordable membership options that range from Daily to Yearly subscriptions.

Private Sector Role

The Smart Car Rental service run by Dubai's RTA through apps such as "Udrive" and "Ekar" provide users the opportunity to rent their cars through Apps without the need for personal or human intervention – neither at the time of receiving nor at the time of handing over the vehicle. The smart rental car has a range of benefits including free fuel, free insurance, and free RTA parking.

Taxis in Dubai are available through the Careem app under a joint venture called 'Hala' Taxi between Careem and RTA.

Future Plans

For Dubai, an enhancement to Dubai's Metro network's new lines planned over the next few decades provides a more significant linkage to the city›s new megaprojects.

RTA is also progressing dedicated bus lanes in certain parts of the city's to improve the journey times on the public transport buses.

Connecting the new Dubai World Central Airport with Dubai International Airport for providing smoothness and seamless connections for connecting passengers.

Case Study

Hala (Ehail JV)

A joint venture was formed between RTA and Careem to offer ride-hailing functionality for RTA taxis through the Careem App. Hala Taxi started operations in March 2019 and has access to 10,800+ taxis.

The App has achieved 4.8 / 5.0 customer satisfaction scores and has reduced the waiting time to under 4 minutes. It is the first of its kind partnership worldwide between a government transport authority and a private entity specialized in taxi e-hail business.

Bus Shelters

Development of 1,500+ bus shelters across Dubai to boost public transport ridership.

The private sector is to fund the construction in exchange for advertising rights on the bus shelters.

The project has completed the collection of offers from interested parties with the finalization of the award expected in financial year 2020.

This represents an innovative Public Private partnership (PPP) venture, which aims to maximize public good without induring financial cost for the RTA.

RTA is the first governmental entity

to release audited financial statements conforming to International Accounting Standards

RTA released its audited financial statements conforming to the international public sector accounting standards. As such, in 2018 RTA has become the first government entity in Dubai to issue audited financial statement under IPSAS. Releasing our audited financial statements as per the international public sector accounting standards renders us the first Dubai Government entity to embrace this global system in financial accounting.

Our objective is to benefit from these standards in realizing a package of benefits such as the management of government funds according to high–class governance and setting high standards for financial statements. The system also improves the transparency of our reports and facilitates the issuance of consolidated financial statements across the Dubai Government.

RTA's Finance Department is keen to adopt top international standards in all operational processes. In 2018, it launched an enterprise costing system, also for the first time in the Dubai Government. The system is integrated to 14 of RTA's operating systems that allows the calculation and analysis of costs and statistical data related to RTA's main activities to support management's decision making.

It also enabled RTA to automate 30 procedures in various sections, including budget, accounts, financial audit, treasury, revenues, costs, financial studies, and collection, which has reduced the number of visiting clients. RTA has also introduced the automated asset numbering and registration system (ATS), and the registration of invoices according to the eligibility system among other achievements contributing to our Smart Financial Management initiative.

3.2
Asset Management

Dubai has ambitious plans to become one of the world's greatest cities and competitive economies. To support Dubai's plans, RTA will make additional investments to build transport capacity in the Emirate of Dubai.

To guide and support RTA's investments and achieve the strategic goal of financial sustainability, a long-term investment strategy has been developed and is being implemented.

At RTA, we implement the asset life extensions criteria correctly by implementing an effective preventive maintenance plan, tracking assets warranty, taking corrective actions of break down assets under valid warranties.

We have also increased the number of workshops and awareness sessions about asset management, decommissioning criteria, and asset life extension by the Asset Management Department.

We continue to monitor RTA's assets condition and capacity frequently.

During 2019, RTA was recognized as the first Middle Eastern Organization to achieve Multiple Certifications from IAITAM and the International SAM Institute and the Institute of Asset Management award for individual employees achievement.

The Asset Management Department in RTA was established in March 2009, with its main responsibility of developing and managing the corporate framework of asset sustainability with high efficiency and effectiveness according to advanced international standards.

Eng. Saeed Alramsi

Director
Asset Management Department

Asset Management Strategic KPIs

Asset Management Metrics in percentage	2015	2016	2017	2018	2019
Assets managed effectively and efficiently	102.9%	102%	102%	101%	100.42%
Assets that achieved performance targets	104.2%	101%	99%	101%	101.59%
Value of optimized assets	99.9%	96%	102%	99%	100.93%

3.3
Sustainable Procurement

Case Study:
Asset Management

Starting a trial-run of drones in inspecting Dubai Metro tunnels

RTA has plans to start a trial-run of drones in inspecting Dubai Metro tunnels extending 14 km on both the Red and Green Lines. Using drones enables a precise and fast inspection of the condition of assets. It saves the inspection time, enables accessibility to arduous spots, and generates highly accurate reports about the status of tunnels. The initiative, which is in line with Smart Dubai Strategy 2021, uses custom-made drones fitted with multiple cameras enabling pictorial monitoring of tunnels via high-definition lenses. It also allows the inspection of tunnel walls through infrared radiation. The technology generates instant reports easing the assessment of the condition of assets, monitoring the maintenance works, and detecting faults. The process is linked with RTA's Maintenance Department and provides a paperless digital inspection platform that curbs potential human errors.

Sustainability is not just about adopting the latest energy-efficient technologies or turning to renewable sources of power. Sustainability is the responsibility of every individual every day. It is about changing our behavior and mindset to reduce energy and water consumption, and contribute to save governmental resrouces.

Saeed Mohammed Al Marri

**Director
Procurement Department**

RTA is the first governmental entity in the transportation industry to be awarded ISO 20400 for sustainable procurement. We also became the first governmental entity in the Transportation industry to be Certified CIPS. RTA has implemented a 'Code of Vendor and Investor Conduct,' to ensure streamlining the behaviors of all vendors and investors according to the principles adopted by RTA for external parties. At RTA, we ensure that all procurement activities conducted are in line with the overall business code of conduct and strategic objectives. We have three major systems for managing contract and procurement aspects.

01
'Maximo'
for contract management

02
GRP
for inventory and purchasing management

03
E-Pre-Qualification (EPQ)
for supplier life-cycle management

The electronic pre-qualification system (EPQ) is the only channel approved for receiving and processing Vendors' pre-qualification applications.

2019 – Complete smart store implementation in RDP and Al Aweer PTA stores

700%
Increase number of storage locations

50%
Improve picking time

30%
Improve storage space

Some of our Procurement achievements

01
First
Government Entity supporting SME's 2018

02
First Government Entity in Transportation industry
2019 – Certificate CIPS

03
First Government Entity in Transportation industry in Middle East
2019 – Certificate CIPS

04
Leading Position
2019 – vendor Pre-qualification system & sustainability include in pre – qualification certificate

05
First Government Entity in Transportation industry
2019 – Smart Store

06
First Government Entity in Transportation industry in GCC
2019 – ISO 20400 – Procurement Sustainability

Local business and small and medium-level enterprises (SMEs) support

RTA is committed to supporting local businesses and small and medium-level enterprises (SMEs) in the region. For our 2019 performance, RTA was awarded as the best government entity supporting SMEs across all Dubai Government entities.

To achieve this commitment, RTA gives preference to major contractors/vendors who support local businesses or SMEs by hiring them as sub-contractors during their work on RTA projects. We also have reduced payment time and terms supporting local businesses. SMEs are excluded from the required conditions in the EPQ system. Some of the initiatives for SMEs include:

01   Exempt all SMEs from bid bond for tender values below than AED 500,000.

02   50% reduction in tender document fees.

03   Allocate non-sensitive projects for SMEs only.

04   Reward best sector / Agency in RTA support and dealing with SMEs on vendor reward ceremony by Chairman.

05   Reward big companies that deal with SMEs as sub-contractor on vendor reward ceremony by Chairman.

06   Formation of SME Committee within procurement department.

07   SME-Procurement email, RTA has developed a special channel to communicate with these companies in order to provide the necessary support by standing on their needs and provide all possible facilities to increase their participation in RTA procurement.

Environmental, Social, Governance (ESG) Considerations

We also have a Contracts and Procurement policy, which ensures environmental, social and governance (ESG) considerations are a part of the vendor pre-qualification screening process. All vendors need to respond to the below questions as part of the pre-qualification process and to upload the necessary evidence documents. Special scores will be assigned by each vendor and validated by RTA employees through an application that focuses on the following:

Environmental Policy (or equivalent) for the organization.

Environmental Management system for the organization.

Evidence of compliance with legal requirements for the relevant service/product.

Organization compliance with any international standard or requirement for environmental, energy, sustainability, or carbon reduction management system, for example, Certification for ISO 14001.

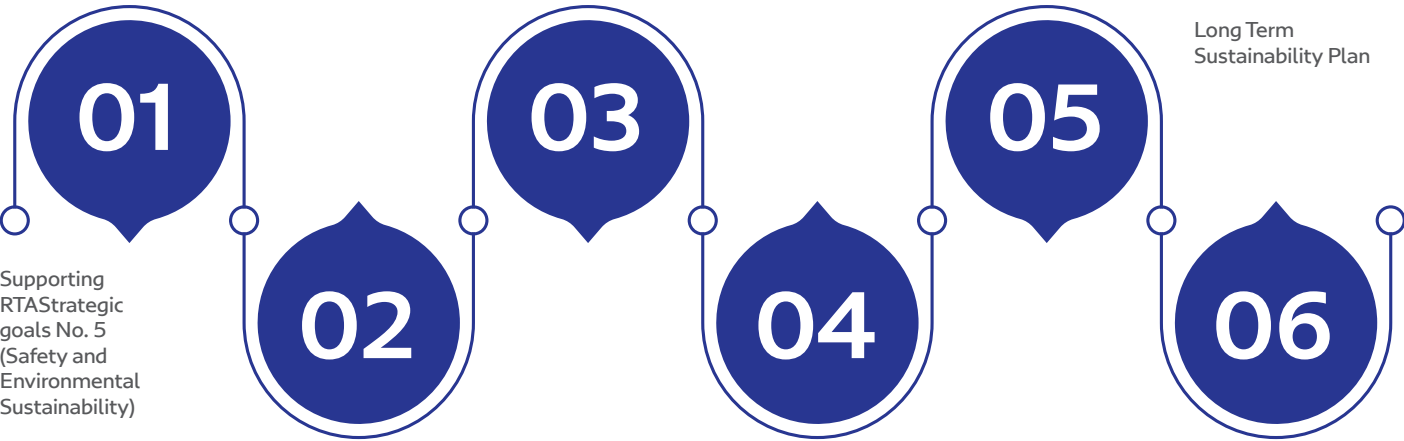Environmental Impact Assessment (EIA) conducted for the service/project/product offered to RTA.

Eco-labelling / Environmental labeling scheme for the product(s) offered to RTA. (examples; ISO 14021, ISO 14024, ISO 14025, etc.)

Qualified environmentalist in the organization, provision of environmental training and awareness programs for employees and stakeholders.

Proven track record in the prevention of pollution / Improve environmental quality, for example, sustainable use of energy sources, promoting energy efficiency and water conservation.

Offense to any legal requirements relevant to the service/product.

Procurement Sustainability

01

Supporting RTA Strategic goals No. 5 (Safety and Environmental Sustainability)

02

03

04

05

06

Long Term Sustainability Plan

Circular Economy

We have introduced Circular Economy requirements into our contracts and purchase processes.

The Procurement Department encourages both; its internal and external stakeholders to reduce waste generation and responsible use of resrouces.

Ensuring Supplier Labor and Human Rights Compliance

RTA's Vendor Code of Conduct mandates all suppliers, vendors, and other third-party contractors to comply with all applicable legal and regulatory requirements related to labor and human rights management and ethical and fair business practices. All such external parties are mandated to ensure the following practices to uphold the rights of all employees working with the external parties while involved in an RTA project:

Ensure legal access for all supplier workers and employees to the UAE.

Maintain records of the supplier's employees following local and federal regulations.

Provide work environment in line with safety and health laws and regulations.

Use voluntary labor only.

RTA shall hold the rights to take strict actions / terminate or blacklist contractors in case of any misconduct, inappropriate behavior or incidents related to corruption, bribery or child labor.

Maintain proper employment contracts as per the requirements of the Dubai Government and the UAE Ministry of Labor.
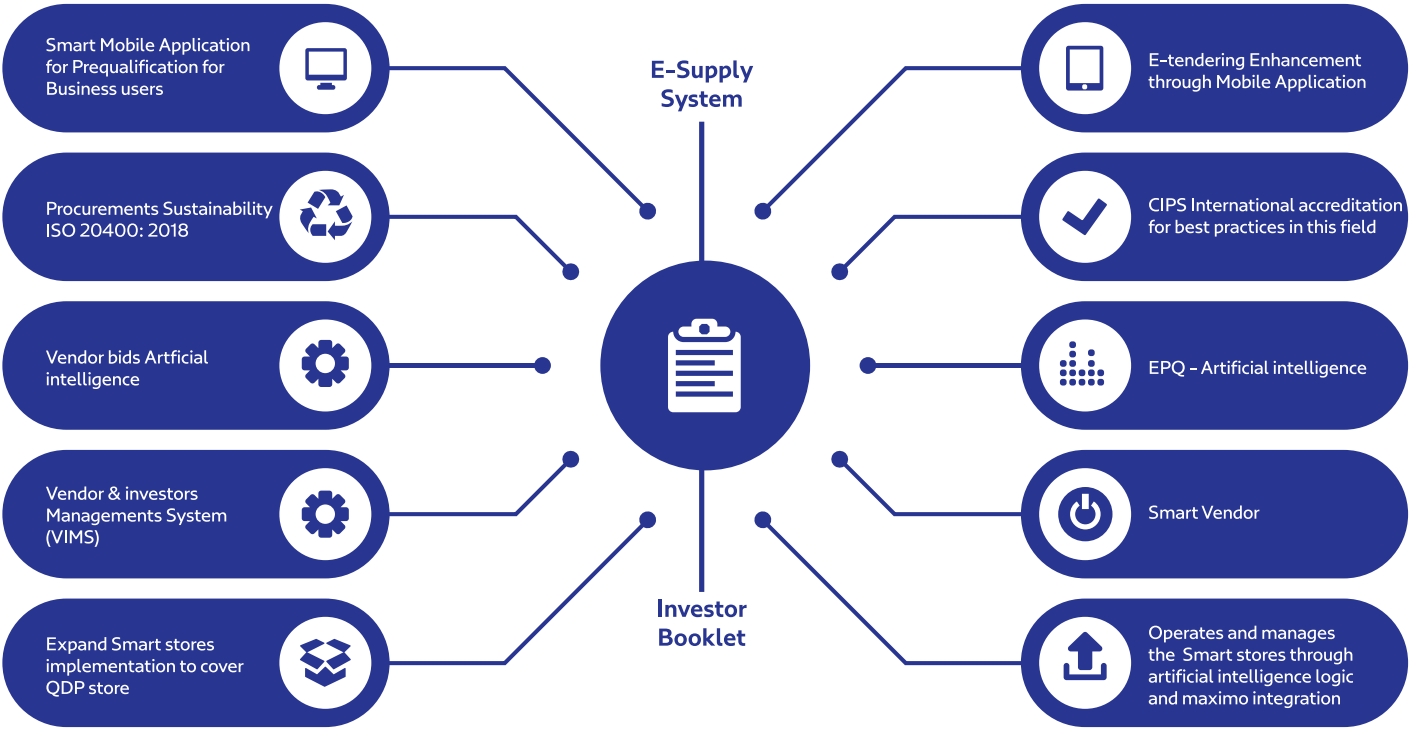
RTA provides necessary training and sessions, as required, to suppliers and vendors on using RTA's procurement systems and complying with all RTA supplier requirements, including the worker welfare policies, code of conduct, and other performance requirements before starting work on any project.

Supplier Non-Compliance, Feedback And Grievance Mechanism

RTA has implemented a feedback system to receive and communicate any issues related to any supplier or third- party contractor during procurement stages or after awarding the contract, once the work has been initiated. The RTA customer relationship management (CRM) system is used for receiving and communicating supplier-related complaints and suggestions as well as resolving complaints and responding to ideas within the signed service line agreement (SLA).

For any observed non-compliances and suggested improvements, the RTA ensures regular follow-up and inspection on the implementation of the corrective actions by the concerned supplier through different channels of communication. During the pre-qualification stage, vendors participating in the tendering process can contact RTA for any queries or issues through a dedicated email, helpline, or the help-center in the headquarters. Once the post contract being awarded, the vendor will recieve a signed letter of agreement between both parties. Any issues, suggestions, or queries are communicated with the nominated point of contact.

RTA's Procurement Department is assigned the responsibility of developing, regularly reviewing and updating awareness and educational programs for tender-related procedures, vendor qualification processes, as well as financial claims of third parties such as government and quasi-government companies.
RTA submits periodic reports to the Director General on the functioning of the Tendering Committee and the supplier participation proportion and financial claims, if any, for all tenders and bids released by RTA.

Smart Mobile Application for Prequalification for Business users

Procurements Sustainability ISO 20400: 2018

Vendor bids Artficial intelligence

Vendor & investors Managements System (VIMS)

Expand Smart stores implementation to cover QDP store

E-Supply System

Investor Booklet

E-tendering Enhancement through Mobile Application

CIPS International accreditation for best practices in this field

EPQ - Artificial intelligence

Smart Vendor

Operates and manages the Smart stores through artificial intelligence logic and maximo integration

Future Foresight

At RTA, we have planned to implement the following activities for the upcoming 5 years.
We intend to disclose on the areas in our future sustainability reports.

Sustainable Procurements Statistics

Sustainable Procurement Statistics	2015	2016	2017	2018	2019
Sustainable Procurement Indicators – Environmental and Social Criteria	N/A	98%	99%	89%	95%
Percentage of the procurement budget used for significant locations of operation that is spent on local suppliers to that operation	N/A	50%	35%	100%	100%
Percentage of new suppliers screened using environmental and social criteria	N/A	587	407	458	406
Total number of new suppliers	N/A	293	144	458	406
New suppliers screened	N/A	587	407	458	406
Number of suppliers assessed for environmental and social impact	N/A	7	25	22	0

Sustainable Procurement Statistics	2015	2016	2017	2018	2019
Number of suppliers identified as having significant actual and potential negative environmental and social impacts	N/A	7	25	22	0
Significant actual and potential negative environmental and social impacts identified in the supply chain	N/A	0	0	0	0
Percentage of suppliers identified as having significant actual and potential negative environmental and social impacts with which improvements agreed upon as a result of the assessment	N/A	0	0	0	0
Percentage of suppliers identified as having significant actual and potential negative environmental and social impacts with which relationships were terminated as a result of the assessment, and why	N/A	0	0	0	0
Terminated agreements	N/A	0	0	0	0

The meeting discussed the current and future projects of RTA along with the role of suppliers in providing logistical support to these projects at excellent standards. It also reviewed the Al Harees initiative, a secure channel for RTA staff and external parties, enabling them to report any violations of rights of employees and suppliers in a bid to foster a transparent working environment. Discussions also included the smart invoice system for contracts, which enables invoices to be uploaded electrobically on our website (eTenders).

The gathering discussed RTA's code of ethics for suppliers and investors advocating the principles of legal practices, fairness, transparency, excellence, credibility, accountability, health and safety, environment, sustainability and green purchasing, social responsibility, recruitment practices in the context of human rights, conflict of interests, etc.

Discussions also touched on the initiative of honoring large companies that recorded the highest number of transactions with SMEs, such as subcontractors under an initiative endorsed by RTA Director General and Chairman of the Board of Executive Directors.

Case Study:
Suppliers' Open Day On Sustainable Procurement

The Procurement Depatment at the RTA holds open day for registered suppliers as part of its efforts to enhance the communication in line with the Dubai Government's vision to facilitate the delivery of government services to the business community.

Such gatherings open the door for fruitful discussions about various elements of RTA's strategic plans for roads and transit systems in Dubai. RTA is keen on holding annual meetings with suppliers as they constitute a platform for sharing mass views and suggestions that lead the way to achieve significant results for RTA.

3.4 Employment

At RTA, our focus is all about employee happiness; we consider our workforce as the main driver for excellence in our performance. In alignment with RTA's corporate strategy, the HR updated specialized strategy focuses on adopting a digital and employee-centric approach to attract, develop and retain talent in line with Dubai's future of mobility while fostering a diverse and inclusive workplace at RTA.

RTA has committed to strengthening RTA's employer brand to enhance RTA's positioning in the market and attract and retain top talent. We act as pioneers in HR&D by becoming a proactive and strategic partner to the business through tailoring services to HR&D customers' needs, ensuring fairness, achieving operational excellence, and making a sustainable impact.

Our focused efforts are on the identification and recruitment of the right talent that meets RTA's needs and requirements to enable the achievement of corporate objectives. We work with the business on the development of employees in line with the future of work to allow RTA to become a high-performing organization and achieve its corporate objectives.

We focus on diversity and inclusion to make a sustainable impact on RTA's internal and external communities. All our employees are full-time employees, and currently, we do not have part-time employees. Every department manages outsourced employees who are in specialist roles to support gaps identified in the focus areas that will enable us to meet our objectives.

As sustainability has become a key focus for all type of organziations, for us as HR this means we need to adopt a different way of doing business. The HR function is ciritical to achieving success in a sustainability driven authority like RTA and we thrive to enable our employees to play a leading role in the development and implementation of our sustainability practices.

Sultan Al-Akraf
Director
Human Resources Department

	Unit	2015	2016	2017	2018	2019
Total Number of Employees	Sum	6,263	6,310	6,449	6,673	6,613
Male	#	5,562	5,606	5,700	5,858	5,796
Female	#	701	704	749	815	817

Breakdown of employees by nationality

|	Unit	2015	2016	2017	2018	2019
Total number of nationalities	#	50	50	52	51	51
UAE Nationals	#	1,696	1,848	1,951	2,137	1,771
Other Nationalities	#	4,567	4,462	4,498	4,636	4,842
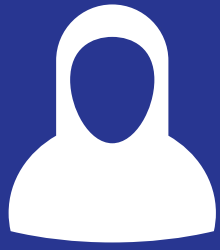
Emiratization

We stay updated with the decisions and regulations related to human resources management.
We strive to keep pace with aspirations in the field of attracting qualified Emiratis.

At RTA, we have procedures in managing operations to determine the functional needs of human resources, recruitment, selection, and appointment to select the best candidates who have the required skills. Competencies and qualifications to fill vacancies in the authority while giving priority to hiring UAE nationals on all approved jobs, which contribute to achieving our nationalization targets in senior leadership positions.

The proportion of senior management hired from the local community	Unit	2015	2016	2017	2018	2019
Number of personnel in executive and senior management positions that are UAE nationals	#	242	227	224	238	237
Percentage of personnel in executive and senior management positions that are UAE nationals	%	73.80%	73.86%	73.84%	72.84%	73.83%
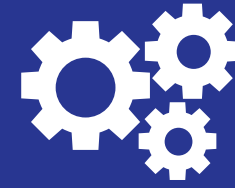
Training and Development

RTA is committed to the development of employees in line with the future of work to enable us to become a high-performing organization and achieve its corporate objectives. The training encompasses a wide range of interventions for our employees to build skills in many areas.

In 2019, over 67,000 training hours were conducted throughout RTA, benefiting more than 3,000 employees.

Overall Training Hours	Unit	2015	2016	2017	2018	2019
Total Training Hours	Sum	67.603	41.679	49.940	70.809	67.545
Male	Hours	46.736	31.401	36787.5	51.141	46.705
Female	Hours	20.867	10.278	13.152	19.668	20.840

Average Training Hours	Unit	2015	2016	2017	2018	2019
Total Average	Hours	29.72	21	29	25	23
Male	Hours	26.98	20	27	24	20
Female	Hours	38.43	26	33	30	31

Training Hours Breakdown by employee category	Unit	2015	2016	2017	2018	2019
Executive & Senior Management	Hours	1.159	1.044	1.274	1.165	1.111
Middle Management	Hours	9.696	4.620	3.699	5.045	7.746
Staff (professional, operational and administrative)	Hours	56.748	36.015	44.967	64.599	58.688

Performance Feedback

Performance Feedback	Unit	2015	2016	2017	2018	2019
Percentage of total employees by gender and by employee category who received a regular performance and career development review during the reporting period.	%	100	100	100	100	100

Breakdown by Employee gender	Unit	2015	2016	2017	2018	2019
Male	# %	5,562 100%	5,606 100%	5,700 100%	5,858 100%	5,796 100%
Female	# %	692 100%	704 100%	749 100%	815 100%	816 100%
Breakdown by employee category (Total)	#	6,263	6,310	6,449	6,673	6,613
Executive & Senior Management	#	91	95	109	111	114
Middle Management	#	152	211	193	213	207
Staff (professional, operational and administrative)	#	6,020	6,004	6,147	6,349	6,292

Employee Benefits

RTA adheres to the Dubai Government Human Resources Management Law number (8) for providing the approved benefits. We had no incidents of discrimination in 2019. Some of the benefits for the employees included:

- Medical insurance
- Health-care benefits, including disability and invalidity coverage
- Multiple types of leaves
- Retirement provisions
- Nursery benefits to employees with children
- Medical clinic and pharmacy provisions
- Gym facilities
- Ticket allowance
- Mobile allowance
- Day care facility (Mother and child corner)
- In house library
- Continuous learning opportunities
- Employee discounts for various retail options
- Vehicle Allocation
- House Allowance

People of Determination (PoD)

RTA has been a leader since its establishment in 2006 in working to align its services and facilities with the needs of people of determination and according to international standards.

RTA highlights its efforts towards meeting the needs and requirements of the people from this social segment of the UAE by providing an enabling work environment that supports the PoD's integration within the society and empowering them.

RTA's employee code of conduct governs the behavior of our employees within the organization and when interacting with clients, service providers, and the community. The code of conduct allows RTA to monitor employees' conformance with our values:

01
Corporate reputation

02
Distinction and success

03
Leadership and teamwork

04
Strategic partnerships and quality

05
Customer service

Grievance Redressal

RTA approaches grievance redressal in line with the Dubai Government approach and inspirations. We ensure stabilized employment conditions for employees while ensuring the proper implementation of the provisions of the law. We have enhanced the concepts of transparency, justice and legality by defining elements in the code of conduct and allowing employees to appeal against decisions procedures affecting their position.

We actively work to address the difficulties our employees face to provide an appropriate working environment. We had no confirmed incidents of corruption in 2019.

Case Study: Mother & Child Corner

RTA opened Mother & Child Corner, coinciding with Universal Children's Day (20 November 2019). The initiative contributes to the corporate resiliency and empowerment of working women through nurturing an exceptional working environment that enables them to grow and develop.

Establishing Mother & Child Centre is a significant boost to fostering a working environment that caters to the requirements of both the position and motherhood, besides addressing the psychological concerns of working mothers.

The new facility has a different role from 'My Child's Nursery.' It is focused on external emergency conditions experienced by children of working mothers, which might have a direct impact on their mothers' performance due to mental distraction. As such, the establishment of this facility within RTA's Head Office enables our female employees to be close to their children while working till the emergency condition is over.

The Mother & Child Corner is a pioneering initiative across government entities to support working women. It is designed to the highest international standards encompassing office logistics and integrated working tools, besides edutainment means benifiting children ranging from infants to 10 years.

Launching the national competencies qualification program

RTA launched the National Talents (HIPO) Development Programme for enhancing the competencies of High Potential national employees. The annual program, which runs for one year starting from this June, is part of the Dubai Government's strategic drive of building a high-potentials talent government.

The launch of this program, which will be run annually, is part of the Dubai Government's strategic journey of building high-potentials talents government and empowering Emiratis in RTA. It contributes to charting a knowledge map that reflects the needs of RTA's divisions in the future. The program aims at grooming a generation of young leaders to fill the managerial posts, besides identifying young talents. It also develops a professional, scientific methodology for upgrading and retaining these talents.

The corporate scope of the program covers talented young Emiratis who fulfill the HIPO standards, and the selection process is based on technical measures such as the procedural and professional knowledge, employee continuous learning journey, and the ability to adapt to the demanding job requirements.

They also include leadership skills, ability to impact teams in line with the job environment, personal motivation and passion of the individual, and capacity of the individual to improve and progress to leadership levels.

RTA spares no effort in adopting the highest global standards in training and qualifying national human resources to step up their corporate readiness for driving the development process in line with the agenda charted by RTA.

Signing MoU with Society for Human Resource Management to improve training

RTA signed a Memorandum of Understanding (MoU) with the Society for Human Resource Management (SHRM) calling for the two parties to cooperate in the fields of training, career and educational development, and private projects related to human resources. The signing of the MoU is part of our government and leaders' drive to boost the public–private partnership (PPP).

The MoU entitles RTA to take part in relevant professional conventions and forums held by SHRM. Equally, SHRM will take part in developing and implementing RTA projects related to human resources development.

The MoU calls for sharing research and studies published in human resources magazines. It will also pave the way for exchanging experience and information enriching human resources, which is a driving force for the improvement of corporate business.

3.5
Knowledge and Innovation

HH Sheikh Mohammed bin Rashid Al Maktoum, Vice-President and Prime Minister of the UAE and Ruler of Dubai, has the vision to transform Dubai into the smartest city in the world. Innovation is a critical driver in this transformation journey.

To realize this vision, RTA is committed to be an innovative and future-shaping leader across transport entities regionally and globally by excelling in our innovative products & services, while delivering safe and smooth transport for all. We will create sustainable added-value for all our customers by embedding innovation as a catalyst for change across functions, products, processes, and business models of the organization and towards creating sustainable added-value for all the stakeholders.

RTA plays a crucial role in shaping the future of Dubai by incorporate knowledge and innovation across all business operations to provide advanced solutions to all stakeholders. RTA conducts regular activities to foster an environment of innovation across RTA and Dubai, such as Knowledge Week, Innovation Month, and other related initiatives.

RTA developed its first Innovation strategy in 2015, and in 2018 updated it by taking advantage of previous experiences and understanding the needs of stakeholders (employees, government entities, suppliers, partners, and customers). Innovation Strategic objectives and ambition consists of three objectives, six focus areas, and five pillars, which are in line with RTA's objective No. 7.2. "Foster excellence and knowledge management" and No. 7.4. "Ensure Pioneering in R&D, Innovation and Shaping the Future" ensure achieving RTA's objective "Advanced Dubai" and vision of "Safe and Smooth Transport."

RTA's ambition is to be an Innovative and future-shaping leader across transport entities regionally and globally by excelling in our innovative products/services while delivering safe and smooth transport for all.

Prof. Amair Saleem
Director
Knowledge & Innovation Department

Key Principles of Innovation

At RTA, we build our innovation agenda over the following "key principles":

01
To focus our innovation efforts on solving the most relevant problems & challenges that impact our customers and the mobility of Dubai

02
To minimize cost, efforts and duration per innovation with a willingness to fail

03
To collaborate with partners and strategic stakeholders openly and transperantly
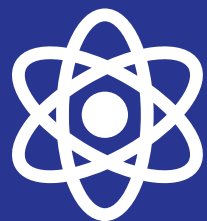
04
To document and share the lessons learned from our failures and successes

05
To dedicate the best available resources to innovate in our operations

06
We believe innovation is a team sport, and we are committed to pursuing its benefits working in an agile way

Innovation and Future Pillars

In the following years, we will be generating innovative solutions across several areas within the roads and transportation sector. To enable all Agencies and Sectors to innovate, we have established 5 Innovation and Future pillars:

01   **Innovation Governance:** To provide guidance and support in the deployment of innovative products and solutions.

02   **Innovation Culture:** To develop an environment that fosters Innovation through risk-taking mindset and collaboration within and outside RTA.

03   **Innovation Talent:** To build innovation talent in our people, and effectively recruit, retain and train innovative talents.

04   **Innovation Process:** To continuously enhance internal processes and operations using innovative solutions and emerging technologies.

05   **Future Foresight:** To ensure pioneering position of RTA in future shaping and contribution of RTA towards local and global future shaping initiatives.
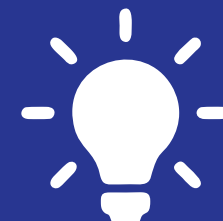
RTA's Innovation Strategy

RTA aims to be a pioneer of innovation, which has already been demonstrated through our current portfolio of more than 150 innovation projects with several breakthrough projects such as Air Taxi & Smart Yard, amongst many others. We strive to continue to innovate and build solutions that will transform Dubai into the smartest and most innovative city in the world.

01 Lead   **02** Excel   **03** Impact

Innovation Focus Area

Advanced mobility	Social Environment sustainability	Financial Innovation
Smart Infrastructure	Operational Innovation & Internal Efficencies	Future Technology

Innovation Focus Area

|		
Innovation Goveranance	Innovation Culture	Innovation Talent
Innovation Process	Future Foresight	

In 2019, RTA obtained 4 certificates from ISO and 6 others from the European Committee for Standardization (CEN/TS) in the management of innovation, knowledge, partnerships and research.

01 ISO 20252
Corporate Research Management

06 CEN16555 (3)
Innovation Thinking

02 ISO 30402
Knowledge Management

07 CEN16555 (4)
IP Management

03 ISO 44001
Management of Local Partnership

08 CEN16555 (5)
Collaboration Management

04 ISO 56002
Management of Innovation

09 CEN16555 (6)
Creativity Management

05 CEN16555 (2)
Strategic Intelligence Management

10 CEN16555 (7)
Innovation Management Assessment
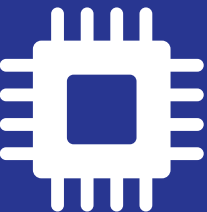
Artificial Intelligence and Smart City

RTA supports the transformation of Dubai into a smart city to provide happiness and luxurious living to residents by offering world-class standard services. Given the importance of smart mobility to the concept of smart cities, RTA has prioritized the convenience and welfare of people when planning and constructing its projects.

It also focused on utilizing smart technologies in delivering services to clients. We have over 75 projects that support the smart city and artificial intelligence focus areas.

Smart and AI initiatives Adopted by the RTA

15 Smartsignal location

سهيل S°hail
850,000 Trips via S'hail

65% decrease in accidents casused by tired bus drivers by using Al Raqeeb

89 services and 81,000 conversations through Mahboub

34,000 users added to the Happiness Index

10,300 cameras installed inside taxis

14 marine transport services centres using digital nol through the QR code technique

6 million limousine rides monitored by Al Merqab

10,000 bus lane violations detected

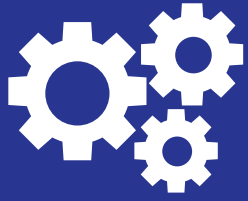560,00 NFC transaction using nol digital services

نول nol
2.2 million nol + layalty points

2 new digital nol service location

14 Smart test centres

Idea implementation statistics

Performance Feedback	Unit	2015	2016	2017	2018	2019
1. Idea management system						
Ideas submitted	#	6,799	6,484	12,106	12,052	9,795
Ideas approved	#	393	334	797	764	579
Ideas implemented	#	178	182	385	352	309
2. Number of ideas approved per topic						
Increase Financial Efficiency	#	61	36	80	42	17
Increase Efficiency of Security, Health or Safety	#	26	67	115	42	51
Leadership Ideas	#	29	7	38	10	21
People Happiness	#	162	182	416	313	294
Performance Improvement	#	191	209	555	372	448

RTA held the UAE Innovation Month by holding 16 innovative events and launching products in line with the UAE Strategy for Artificial Intelligence and Dubai Smart City initiative. Innovation has become a business practice characterizing RTA's projects and services since its inception in 2005. Adopting scientific approaches is becoming part of RTA's core strategy, future thinking, and agenda.

During the UAE Innovation Month, RTA exhibited the Automated Chat Robot (Mahboob), which answers customer queries related to the timing of the Metro and Tram services, public transit means, journey planning, and others. It also exhibited the Smart Safety Bus at City Walk that boasts of smart and interactive edutainment features to educate students about traffic safety.

Exhibits included nol card recharging devices using solar energy and the smart innovation bus for registering suggestions of field staff such as drivers, inspectors, monitors, and examiners. Events included the Green Driving Journey showcasing vehicles powered by electricity and alternative energy as well as the air taxi.

A workshop was held about Future Innovation to explain the innovation strategy to employees. Events also included the knowledge and innovation forum to envision the future through the 10X initiative, innovation lab, RTA's geographical projects dashboard, and a pioneering platform for innovations of startups.

It also held visual presentations about nol digital for using the nol card in payment for public amenities, or smart devices and websites to process services. The UAE Innovation Month is a platform for promoting and competing for the best in the future; which has become a reality and a lifestyle in the UAE.

Case Study:
RTA Launches world's first, fastest robot-operated number plates factory in Dubai

RTA opened the world's first factory that 'employs' robots to manufacture number plates in Dubai in April 2019. The robot factory has variable features that will render number plates with a "zero margin error", which is a pioneering project in industrial technology. The factory uses the technology of the fourth industrial revolution and artificial intelligence applications in printing number plates without any human intervention.

The purpose of the numbers factory development is to build a centralized system that uses the latest international technology in the process of printing and making panels.

No human intervention is allowed to use plate printing devices. Select people are authorized to work with the system through which the plate is printed. Following up on the inventory process in the authority's factory and service provider centers through managing the authority's factory and knowing the status of each plate that has been printed, and that has not been.

The benefits included Governance in the manufacturing process and reduced human errors, and increased productivity. The increased productivity reached 30,000 plates daily and reducing the time taken from two minutes to 15 seconds.

A certificate of pioneering achievement is available from the company Tonnjes as the machines used in the pate factory is First Machine worldwide.

04

Sustainable Mobility

RTA's Sustainability Framework addresses the environmental, economic and social pillars that are coherent with its strategic objectives, RTA launched the Green Economy Framework under its environmental pillar. The second theme of RTA's Sustainability Framework is the sustainable mobility which has three focus areas: Sustainable Infrastructure, Climate Change, and Resource Efficiency & Management.

The framework supports RTA's vision to achieve "Safe and Smooth Transport for All" by developing and managing integrated and sustainable roads and transportation systems and providing pioneered services to all stakeholders, shaping the future by preparing policies and legislations, adopting technologies and innovations, and implementing world-class practices and standards.

RTA is the first governmental entity in the region to have established a comprehensive Green Economy Strategy along with a dedicated framework that provides a systematic platform for monitoring and steering all Green Economy activities in the organization. The Green Economy Framework consists of a comprehensive strategy that is aligned with the international, national and local strategies to position RTA as a leading public transport entity in the field of green economy and sustainable development.

International	National	Local / Emirate Level
United Nations Framework Convention on Climate Change	UAE GE for Sustainable Development 2030	Dubai Plan 2021
Paris Agreement on Climate Change	National Climate Change Plan 2050	Smart Dubai Strategy
United Nations – Sustainable Development Goals	UAE Energy Strategy 2050	Dubai Waste Management Plan
C40 cities network – CDP (Carbon Disclosure Projects) reporting	UAE Vision 2021	DIES 2030
Nationally Determined Contributions (NDCs)	National Innovation Strategy	Dubai CAS 2021
	UAE Strategy for Artificial Intelligence	Green Mobility Initiative
	UAE Centennial 2071	Dubai Clean Energy Strategy 2050
	UAE Water Security Strategy 2036	Autonomous Transport Strategy 2030
	UAE Green Agenda 2030	Dubai Government Excellence Program

	Alignment to United Sustaiable Development Goals	Alignment to Global Reporting Initiative (GRI)	Alignment to UAE vision 2021	Alignment to Dubai plan 2021	Alignment to RTA's strategy
Sustainable Infrastructure		GRI 305: Emissions 2016	Sustainable Environment & Infrastructure; Competitive Knowledge Economy	A Smart and Sustainable City; A Pioneering and Excellent Government; A City of Happy Creative and Empowered People	Smooth Transport for All; Safety & Environmental Sustainability
Climate Change		GRI 305: Emissions 2016	Sustainable Environment & Infrastructure; Competitive Knowledge Economy	A Smart and Sustainable City; A Pioneering and Excellent Government; A City of Happy Creative and Empowered People	Safety & Environmental Sustainability
Resource Efficency and Management		GRI 302: Energy 2016	Sustainable Environment & Infrastructure	A Smart and Sustainable City	Safety & Environmental Sustainability

Our Sustainable Mobility Material sustainability topics include:

Material topics	Impact	Disclosure Page
Energy and emissions	High	Page 125
Innovation	High	Page 115, 123
Compliance	High	Page 116
Effluents and waste	Moderate	Page 113
Water	Low	Page 110
Biodiversity	Low	Page 112

4.1
Sustainable Infrastructure

RTA approaches sustainable infrastructure via Project Prioritization based on multi-assessment criteria, aligned with RTA's strategic goals and objectives. The Strategic Planning Framework ensures balance and optimization of the transport systems.

Mobility Management, First and Last Mile reveals an approach to soft modes, sharing services, and creating an ideal environment for public transportation (PT) users and pedestrians. We anticipate and prepare for new and emerging technologies, systems, and modes of transport. Our strategy is as per the Dubai Transportation Planning Framework and Project Prioritization Framework.

Dubai Transportation Planning Framework

The Dubai Transportation Planning Framework has five main pillars:

01
Understand and forecast demand

02
Provide a balanced supply

03
ITS and apps (optimize the system)

04
Policies (manage demand)

05
Integration

Sustainability should be the central theme for any transport system or plan. Without sustainability embedded in its core, no transport system or plan can be considered successful.

Muna Al Osaimi

Director
Transportation Strategic Planning Department

Project Prioritization Framework

Projects Portfolio Management (PPM) is the centralized management of one or more portfolios of projects that an organization undertakes to achieve its strategic goals and objectives. PPM is an ongoing and end-to-end process that extends beyond project identification and evaluation. It spans across project prioritization, recommendation for fund request and allocation, project monitoring, benefits measurement, re-prioritization and balancing of the portfolio.

It is an approach to manage initiatives in an integrated manner, to assist in optimizing current and future investments and balancing the value from those investments with the risks involved. The prioritization of Large and Small sub-portfolio projects is on the Prioritization factors explained below.

Alignment to Strategic Goals	Enterprise Risk Impact	Ease of Implementation	Extent of Impact	Focus Areas
Evaluation of project alignment to strategic goals & objectives through defined prioritization criteria	Evaluation of project impact on prevention/ mitigation of enterprise risks	Evaluation of project on the following: Organizational Capabilities Vendor Readiness Dependency on other project(s) Complexity Project Execution	Evaluation of project based on the following: Area of impact Dependency for other project(s) Alignment to government strategies Innovation	Evaluation of project on key focus areas outlined by RTA which may complement the strategic goals and objectives. E.g. this year focus is on Cost Reduction, etc.

Weightages				
50%	5%	25%	10%	10%

In 2019, RTA faced two critical challenges, and we worked towards improvising solutions.

01

Challenge

Need to decrease the share of trips using private vehicles and increase the percentage of trips using public transportation (and other soft modes).

Solution

a. First and Last Mile Solutions to encourage the comfort of pedestrians and encourage their accessibility to public transport nodes such as Careem bikes, soft mobility projects.

b. Launching a study to understand the real drivers underlying people's travel behavior to be able to devise incentives and measures which can significantly impact travel–related behavior and attract users to public transport, increase safety, reduce violation, etc.

c. In coordination with TRA to create a comprehensive policy for parking and to create a GIS database for parking management in Dubai to solve parking issues and convert parking management into a travel supply/demand balance policy.

02

Challenge

Need to estimate the potential impacts of the new mobility technologies and business models (autonomous vehicles, flying taxi, MaaS)

Solution

a. Launched a "Strategic Transport Modelling of New Transport Technologies and Services" to update the DSTM structure and parameters to make it able to estimate the impacts of new mobility technologies and business models.

b. A unique, comprehensive study in which all the new forms of transport technologies and services to be assessed holistically.

c. The study will also evaluate the impacts of the disruption that will be generated by the new forms of transport technologies and services on the traditional transport business of RTA.

Integration

ITS and Smart apps

Optimize the efficiency of the transportation system

Supply
1. Road network and facilities
2. Public transport network
3. Pedestrian and cycling network and facilities

Supply

Demand

Travel Demand
1. Social and economic activities
2. Land use
3. Population
4. Workforce and jobs

Integration

Travel Demand management policies and measures

Reduce, shift or redistribute travel demand timely and spatially

Integration

20 20

Expo 2020 Legacy

We believe in the sustainability of our infrastructure, and all foundations constructed for Expo 2020 will continue serving the city after Expo. Some of RTA's key initiatives include:

Route 2020 metro red line extension:
will serve areas with expected population of 270,000.

Expo 2020 Roads Network:
will serve Al Maktoum international airport and the surrounding residential and industrial areas.

Expo 2020 Bus stations:
will be integrated into the public transport network.

Dubai Airport Road Improvements:
will serve Expo visitors and the Dubai International Airport.

The Enterprise Command Control Center:
will manage Expo and continue managing the transport network and other events.

The new traffic control center (ITS2020):
will serve EXPO as well as increase ITS coverage to 60% of the city road network.

Case Study:
The Enterprise Command and Control Centre (EC3): A cornerstone of the Dubai Government's Smart City Initiative

The Enterprise Command and Control Centre (EC3):
A cornerstone of the Dubai Government's Smart City Initiative

The Enterprise Command & Control Centre (EC 3) is one of the largest and most modern control centers in the world. What sets it apart is the use of intelligent technologies and its ability to achieve integration and control of all means of public transportation. It includes the Dubai Metro, Dubai Tram, Taxis, and Traffic Systems Control Centres. (EC 3) is fully equipped to manage mobility; to tackle various transportation challenges of the Emirate, and to meet the requirements of hosting Expo Event.

Dedicated to making Dubai the 'Smartest City' globally, the center aims to achieve leadership and excellence by managing the mobility systems of the city as well as organizing and hosting international events. The center will contribute mainly to the management and organization of movement through exhibitions and essential activities in the Emirate, uniquely the Expo event.

EC3 will make pivotal decisions for all means of transportation. Support strategic transport and integration planning functions with the authority's central systems and also enhance coordination and communication with the various control centers. Using artificial intelligence, the center will speed up the response time to accidents and crises and even empower self-driving transportation soon.

Our Key Indicators

We were ranked Number 1 in Road Quality Worldwide by World Economic Forum from 2012-2016. We have saved AED 193 Billion in fuel and time cost (2006 – 2019) due to RTA's projects. We continuously strive to upgrade our road quality and infrastructure and the below table showcases how we have progressed since 2006.

Rail	2006	2019
Metro Network Length (Km)	0	74
Number of Metro Stations	0	47
Tram network length	0	11
Number of stations	0	11

Bus	2006	2019
Network Length (Km)	2,095	3,810
Bus Routes	74	161
Bus fleet	620	1,663

Marine	2006	2019
Network Length (Km)	1.35	78
Number of lines	2	16
Number of stations	4	50
Marine fleet	148	198

Shared Mobility	2006	2019
Taxi fleet	5,218	10,909
Car share vehicles	0	400
Bicycle Network length	9	425
Shared Bucycles	0	780
Bus on Demand Areas	0	5

Road	2006	2019
Road Network Length (Km)	8,715	17,920

RTA's Public Ridership Statistics

Our overall ridership has been growing steadily, and we had 594.04 Million passengers of Public Transportation with Shared Mobility and Taxi Passengers.

Ridership	Unit	2015	2016	2017	2018	2019
Public transport ridership in Metro	Million passengers	178.65	191.33	200.75	204.41	202.98
Public transport ridership in Tram	Million passengers	4.07	5.37	6.23	6.4	6.51
Public transport ridership inpublic buses	Million passengers	134.75	151.07	155.32	167.93	157.1
Public transport ridership in marine transport	Million passengers	14.33	13.65	13.76	14.14	14.36
Ridership in Dubai Taxi & Hala Taxi Dubai	Million passengers	81.94	85.48	80.86	77.45	77.22
Ridership in franchise taxis	Million passengers	105.67	94.55	94.75	96.32	102.63
Shared mobility ridership (e-hailing and car-sharing)	Million passengers	N/A	N/A	17.49	22.16	33.24
Total Public Transportation with Shared Mobility and Taxi Passengers	Million passengers	519.5	541.45	569.16	588.81	594.04

Case Study:
Contract with Careem for operating 3500 bikes at 350 docking stations

RTA has signed a contract with Careem, whereby the latter will operate 3,500 bicycles across 350 smart docking stations in Dubai. The service marks the first bicycle-pool phased program of its kind in the region Careem will operate 1750 bikes and install 175 stations during the first two years of the contract, which runs for 15 years. In the following five years, the operation will grow to 3500 bikes and 350 docking stations. Careem will use a smart system to track bicycles, predict high occupancy areas, and connect all bicycles through GPS. It will implement environmental sustainability methods through operating solar-powered bicycle racks and connecting them to a wireless network. Customers can hire and pay for bike rides through the Careem Bike app. The initiative helps people to pursue an active lifestyle and enhance mobility options. It also contributes to RTA's efforts to strengthen the integration of different transit modes and provide solutions for the First and Last-Mile challenge enabling public transport riders to reach their final destinations. Over the past years, RTA had constructed cycling tracks across the Emirate and have set a target of 631.7 km by 2023.

Completing phase 1 of retrofitting its facilities, services for People of Determination

RTA has accomplished the initial phase of bringing its premises and facilities in conformity with the Dubai Universal Design Code for People of Determination. The step is in line with "My Community… A City for Everyone" initiative launched by His Highness Sheikh Hamdan bin Mohammed bin Rashid Al Maktoum, Dubai Crown Prince and Chairman of the Executive Council, calling for transforming Dubai into a people of the determination-friendly city by 2020.

Phase I of the project, which started in October 2019, had just been completed. It covered RTA's Head Office as well as Customers Happiness Centres at Umm Ramool, Deira, Barsha, and Al Awir. It also included bus stations at Hatta, Jebel Ali, Al Qusais, Karama, Deira City Centre, and Mall of the Emirates in addition to multi-level parking terminals at Al Ghubaiba, Naif, Rigga, Old Sabkha, and New Sabkha.

RTA provided Braille signage in addition to toilets and counters adapted for people with mobility challenges. It also offered audio enhancements involving the use of microphones at the reception desks to communicate with people with hearing impairments and docking stations for charging electric wheelchairs at bus stations of Jebel Ali, Deira, Hatta, and Al-Qusais to serve the people of determination.

RTA is determined to make all facilities and premises compatible with the Dubai Code to meet the various needs of people of determination. According to statistics from the Ministry of Community Development, there are 4996 people of determination in Dubai comprising 3344 men and 1652 women. The project will also foster a friendly environment to 28 people of determination employed by RTA. Moreover, it will boost tourism by providing services that ease the mobility of tourists who fall in people of determination category.

Upon the completion of Phase II by the end of 2020, RTA will be looking to play an active and positive role in nurturing an environment compatible with the needs of people of determination and making them happier with our services. RTA is also providing virtual assistants in the delivery of services through its website and smart apps to keep pace with the directives of leaders to make Dubai a friendly city for people of determination.
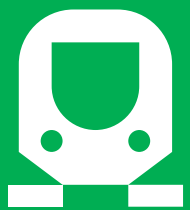
Dubai Metro accomplished a decade of happy journeys for 1.5 Bn riders

RTA celebrated September 9th, 2019, as the 10th anniversary of the Dubai Metro, which inaugurated on 09/09/2009. The first decade of the metro operation has been marked by fabulous successes reflected by full compliance with the top global safety standards, and operational efficiency depicted by on-time journeys. The success indicators are also underscored by the massive number of total riders lifted since the launch of the service whose number exceeded 1.5 billion riders by the end of 2019 August.

At 09:09:09 pm on Wednesday 09.09.2009, HH Sheikh Mohammed bin Rashid Al Maktoum, Vice-President and Prime Minister of the UAE and Ruler of Dubai, opened the Red Line of Dubai Metro spanning 52 km and comprising of 29 stations (4 underground, 24 elevated, and 1 at-grade). Exactly two years later, on 09.09.2011, HH opened the Green Line of Dubai Metro, extending 23 km and comprising of 18 stations (6 underground, and 12 elevated). The two lines intersect at the Union and Burjuman stations.

Stand out Project
"The huge successes of Dubai Metro have gone far and wide beyond the realms of the Emirate. The metro has embellished the global profile of Dubai as a splendid metropolis, business hub, and a destination for a fancy living environment. The metro is a gorgeous addition to Dubai's iconic landmarks and uses state-of-the-art technology of the rail industry. Furthermore, it has carved a niche for itself as the world's longest driverless metro network.

Ridership on the go
The growing metro ridership reveals RTA's plan for increasing the share of public transport riders is going in the right direction. The growing number of metro users reflects the evolution in the culture of using mass transport means in the community. People started to grasp the benefits of using public transport such as the peace of mind, physical relief, smooth mobility, and reduced outlay on fuel and maintenance of vehicles. Currently, Dubai Metro serves about 650 thousand commuters daily; a record that significantly surpasses the number forecasted in studies commissioned at the design phase of the project.

Benefits
The massive investments of Dubai Government in the public transport infrastructure proved a hit. It supported the flourishing development witnessed by the Emirate and provided a stimulant for business and tourism. Public transport contributed to the safe and smooth mobility, improved business climate and enhanced the competitive edge of Dubai in hosting mega-events, Expo 2020 is an example. The indirect benefits of public transport include conserving the environment, and cutting financial losses of traffic bottlenecks through deflecting the demand from private vehicles to public transit means.

81 Million km
Performance indicators of the Dubai Metro over the past decade reveal very high operational standards. The on-time departures of the metro service clocked 99.7%. From the start of operation till the end of August 2019, the metro completed 2.348 million journeys and covered about 81.133 million km.

Through the metro service, RTA aims to improve the mobility within Dubai, especially in tourist areas and business districts. It also seeks to enhance the integration of mass transit modes in the Emirate, provide a safe and smooth transit alternative, reduce carbon emissions and improve the living experience of people.

6 Billion transactions
"From the start of the metro operation in September 2009 to the end of August 2019, about 6.298 billion transactions have been made using nol cards. Transactions covered entry/exit from metro stations, buses, taxis and marine transport as well as payment of parking fees, and card top-ups. The daily use of nol cards is on the rise and has grown to 2.511 million transactions. The total number of nol cards, tickets amounted to 75.588 million cards, tickets.

Maktoum bin Mohammed Opens Dubai World Congress for Self-Driving Transport

HH Sheikh Maktoum bin Mohammed bin Rashid Al Maktoum, Deputy Ruler of Dubai, opened the Dubai World Congress for Self-Driving Transport. During the event, HH Sheikh Maktoum bin Mohammed honoured the winners of the Dubai World Challenge for Self-Driving Transport held by Roads and Transport Authority (RTA). The Congress, which features more than 700 technology leaders and innovators and 3000 visitors, focuses on cutting-edge technologies and explores ways to develop a general legislative structure for autonomous transport.

The Dubai World Congress for Self-Driving Transport, the first event of its kind in the region, is part of RTA's efforts to support the vision of HH Sheikh Mohammed bin Rashid Al Maktoum, Vice-President and Prime Minister of the UAE and Ruler of Dubai, to make 25% of all trips in Dubai smart and driverless by 2030. The Congress features 80 international experts, including five keynote speakers, who will be taking part in 40 lectures and 39 technical workshops.

Dubai Challenge

His Highness joined other attendees to watch a movie on the Dubai World Challenge for Self-Driving Transport, which carries a prize money of US$5.1 million (AED19 million).

The challenge attracted 65 entities from 20 countries, 15 of whom qualified for the finals. The challenge focused on the first and last-mile challenge of mobility journeys.

Five leading companies, three start-ups and seven local and foreign universities qualified for the finals. Qualifying vehicles were subjected to different scenarios and tests on a dedicated track tailor-made for testing such vehicles at the Dubai Silicon Oasis. Tests carried included stopping at bus stops, forced stop, overtaking a stopping vehicle, overtaking a bike, and dealing with various traffic scenarios such as signals, pedestrian crossings, road works, and sand on road. Tests also covered negotiating a roundabout, handling humps, rains and high-speed turns.

4.2
Resource Efficiency and Management

Energy Management

RTA has achieved record savings in the use of energy by implementing 46 projects and initiatives during 2019 as part of its Green Economy Strategy. Numbers released reflect that RTA's savings amounted to 45 million gallons of water, 30 million litres of fuel, and 39 million kilowatt-hours of electricity. Results contribute to RTA's fifth strategic goal "Safety and Environmental Sustainability".

Initiatives launched included broadening the use of solar power, trials for electric public buses, deploying hydrogen fuel/electricity-powered taxis, fitting power-saving streetlights, expanding the scope of online services, and recycling used carwash water.

"RTA'ws overall objective is to reduce the environmental footprint and conserve natural resources for upcoming generations. Initiatives undertaken serve the objectives of governments of the UAE and Dubai as well as the sustainable development of the United Nations. It is worth mentioning that in 2016, RTA became the first entity in the region to map out a comprehensive green economy structure," said Engineer Nada Jasim, Director – Safety, Risk, Regulation and Planning Department.

In addition, RTA has an environmental management policy as part of the RTA Safety and Environment Sustainability Policy fulfilling the requirements of ISO 14001, as well as an Energy Management Policy that fulfills the requirements of ISO 50001. The main elements supporting the Resource Efficiency & Management are Management of Energy, Management of Water, Management of Waste, and Biodiversity. In 2019,we did not record any complaints on non-compliance with our environemntal perfromance.
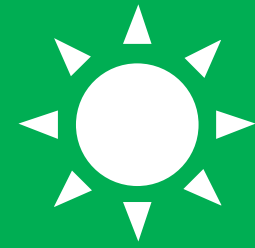
Energy is a critical component in RTA's operations, considering the complexity and diverse scope of RTA, and one that has major cost implications. Hence, RTA established an Energy Management System in compliance with ISO 50001 requirements to enable RTA to adopt a systematic approach in reducing energy consumption and ensuring a continuous improvement approach in its energy performance. Accordingly, RTA obtained the ISO 50001 certification in 2013 to credit its efforts in following global best practices and standards in saving energy and preserving the environment by promoting environmental sustainability in transportation.

The scope of RTA's Energy Management System (EnMS) is identifying and prioritizing activities that can have significant energy use or consumption which will impact the energy performance in all RTA's agencies and sectors and reviewing opportunities for improving energy performance consequently. This is achieved through a holistic framework implementation across RTA operations to make use of the most advanced energy technologies to reduce energy use and consumption, while boosting overall energy efficiency including reduced energy costs and reduced carbon emissions.

Furthermore, RTA is committed for the continuous improvement of energy performance through a documented process of energy review and planning. Energy review and planning is conducted on Annual basis considering all activities and operational areas. energy review is updated at different intervals when extensive changes in facilities, equipment, systems and processes occur. Based on the energy performance and identified opportunities, RTA establishes objectives and targets for achieving improved energy performance, along with action plans. Legal register is maintained with all legal requirements/obligations related to energy management and compliance is monitored through the interim audits/ inspections and a compliance evaluation report is presented to the Top Management on an annual basis.

RTA energy objectives and efficiency indicators examples include: Improvement in Fuel Efficiency and Improvement in Power Efficiency.

Case Study:
Installing 100 solar-powered nol recharging machines

RTA completed the installation of 100 nol top-up machines powered by solar energy in several parts of Dubai. The step is part of RTA's efforts to expand the use of renewable energy in all services and projects in support of the government's drive towards a green and sustainable economy. The installation of 100 solar-powered nol card recharging machines across Dubai is part of RTA's strategy to provide alternative renewable energy sources.

The new machines have been installed at bus stations and frequently busy spots like Al Qusais, International City, Mall of the Emirates, Sahara Centre. The step increases the number of solar-powered nol card recharging machines from 78 to 178 machines. "The installation of these systems will shorten the time taken in nol card top-ups. Moreover, clients can use their credit cards to top-up nol cards online through RTA's website and activate the credit through the existing machines. nol card has become one of the digital tools in supporting Dubai's Smart Strategy.

Case Study:
90% of Dubai limousine fleet will go green by 2026

RTA established an initiative to transform 90% of limousines operating in Dubai into environmental-friendly vehicles (hybrid/electric) by 2026. The action is the first of its kind worldwide in the conversion of the limo fleet into green vehicles. According to the plan, which runs for seven years, 65% of the Dubai limousine fleet will be hybrid vehicles and 25% electric vehicles. The plan envisages building up the ratio of green limos gradually from the current 6% to the following targets outlined below:

10% by 2020	20% by 2021	30% by 2022	40% by 2023
55% by 2024	70% by 2025	90% in 2026	

Case study:
Trial Run of the First 20-Seater Hybrid Abra

RTA launched the test run of the first hybrid abra; preserving the authentic design and features of the traditional abra. The step marks the addition of the first hybrid marine transit means to RTA's marine transport fleet.

The new abra has a capacity for 20 riders. It is powered by a 20KW electric motor and has a lighter weight, thanks to the use of cutting-edge technology. It has 26 Lead Crystal Batteries and solar energy panels along with a standby generator to recharge batteries when running low in power. It has an automated firefighting system that will be activated when batteries are overheated. The abra has battery ventilation and cooling system, and USB ports for recharging cell phones.

The Hybrid Abra is characterised by low carbon emissions which are 87% lower than petrol-powered abras. It reduces fuel consumption by 172% and therefore saves about 134% of fuel cost. Its Operational and Maintenance costs are 83% lower compared to any traditional abra and reduces the noise level to the minimum. The Hybrid Abra will be operated on a trial base on Al Seef- Al Ghubaiba line; one of the key marine transit lines linking four stations (Al Seef, Baniyas, Dubai Old Souq, and Al Ghubaiba).

The fare will be two dirhams only for transiting between two stations.

Water Management

Water resource management is the activity of planning, developing, distributing and managing the optimum use of water resources in RTA's relevant operations and activities. RTA's approach to ensuring efficient management of water is achieved via the implementation of the current and future planned energy and green economy projects/initiatives undertaken by RTA's agencies/sectors. The below are examples of projects/initiatives supporting Water Management in RTA.

01 Retrofit buildings through domestic water systems such as installation of water aerators for water faucet.

02 Water recycling stations for buses & taxis washing operations.

03 Waste water treatment plant in bus depots.

As a result of the implementation of these projects/initiatives, an estimated increase in savings by 92% has been achieved in 2019 (205 Megalitres) comparing to the achieved result in 2018 (107 Megalitres).

Parameter	Unit	2015	2016	2017	2018	2019
Water withdrawn and consumed	Megalitres	979	1,011	1,056	1,032	1,055
Water savings	Megalitres	68	78	144	107	205

Case study:
Buses Washing Water Recycle Units

In support of the national directions including UAE Water Security Strategy 2036, RTA established recycling units for used water coming from buses washing operations which conserves millions of water gallons. The recycling units treat the washing water coming from 1400 buses in 5 depots using closed cycles. The water treatment stages include the following:

Stage 01

Collecting used water from the washing process.

Stage 02

Removing suspended solid (sand, dust, etc..) using initial filter.

Stage 03

Removing all suspended materials using underground storage tanks.

Stage 04

Treating used water by using bio reactors to remove other material from water.

Stage 05

Removing all suspended materials after treatment.

Stage 06

Storing of treated water.

The results of the initiative indicated a reduction in water consumption for the washing operations by 90% and 50% for depots. This translates to an estimated cost reduction of around 70,000 AED annually.

Buses Washing Water recycle units
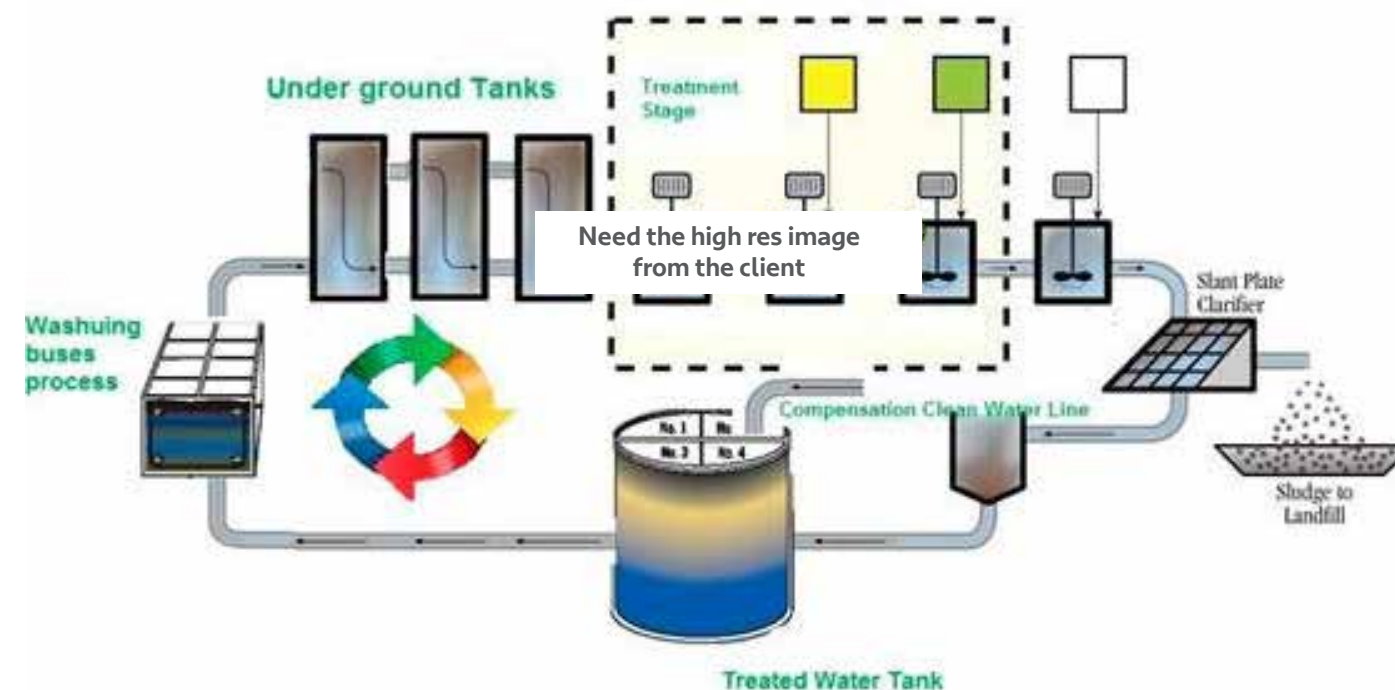
Biodiversity Management

The state of biodiversity in Dubai reflects its desert environment and its maritime location on one hand, and the rapid pace of development and high population density on the other. Hence, Dubai's terrestrial and marine environments faces a variety of pressures and threats, including: economic and urban development, land use and increased consumption of groundwater resources, over-exploitation of living marine resources, pollution from land and marine sources, and climate change.

Therefore, to persevere and maintain Dubai's biodiversity in its natural state, all RTA projects take into consideration preserving the marine life and protecting fauna and flora during all stages of the project from planning, execution, implementation, operation till maintenance.

Waste Management

RTA's waste management system aims to reduce the amount of waste generated, recycle and reuse waste, and adopt new technologies to improve waste separation and collection processes. RTA's approach to waste management follows the 'waste hierarchy,' intended to ensure that all available alternatives are considered to prevent waste from reaching landfills to the maximum extent possible. Based on this principle, RTA's waste management system manages hazardous and non-hazardous wastes, including sludge produced from the treatment of waste-water at RTA facilities, which is entirely recycled.

Circular economy requirements have been introduced into RTA's processes and systems which include recycling 100% of the waste-water generated from RTA operations and converting RTA to a paperless entity by 2021. All agencies and sectors in RTA report their approach in handling the generated waste from their relevant operations by illustrating the amount and types of waste sent to landfill and waste diverted from landfill (recycled and reused) to reduce the negative environmental impact of the generated waste.

RTA measures, monitors and evaluates the results of the implemented waste management process per each agency/sector accordingly.

Prevention environmental option

Most

Least

- Prevention
- Reduce
- Reuse
- Recycle
- Disposal to landfill
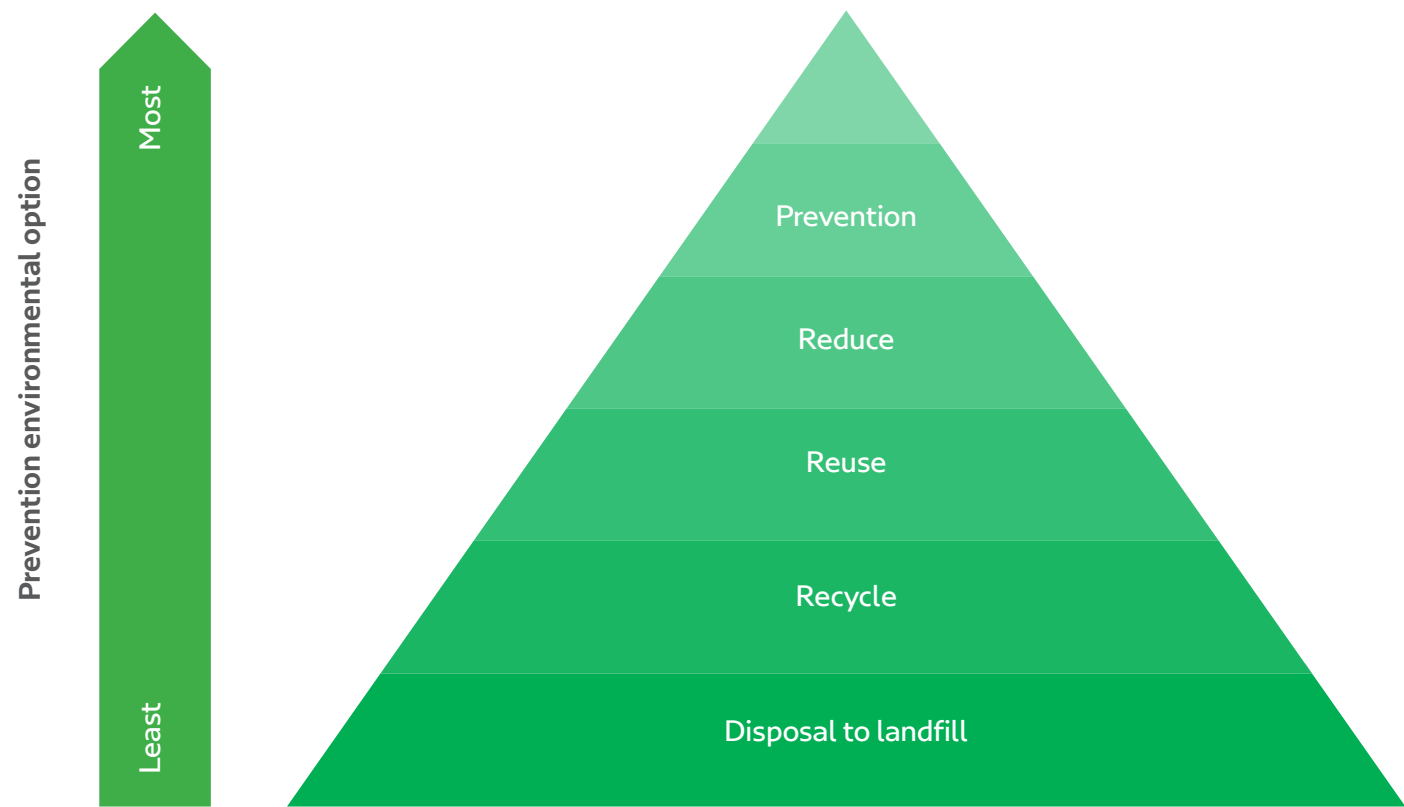
The amount of waste generated in 2019 has decreased by 15% comparing to the amount generated in 2018. This is mainly due to reduction of some waste streams produced from route 2020 projects as these projects entered its final stages.

Total waste generation (by waste type)

Parameter	Unit	2017	2018	2019
Non-Hazardous waste	tonnes	431,398	967,856.28	819,321.51
Hazardous waste	tonnes	8,914	3,490	1,826.54
Total Waste	tonnes	440,312	971,346.28	821,148.06

On the other hand, the amount of waste disposed (landfilled, reused and recycled) in 2019 has increased by 13% comparing to the results of 2018.

Total waste disposal (Landfill, reused and recycled)

Parameter	Unit	2017	2018	2019
Waste sent to landfill	tonnes	209,206	432,875.84	490,093.00
Waste diverted from landfill (reused & recycled)	tonnes	231,106	538,470	331,055.06
Total waste disposal (Landfill, reused & recycled)	tonnes	440,312	971,346.28	821,148.06

Case Study: Reverse Vending Machine (RVM)

In support of Circular Economy practices, RTA partnered with Bee'ah to install a RVM at its head quarter building. A RVM accepts used (empty) beverage containers and rewards the user. The aim of this initiative is to help raise awareness among RTA employees and the visitors about the importance of preserving the environment through recycling materials.

Case Study: RTA Awards Vendors and Suppliers for Compliance with Sustainability Specifications

In its journey to spread awareness and engage its stakeholders to achieve the sustainable development objectives and to play constructive roles in supporting RTA to enhance safety and environmental sustainability RTA awards vendors and suppliers for their commitment and compliance with the sustainability aspects. The award is nominated to companies who comply to certain standards such as:

Applying principles of sustainability in terms of environment, economic and social.

Compliance with laws and regulations and other environmental requirements.

Reducing the carbon footprint of the company.

Reducing solid waste, which negatively contribute to the cause adverse changes to air, water, or land.

Using and implementing of environmentally friendly technologies and innovations.

Conducting trainings and workshops to raise awareness about the importance of sustainability and its impact on our society.

Achieving the required quality and performance in align with global best practices.

Commitment to incorporating renewable energy technologies in all relevant aspects.

It also encourages RTA stakeholders to adopt and ensure the best safety and environmental sustainability practices at RTA workplaces whilst complying with the global best practices and standards. This reinforces the leading role of RTA in fostering the partnership and cooperation across all organizations.

4.3 Climate Change

At RTA, we embrace our key role as enablers of Dubai's development in the transportation sector. Through our sectors and agencies, we strive to provide reliable, innovative and high-quality transportation services to meet the local and federal strategic directions. Our commitment is to provide an excellent public transportation service to the people of Dubai while ensuring sustainable and environmentally-responsible performance across all operations and services. We ensure the alignment of RTA's strategic objectives with the goals of Dubai and the UAE, as well as compliance towards all environmental regulations applicable.

RTA's strategic plans for energy and green economy along with the use of green technologies have yielded huge savings in power consumption in both operations and services. RTA implements top energy management practices and has developed a specific power-management policy to measure, assess and monitor the efficiency of using power in processes, services and projects.

The main elements supporting the Climate Change pillar are resilience to climate change and emissions management.

Resilience to Climate Change

Climate resilience is the ability to anticipate, prepare for, and respond to hazardous events, trends, or disturbances related to climate. Improving climate resilience involves assessing how climate change will create new, or alter current, climate-related risks, and taking steps to better cope with these risks. RTA is committed to building a resilient future, developing plans, policies, and implementing projects that use innovative solutions to integrate climate and disaster risk management.

In addition, existing programs in RTA, along with future plans, are establis hed to support and ensure resilience to climate change in the buildings and structures owned by RTA. Such programs ensure the efficiency of energy and water in bus depots, buildings, and roads and the implementation of green buildings by crediting LEED certificate.

Results of power and water-saving initiatives undertaken in 2019 surpassed the set targets. Savings have resulted in reducing RTA's carbon footprint by 102 tons of carbon dioxide equivalent. RTA is developing plans for environmental sustainability and green economy to counter the impact of global warming and climate change.

Eng. Nada Jasim

Director
Safety, Risk, Regulation and Planning Department

Case Study: MoU between RTA and US Green Building Council (USGBC)

In support of the UAE Green Agenda 2030 and Dubai Clean Energy Strategy 2050, RTA signed a memorandum of understanding (MoU) with the United States Green Building Council (USGBC) on 27 October 2019. Both parties are keen to support and bolster their existing strategic partnerships in efforts of supporting the three pillars of RTA's sustainability framework. The partnership aims to materialize the vision of the Government of Dubai in making Dubai a world-class center for excellence in green economy and sustainability in the region.

Exchanging corporate know-how and expertise at all levels as well as exchanging information and studies related to the main tasks and specialties of the two parties are some of the main benefits of proposed MoU. The MoU promotes RTA's contributions and achievements in ensuring sustainable design and construction across all its operations and its commitment in achieving sustainable roads and transportation systems.

Case Study:
LEED Gold Certificate for Dubai
2020 Metro Route Stations

The New Stations for the Dubai 2020 Metro Route are proud to be classed as LEED Gold Green Buildings. The following green adjustments have been adopted:

No Chlorofluorocarbons (CFC's) are used within the chilled water plant feeding the building.

The carbon footprint savings across R72, R73, R74 and the EXPO stations is calculated to be approximately 2,485 tons per year.

The stations save 22% energy compared to the American Society of Heating, Refrigerating and Air-Conditioning Engineers (ASHRAE) 90.1 2010 baseline.

All urinals are fitted with a waterless flush system, so no water is required; consequently, the project has seen a 50% potable water reduction.

Low flow Faucets are installed in bathrooms and onsite retail facilities, these will be water efficient. This will contribute to potable water savings.

95% of the construction waste has been segregated – this has significantly reduced waste sent to landfill.

Highly reflective roofs minimize the heat island effect. Thus, the overheating of urban areas is reduced.

Green cleaning materials with environmentally friendly ingredients are used by the facility management.

The sites were chosen as the Environmental Impact Assessment (EIA) did not identify significant ecological assets which required extensive protection.

Native plants have been used in landscape design covering 30% of the total stations site to reduce irrigation water use.

The sites are located in either densely occupied urban areas or areas where a significant urban hub is planned to be developed to allow walking and reduce the impacts of car travel.

The site provides shaded bicycle parking areas and are linked to proposed bicycle networks to promote alternative transportation.

All of the sites provide outdoor space greater than or equal to 30% of the total site area. These outdoor spaces allow for community interaction.

Sustainable materials with Environmental Product Declarations have been installed.

Adhesives, sealants, and paints have low concentrations of Volatile Organic Compounds (VOCs) – for a healthy indoor environment.

The outdoor water consumption has been reduced by 50%. Thus, saving valuable potable water.

Biodiesel is used in the tunnelling machine generators leading to reduced carbon emissions.

Emissions Management

There is a need for an effective and progressive response to the urgent threat of climate change on the basis of the best available scientific knowledge. In support of the Smart and Sustainable City pillar of the Dubai Plan 2021 which embeds the concept of environmental sustainability and efforts in preserving the natural resources, such as air, following international best practices, RTA aims to reduce emissions, support sustainable development and clean energy production, strengthen the national competitive profile, promote air quality awareness through pioneering methods and tools, and cultivate a society of happy people by ensuring a clean air and healthy environment.

Hence, RTA collaborated with Dubai Municipality to achieve the National Agenda's target of 90% clean air days by 2021 under the sustainable environment and infrastructure theme. This is done by monitoring the emissions emitted from RTA operations and activities and reporting the results achieved in support of the Dubai Air Quality Strategy 2017 – 2021 established by Dubai Municipality.

Several strategies, plans, and projects have been launched by RTA to manage emissions coming from the transportation sector and improve the air quality in the Emirate of Dubai accordingly. Examples of these include the following:

Area	Unit
Alternative Fuel & Low Emission Vehicles	Strategic Action Plan to encourage adoption of Electrical and Low Emission vehicles in Dubai (2019-2030)
	Alternative fuel roadmap for testing Hydrogen taxis.
	Roadmap for testing Alternative Fuel Public Buses (Electric & Hydrogen buses).
	Procurement of 516 Euro 6 Public Buses.
	Plan for increase number of Hybrid, CNG, and Electric vehicles in driving institutes.
	Operating 17 Electric Abras, Testing Hybrid Abras, Testing Solar Abras.
	Electric bikes and Electric scooter for first and last-mile connectivity.
	Electric Taxi procurement 200 Tesla vehicles.
	Roadmap for converting 50% of Dubai Taxis to Hybrid Taxis by 2021.
	Roadmap for converting 90% of Limousine Taxis to Electric & Hybrid by 2026.
Roads	100% of lighted traffic signs to be solar.
	100% parking meter to be solar.
	Retrofit of street lighting and traffic signal lighting to LED.
Buildings & Facilities	Retrofit Buildings through lighting system (LED) & HVAC systems.
	Installation of Solar PV System in buidlings and facilities.
	Smart building project at RTA.

Case study: Dubai Introduces Dozens of Eco-Friendly Buses to its Roads

RTA launched the operation of 94 medium-size buses of Optare Brand, which will be the first of its kind in the UAE. These buses are compatible with the European Emission Standards (Euro 5), light in weight and low on fuel consumption. The step is also aligned with RTA's efforts to make public transport the ideal choice of mobility in Dubai and raise the percentage of public transport journeys to 26% by 2030, which requires providing public transport options characterised by high performance, affordable cost and wide geographical coverage. It will also enhance the integration between all transit means.

The new buses, accommodate 32-seated passengers and 9 standees. 8 seats are fitted with adjustable safety belts and one seat is designated for "people of determination. The engines are characterised by low fuel consumption and low carbon emissions, which means less carbon footprints in line with the European standards. It has a low-floor door for the entry of 'people of determination' and deluxe interior finishing. It has white LED destination boards, internet service (Wi-Fi) and USB charging ports.

Case study:
Electrification of Dubai Public Transport Buses

RTA conducted two test-runs for electric powered public transport buses and dynamic wireless charging technology in support providing smart services that contribute to enhancing sustainability and support the Dubai Clean Energy Strategy 2050, which aims to make Dubai the city with the lowest carbon footprint in the world by 2050. RTA established a roadmap to using alternative fuel public transportation and sustainable transport means. The initiatives aimed to determine the efficiency of the electric buses and the air conditioning system in addition to its suitability for operating on public transport lines and measuring the maximum operating range per one battery charge.

RTA undertook the project, which is part of Dubai Future Accelerators, in collaboration with Dubai Electricity and Water Authority and Dubai Silicon Oasis. The initial phase covered preparing the infrastructure and laying an embedded power-charging grid underneath a 60-metre road strip at the Dubai Silicon Oasis for the dynamic wireless charging of electric vehicles and buses in motion.

The test proved a highly efficient wireless charging system comparable with the cable charging. Moreover, the electromagnetic level on board was within the accepted global range. The results of the electric bus trial concluded the following; feasibility of operating single-charge electric buses (single charged) within the climatic conditions of the Emirate of Dubai, savings in operational cost per kilometer, and the overall performance of the air conditioning system was satisfactory.

This initiatives will help increase the number of electric vehicles in Dubai, which is already witnessing a steady increase, especially with the Dubai Government's interest in green mobility initiatives.

Energy and Emissions

As Dubai is part of the C40 cities, which is a network connecting 96 of the world's greatest cities to take bold climate action, RTA is committed to collaborate effectively, share knowledge and drive meaningful, measurable and sustainable action on climate change. This is for the goal of delivering the most ambitious goals of the Paris Agreement at the local level, as well as to clean the breathable air of Dubai city.

RTA's emission management scope and boundary cover the fuel used for our core activities, such as the powering of vehicles, as well as emissions from supporting activities such as facility management, fire safety, air conditioning, and services for our workforce. RTA follows the ISO 14064 standards for Greenhouse Gas (GHG) accounting and verification to measure, monitor, and report on our GHG emissions and removals to support sustainable development through a low-carbon economy.

This ensures enhancing the environmental integrity of GHG quantification as well as the credibility, consistency and transparency of GHG and facilitates the development of GHG management strategies and plans and the implementation of mitigation actions for emission reduction or removal. Several key performance indicators supporting the three main pillars of the Green Economy Framework are in place to measure and monitor RTA's energy and emission performance. The main areas covered by the key performance indicators include: GHG Emissions Reduction, Energy (Electrical) Efficiency, Water Efficiency, Fuel Efficiency and Waste Management.

Parameter: Fuel	Unit	2015	2016	2017	2018	2019
Total fuel consumption from non-renewable sources – Diesel	TJ	2,848	2,968	3,013	3,013	2,988
Total fuel consumption from non-renewable sources – Petrol	TJ	4,402	4,702	4,744	4,738	4,238

Parameter: Fuel	Unit	2015	2016	2017	2018	2019
Fuel Savings	litres	1,119,703	8,443,990	12,999,288	19,252,297	30,287,505

Parameter: Electricity	Unit	2015	2016	2017	2018	2019
Electricity consumed (indirect energy)	TJ	2,530	2,575	2,654	2,606	2,646
Electricity savings	kwh	26,340,000	19,761,602	22,947,443	32,764,797	39,622,687

Emission breakdown	Unit	2015	2016	2017	2018	2019
RTA's total greenhouse gas emissions (tCO2e) – Scope 1	tCO2e	NA	533,665	541,651	542,665	507,115
RTA's total greenhouse gas emissions (tCO2e) – Scope 2	tCO2e	NA	318,987	328,840	323,214	327,805
RTA's total greenhouse gas emissions (tCO2e) – Scope 3	tCO2e	NA	312	15,286	69,446	41,813
RTA's Total greenhouse gas emissions (tCO2e)	tCO2e	811,271	852,964	885,777	935,325	876,733

Emission breakdown	Unit	2015	2016	2017	2018	2019
1. Total emissions by source (tCO2e)	tCO2e	811,271	848,805	880,119	929,155	876,733
a. Fuel (Petrol)	tCO2e	NA	320,268	317,682	322,294	292,643
b. Electricity	tCO2e	NA	307,993	325,733	317,610	322,447
c. Fleet (Diesel)	tCO2e	NA	208,154	216,212	219,072	217,124
d. Generators (Diesel)	tCO2e	NA	147	5,831	41,783	20,736
e. Waste	tCO2e	NA	154	4,428	16,163	11,005
f. Water	tCO2e	NA	7,767	6,025	6,616	6,571
g. Others	tCO2e	NA	4,322	4,208	5,616	6,207
2 . Total emissions by agency / sector (tCO2e)	tCO2e	811,271	848,805	880,119	929,155	876,733
a. SCG	tCO2e	0	19	21.4	26.4	19.7
b. CASS	tCO2e	30,018	23,411	38,396	31,105	31,795
c. CTSS	tCO2e	0	24.5	12.8	21.6	13.1
d. PTA	tCO2e	196,894	213,723	214,168	212,390	212,328
e. TRA	tCO2e	82,510	85,254	91,136	90,377	91,617
f. DTC	tCO2e	309,608	330,287	321,971	331,245	300,749
g. RAA	tCO2e	192,241	196,043	214,387	263,973	240,167
h. LA	tCO2e	0	16	4.8	6.5	4.6
i. Office of DG	tCO2e	0	27	21.7	10.9	38.7

Emissions avoided	2015	2016	2017	2018	2019
Emissions avoidance due to initiatives undertaken by sectors and agencies (tCO2e)*	22,683	35,423	47,718	69,974	101,766
Estimated carbon emissions removed from Dubai roads as a result of shifting to public transport (Dubai Metro, Dubai Tram and Buses) (tCO2e/year)	539,000	575,000	613,000	642,000	620,000

*Note: The figures include the avoided emissions due to using online smart services by customers instead of visiting RTA service centers in person.

Case Study:
Energy and Green Economy Awareness Events for 2019 in RTA

Earth Hour 2019:

Earth Hour is a global activity that unites millions of people for climate change – the main event is switching off lights between 8:30–9:30 of the last Saturday of March every year. In celebration of this event, RTA participated by turning off at least 1,433 streetlights along Business Street, Al Saada Street, Boulevard Street (Burj Khalifa), Al Mamzar Beach Street, the parking lot of Shandagha Heritage Village and Al Khaleej. Lights and some air-conditioners have been turned off at RTA Head Office, Main Customers Happiness Centre at Umm Al Ramool, Public Transport building in addition to Al Rawiyya and Al Khawaneej stations, and Jebel Ali Bus Depot. Lights have also been switched off on the 5th floor of the Parking Terminal of Rashidiya MS, premises of the Dubai Taxi Corporation and employees' accommodation. Several Metro Stations have been switched to maintenance mode and some escalators at metro stations ceased operation. The overall saving resulting from the switching off streetlights and facilities of the RTA was estimated an order of 10,000 kilowatts in one hour.

World Environment Day 2019 – Theme: "Beat Air Pollution"

World Environment Day is an environmental awareness day, run by the United Nations on June 5th every year, aimed to raise awareness of the environment and specific environmental issues. In celebration of this event, RTA has arranged several activities in its head quarter building including signing a variety of pledges related to environment and distributing giveaways of AlGhaf trees (i.e. symbolizing Year of Tolerance). More than 300 RTA employees participated in the event.

World Energy Day (WED) 2019

In celebration of the WED, internal awareness messages have been sent to all RTA staff about the importance of energy management to expand their knowledge and contribution towards supporting energy efficiency practices and conserving natural resources. RTA coordinated with Etihad ESCO to conduct a workshop for RTA's staff to encourage the installation of PV Solar Panels on residential units.

Green Economy Awareness Workshop

RTA ensures a comprehensive awareness program is in place to support and reinforce RTA's overall energy efficiency objectives. By engaging employees and changing workplace behaviors, RTA can improve its energy management and lower operational costs accordingly. A workshop to update the RTA Energy and Green Economy Framework conducted in November 2019 for all QHSE units of RTA. The major key outcomes from the brainstorming workshop included: identifying the key directions and updating the main Green Economy Framework programs.

Green Economy Award 2019:

In line with the Dubai government directions, the increasing concerns of the international community toward the environment and the need of promoting optimal use of resources to achieve safety and environmental sustainability, RTA launched the Safety and Green Economy Awards.

His Excellency Mattar Al Tayer, Director General and Chairman of the Board of Executive Directors of RTA, honors the winners on annual basis. The awards are granted to strategic partners in government departments, service providers, suppliers, contractors, consultants and students as well as agencies and sectors of RTA in recognition of contributions of honorees in support of health and occupational safety, green economy and energy saving practices.

Sustainability Innovation Lab

RTA hosted an innovation lab for its internal and external stakeholders to stimulate ideas to find potential creative solutions for an enhanced implementation of RTA's Sustainability Framework. The lab focused on the following three sustainability themes: (1) Sustainable Wellbeing & Happiness, (2) Sustainable Mobility and (3) Sustainable Economic Growth & Participation. Around 50 experts participated in the innovation lab including RTA's internal employees and external stakeholders.

Sharjah Science Museum – Renewable Energy Event

RTA has participated in the three-day event at Sharjah Science Museum, and showcased the mobile charging electric vehicle to school and university students to raise awareness about the importance of moving towards alternative energy adoption and energy efficient technologies. The event took place between 13 to 15 November 2019.

05

Sustainable Wellbeing and Happiness

RTA is committed to maintaining its leading position in embedding sustainability considerations across its practices to foster a healthy, safe, and happy environment for all its stakeholders and within its community. RTA's definition of a healthy, safe, and happy environment encompasses actions and efforts that contribute to individual and community wellbeing and enhances the connectivity of cultures and people.

RTA aims to work towards attaining this level of community happiness and ensure safety, social well- being and satisfaction of RTA stakeholders, including customers, employees, contractors, and the general public.

Through the ‹sustainable wellbeing and happiness' pillar of RTA's Sustainability Framework, we disclose our progress and achievement in Occupational Health and Safety, Customer Happiness and Social Responsibility, and Community Engagement.

		Alignment to United Sustaiable Development Goals	Alignment to Global Reporting Initiative (GRI)	Alignment to UAE vision 2021	Alignment to Dubai plan 2021	Alignment to RTA's strategy
Social Responsibility and Community Engagement		1 NO POVERTY, 4 QUALITY EDUCATION, 10 REDUCED INEQUALITIES, 11 SUSTAINABLE CITIES AND COMMUNITIES, 17 PARTNERSHIPS FOR THE GOALS	GRI 413: Local Communities 2016	Cohesive Society & Preserved Identity	A Smart and Sustainable City

An Inclusive and Cohesive Society

A City of Happy, Creative and Empowered People | Integrated Dubai |
| Health and Safety | | 3 GOOD HEALTH AND WELL-BEING, 11 SUSTAINABLE CITIES AND COMMUNITIES | GRI 403: Occupational Health & Safety 2018 | Safe Public & Fair Judiciary

World Class Healthcare | A Smart and Sustainable City

A City of Happy, Creative and Empowered People | Safety & Environmental Sustainability |
| Customer Happiness | | 10 REDUCED INEQUALITIES, 11 SUSTAINABLE CITIES AND COMMUNITIES, 16 PEACE, JUSTICE AND STRONG INSTITUTIONS | GRI 218: Customer Privacy 2016 | Sustainable Environment & Infrastructure

Cohesive Society & Preserved Identity | A Smart and Sustainable City

An Inclusive and Cohesive Society

A City of Happy, Creative and Empowered People

A Pioneering and Excellent Government | People Happiness |

Our Sustainable Wellbeing and Happiness Material Topics Include:

Material topics	Impact	Disclosure Page
Occupational health and safety	High	Page 150
People happiness	High	Page 159
Compliance	High	Page 146
Customer privacy	Moderate	Page 161

5.1
Social Responsibility and Community Engagement

RTA defines social responsibility as the decisions that are made considering the social, environmental, and financial impacts of all actions and business operations. We strive to contribute towards building sustainable, safe, and happy communities through our strategic community investments, community engagement sessions, and involvement of our employees through volunteerism or thought-based engagement.

Winning a host of social responsibility awards also includes RTA's relentless drive to support ‹people of determination' and live up to its social responsibility. Examples of initiatives rolled out in this regard include Dubai Audio Library (Bookshare.org) for visually impaired people, and ‹Kiswat Khair' (Clothes for Good) initiative, which mustered the efforts of 850 volunteers from RTA and ten other government entities to recycle 35,000 pieces of clothes. Initiative had benefited half a million people, and 'Meals on Wheels' Initiative distributed Ramadan Iftar meals to families earning limited incomes and workers at their accommodations.

Some of RTA's current strategies and plans in place to support the Social Responsibility and Community Engagement pillar are listed as the following:

CSR Strategy:

RTA's CSR strategy was revamped in 2018 with a focus on the three strategic pillars, which are: National Identity and Tolerance and Inclusiveness, Social Mobility, and Social Progress.

At RTA, we are committed to improve our society and to adopt activities and initiatives that aim at developing the community. We actively engage in philanthropy, social volunteerism, and effective partnerships to fulfill our role as a socially committed organization.

Rowdah Al Mehrizi

Director Marketing and Corporate Communication Department

Strategic Pillars	National Identity and Tolerance and Inclusiveness	Social Mobility	Social Progress
Strategic Goals	We are committed to sustaining our national identity and supporting socio-cultural Inclusiveness and tolerance across UAE.	We aspire to support mobility of sections of the society that are at a disadvantage including people with determination, elderly, students in remote areas, women and children especially in areas of distress and disadvantage.	We aim to actively contribute and support social progress by encouraging education, supporting health and wellbeing and by actively pooling time and resources.
Materiality/ Strategic Focus Areas	Propagate emirate culture and values. Support learning of Arabic language. Promote heritage art and culture. Positively engage with all cultures.	Aid access to education. Aid access to healthcare. Support mobility for people of determination. Aid the availability of food and resources.	Support education and learning. Support health and wellbeing. Promote a culture of volunteerism and contribution.

RTA Foundation

Artisic Initiatives

Year of Tolerance Initiatives

Natioanl Identity

Dirham Khair

Bus for Good Locally and Globally

Charity Bridge

Clothes for Good

Dubai Audiobook Library

Read More

Tamkeen with RTA

Volunteering Programms

Dubai Youth for Public Transport

The below figures illustrate some statistics relevant to the CSR strategy in RTA:

CSR statistics	Unit	2015	2016	2017	2018	2019
CSR amount spend by RTA	AED Million	11.06	37.02	7.29	5.0	7,989.199
% Society Satisfaction	%	78.7	84	86.6	85.54	85.92
Total Volunteering	Hours	30.458	14.573	21,850	23.791	14.902
Total beneficiaries	#	NA	2,837.084	2,972.211	2,856.394	4,593.423

RTA Foundation & Initiatives:

In 2017, RTA became the first entity across the Middle-East to launch the RTA foundation. The foundation was inspired by UAE's President His Highness Shaikh Khalifa Bin Zayed Al Nahyan's Year of Giving Initiative and continues to advocate social responsibility and foster the spirit of charity and community service. The foundation's primary funding source is the income generated by the Public Transport Endowment, which RTA launched in collaboration with the Mohammad Bin Rashid Global Centre for Endowment Consultancy.

The foundation also raises funds through an elective donation channel for Nol cardholders and vehicle owners at the time of issuing/renewing their vehicle registrations, driver licenses, or even taking taxi rides. Through the foundation, RTA teams up with public and private entities in offering transport-related charitable projects in poor or disadvantaged countries to positively influence the standard of living and add economic benefits to those countries.

Tamkeen with RTA:

This literacy program is being conducted in collaboration with Rawafed Centre for Development and Education, wherein, during 2019, 100 students were trained and qualified through specialized courses in several fields such as customer service and engineering, in collaboration with volunteers from RTA and specialists from the Rawafed Centre, to prepare them to become empowered for entering job market.

The first two editions of Tamkeen with RTA programs were launched in 2017 and had attracted and qualified 39 Emirati graduates. Some of them were employed at RTA, and others were groomed for taking positions in other government entities. RTA completed its 2017 and 2018 cycles of training unemployed UAE national graduates and is now in the process of targeting the young nationals from low-income families from other countries in the upcoming cycles of this program.

Thurayya Box:

RTA has set up the Thuraya Fund for promoting literacy across the Arab world in collaboration with Rawafed Development & Learning Centre. The initiative is part of the global contributions of RTA's Foundation. The launch of the Thuraya Fund aims at hitting two goals; the first is to support Dubai's government drive to help with the literacy of 30 million Arab youth by 2030, and the second is to support RTA's Foundation global contribution to education to help children of families with limited incomes. The launch of this initiative is a clear manifestation of our government's persistent efforts to promote education, culture, and charitable activities all over Arab nations. The Initiative started from Egypt and targeted the literacy of 2500 children aged 8-13 years, comprising eight phases over nine weeks only.

Thuraya Fund offers a new and unique solution to illiteracy. It is an integrated mobile educational program that adopts an effective method to accelerate the reading process and learn the principles of mathematics. It uses interactive learning tools, including books, flashcards, scalable stories, and a teaching guide. The Fund uses the principles of modern education, learning, and growth. It is based on Montessori, an innovative learning method of discovering letters and their voices by sensory recognition.

It is based on the classification of Bloom's Taxonomy and adopts modern educational theories to foster an encouraging learning environment, and a sound interaction between the teacher and the student. The Fund seeks to accelerate the reading process from zero to fluency in a 200-word text. Learning components, including teachers, are provided by Rawafed Development & Learning Centre, with the support of RTA.

Artificial Intelligence Hall in the Rashid Center for People of Determination:

Reference to Dubai's government direction to integrate people of determination and support smart and innovative solutions, RTA has sponsored the Artificial Intelligence Hall in the Rashid Center for People of Determination. The aim of this initiative is to provide the latest equipment and electronic means that reveal the weaknesses and strengths of People of Determination to arrive at a more accurate assessment of their condition and set the appropriate treatment program that is best suited for them to improve their capabilities and progress in achieving their dreams.

Charity Bridge for RTA Employees & Customers:

It is an initiative that aims to help employees and customers who suffer from an exceptional case to enrich the principle of compassion and brotherhood among employees. The initiative is in cooperation with Bait Al Khair Society, whose role is to study and validate the cases we receive from employees and customers. RTA Foundation funds the initiative in addition to employees' donations. RTA aims to engage partners to fund the program to help as many employees/customers as possible.

Sponsoring 96 UAE National Students from Zayed University:

In cooperation with Islamic Affairs & Charitable Activities Department, RTA has sponsored 96 UAE nationals in need by paying for their university fees in addition to their monthly expenses.

Sponsoring Four Athletes from People of Determination:

RTA and Dubai Club for People of Determination have signed an agreement to boost their joint efforts in support of people of determination. The step is part of RTA's endeavors in response to the Dubai Government initiative (My Community, a City for Everyone).

This agreement is valid for three years and calls for RTA and Dubai Club for People of Determination to sponsor the 11th Fazz'a International Championships for People of Determination. It also supports the preparation of the four athletes from this category for three years to groom them for competing in local and international events.

Ramadan 2019:

The holy month of Ramadan is an excellent opportunity for giving, staging charitable activities, and fostering the culture of volunteering in society. RTA always seeks to have an active role in bringing happiness to various community segments such as students from fixed-income families and senior Emiratis, among others. In support of that, RTA's event for Ramadan 2019 focused on helping and supporting students from families with limited income, senior Emiratis, and workers.

Meals on Wheels International:

This Initiative took place in the Kingdom of Thailand, where RTA has gifted two buses to lift students of Dar al-Ma'arif Al-Ahlia Islamic School, South Thailand. Each bus will serve 15 students. Ramadan rations will be distributed to 1568 students in the school.

Meals on Wheels Local:

Two buses were deployed to distribute Iftar meals to Al-Ahlia Charity School students from families with limited income in Dubai, Sharjah, and Ajman as well as workers accommodation at Al Quoz and Sonapur, Muhaisina. About 6000 Sahoor meals were processed and distributed to workers in collaboration with RTA volunteers and other concerned bodies.

RTA joined hands with Al-Ihsan Charity Association in an event entitled: Together a Ramadan without Accidents. The Initiative involved the distribution of Iftar meals at roundabouts and traffic signals to avoid the last-minute rush often associated with over-speeding accidents.

RTA also took part in Zayed Humanitarian Day by distributing Ramadan supplies to 500 underprivileged families in Dubai, Sharjah, and Ajman in coordination with the concerned parties in the three emirates. It distributed nol cards marking the Year of Tolerance and arranged with Thukher Social Club a mass iftar for senior Emiratis along with gifts distribution.

Clothes for Good:

RTA has launched the third edition of Kiswat Khair (Clothes for Good) initiative 2019 at the Celebration Walk in the Global Village of Dubai. The initiative aims to diffuse the spirit of volunteering in the UAE community through unconventional means by reconditioning used clothes and distributing them to the needy in sisterly and friendly countries.

The inaugural edition of the Kiswat Khair initiative had reconditioned about 20 thousand pieces of clothes, and the number increased to 35 thousand pieces in the second edition, which was enough to record a Guinness World Record. The third renewal aims to recondition as much as 50 thousand uniforms from various entities, including Dubai Police, Dubai Municipality, Civil Defense, Dubai Ambulance Services, Dubai Health Authority, Dubai Taxi Corporation, Dubai Healthcare City, and Serco. Visitors of the Global Village also received an open invitation to support the campaign. Clothes will be distributed in collaboration with Dar Al Ber Society.

The timing of this edition coincides with the International Day for Tolerance (16 November 2019). To mark the event, RTA invited specialist designers to design these clothes using color spray to make drawings reflecting the identity and culture of recipient countries and accordingly communicate the spirit of tolerance to intended users. The reconditioning process involved sorting, cleaning, cutting, adapting, tailoring, and pressing those items before packing them in style, befitting the humanitarian goals. The entire process is aimed to reflect RTA's social responsibility visibly and effectively.

RTA Supports Suqia Campaign:

RTA has supported UAE Water Aid (Suqia) campaign by digging ten water wells in 10 countries (Indonesia, Kosovo, Senegal, Niger, Nepal, Ghana, Tanzania, Ethiopia, India, and Mali).

The step is taken in response to His Highness Sheikh Mohammed bin Rashid Al Maktoum, Vice-President and Prime Minister of the UAE and Ruler of Dubai, call to the public and private organizations in the UAE to take part in UAE Water Aid (Suqia) campaign to provide drinking water in less privileged countries. The initiative indicates a further addition to the benevolence of the UAE covering a variety of fields such as education, health, relief, and knowledge across the world.

Case Study:
Al Tayer honors 4085 volunteers contributing to 23 thousand hours to RTA's initiatives

HE Mattar Al Tayer, Director–General and Chairman of the Board of Executive Directors of RTA, honored 4085 volunteers (3669 from outside RTA and 416 from RTA including 38 posted in leading positions) in recognition of their immense contribution in the success of RTA's 2018 initiatives offering a total of 23,791 volunteering hours.

"Volunteering is a key cultural component of the community enabling its members to develop the practice, knowledge, and passion of giving. Volunteering has multiple benefits to the community such as nurturing social solidarity, sense of belonging to the community and nation, besides leveraging the communication skills between community members. Volunteers we celebrate today have supported a variety of social, humanitarian, national, and environmental events held by RTA. They have made generous efforts befitting the image, commitment, and responsibility of RTA to the society, Dubai and the UAE," added Al Tayer.

RTA had launched several community-oriented events last year highlighted by Kiswa as part of the Dubai Day initiative unleashed by HH Sheikh Hamdan bin Mohammed bin Rashid Al Maktoum, which drew the participation of 3194 volunteers from RTA and beyond. Initiatives included Meals on Wheels (Bus for Good), Ramadan Aman, Ramadan Rations, and the Dubai Audio Library; the world's largest Arabic audio library set to engage 10 thousand volunteers to target 7 million visually challenged individuals across the Arab world. RTA had also donated two buses, 50 bicycles, and 400 school bags to schools in remote areas in Tanzania and Uganda and also constructed two classrooms, donated 9 Tuk-Tuks (Rickshaw) and school bags in Egypt.

5.2
Health and Safety

RTA has been a regional and global pioneer in applying the latest technologies and reflecting new best practices in its policies, operations, and activities by putting the safety and health of employees and customers on its top priority. RTA firmly believes that health, safety, and environmental sustainability remains the most critical value for all employees, and that all accidents are preventable through carefully performing the works. Safety, Risk Regulation & Planning Department (SRRPD) has developed multiple management systems that adopted and supported the best practices in this field, and we have proved to be a pioneer through winning the most notable international awards and certificates in recognition of RTA's safety performance.

Development of multiple Management Systems and the implementation of the requirements has been reflected positively on the RTA performance in 2019, with a noticeable improvement in the Occupational Health and Safety (OHS) indicators in RTA's Agencies and Sectors.

Our management systems encompass the areas of Health, Safety and Environmental (HSE) Management, Enterprise Risk Management, and Crisis and Business Continuity Management, which are certified by the world-renowned certification bodies. These systems collectively provide robust framework and procedures that meet and support the requirements of Health, Safety, and Environmental Sustainability at operations to protect the high-value assets of RTA.

Despite the achievements, SRRPD recognizes that the risks associated with RTA's activities are continually evolving, and the pace of this change will accelerate in the coming years due to the rapid changes in technologies and lifestyle. However, we are committed to continuing to promote HSE standards in the transport sector to keep up with these changes to make Dubai's transport sector the safest in the world.

RTA confirms compliance with legal and other obligations mandated by legal authorities. No prohibition notice or non-compliance report was raised on RTA in 2019 concerning the OHS legal obligations. RTA's OHS compliance is assessed through different programs, as follows:

Compliance assessment by legal authorities.

Compliance audits by the certification body.

Audits and inspections by the Safety, Risk, Regulation & Planning Department.

Audits and inspections by the QHSE Offices in Operational Agencies.

Assessment by the Internal Audit Department in Director General Offices.

Compliance assessments by independent third parties (local & international).

RTA has set the highest degree of occupational health and safety standards in the Global Roads and Transportation Sector and is actively contributing to achieving the vision and strategic directions of the Emirates of Dubai by being the ten years ahead of the best city in the world and ensuring the prosperity of Dubai's Future Generation.

Eng. Nada Jasim

Director
Safety, Risk, Regulation and Planning Department

RTA's Safety & Environmental Management System (RSEMS) considers the following standards and guidelines:

01   **ISO 45001:2018**
Occupational Health and Safety Management System.

02   **ISO 39001:2012**
Road Traffic Safety Management System.

03   **ISO 22301:2012**
Business Continuity Management Systems.

04   **ISO 31001:2018**
Risk Management, Guidelines.

05   **BS 11200:2014**
Crisis Management, Guidelines, and Good Practice.

AE/SCNS/NCEMA 6000:2016 UAE Occupational Health and Safety Management System (OHSMS) National Standard.

Managing Hazards:

RTA has a stringent reviewing mechanism based on leading safety standards. Relevant QHSE teams identify root causes for investigated accidents. Corrective actions and measures to address the root causes are implemented and followed up. The corrective action has a hierarchy of risk control:

Consider eliminating the source of hazards as a top choice if applicable.

Replace the old way the work to make it less risky.

Apply engineering modifications.

Review relevant risk assessment, policies, and procedures that manage the work.

Relevant competency of employees given the outcomes.

Review the adequacy of personal protective equipment and its sound use.

OHS Training:

Based on the scope of operations and corresponding risk assessments, we mandate OHS training on operating procedures and work methods. Technical training are provided to employees to enhance their competencies, in addition to the OHS modular training.

In 2019, to assess HSE competency, we rolled out the 'RTA Smart Safety Licensing (S2L) Program', at no cost to RTA's contractors. RTA is progressing the system and the module has covered over 3,000 contractor employees. We also have mandatory EHS related induction for all employees and contractors as a part of the induction process and continue to have mock drills to ensure preparedness in cases of emergency.

Road and Traffic Safety:

RTA plays a significant role in monitoring and reducing traffic accidents, ensuring roads are designed and implemented according to the highest safety standards, raising awareness on road safety measures to the public domain, and ensuring RTA's drivers comply with the highest road safety standards. Apart from RTA's measures, RTA believes that road users and providers of transport facilities share joint responsibility for traffic safety. In efforts to prevent road accidents and to reduce its impact on lives and properties, RTA has a Traffic Safety strategy that includes several programs. RTA follows the ISO 39001:2012 – Road Traffic Safety Management System.

RTA's Traffic Safety Strategy
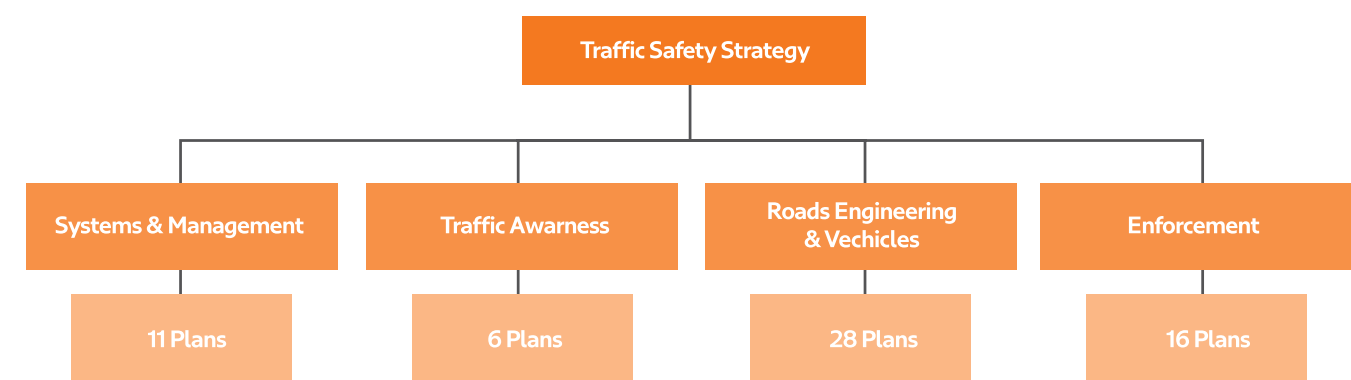
RT's Traffic Safety Programs
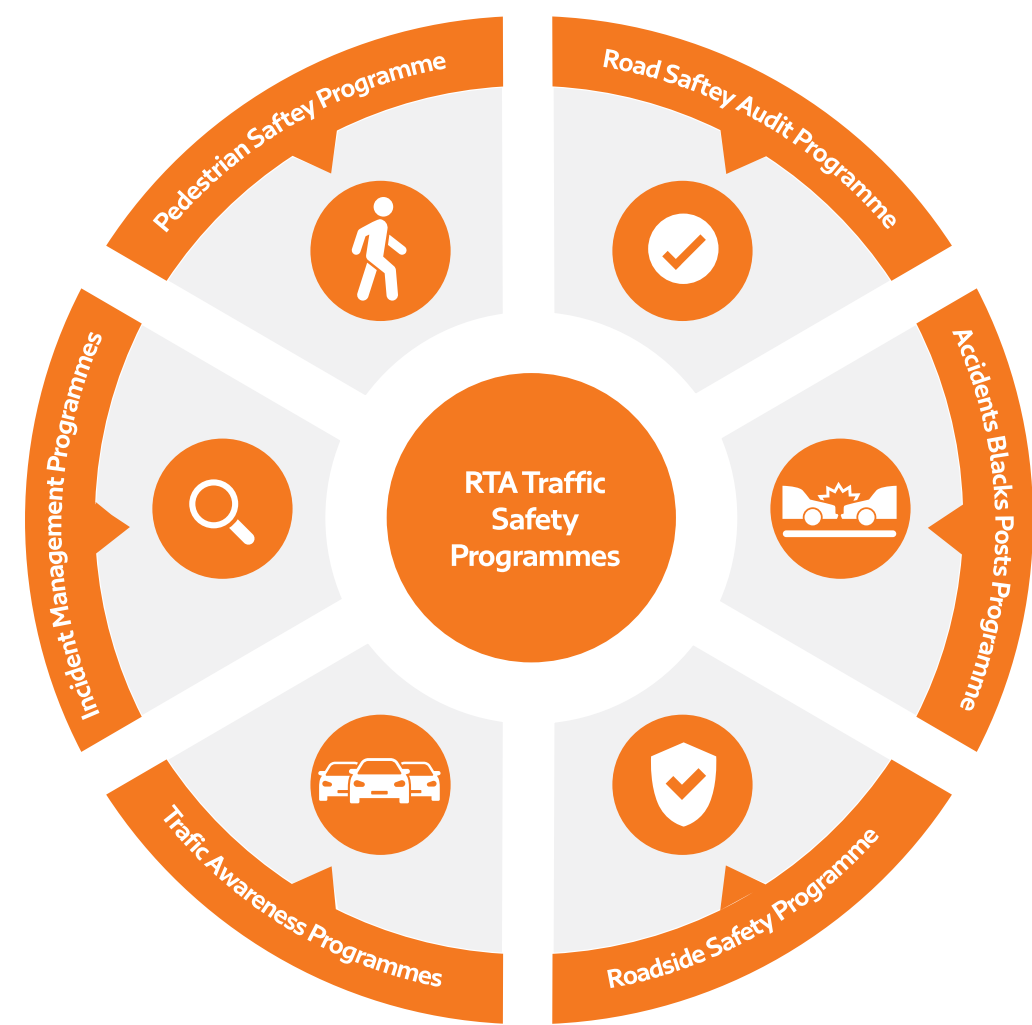
Safety Statistics

Work Related Injuries	Unit	2015	2016	2017	2018	2019
Total hours worked	hours	NA	97,427.380	129,821.623	163,149.603	162,464.067
Employees	hours	NA	35,694.975	59,620.665	56,086.664	49,964.140
Contractors	hours	NA	61,732.405	70,200.958	107,062.939	112,499.927
Total number of fatalities as a result of work–related injury	Sum	NA	3	2	1	1
Employees	#	NA	0	0	0	0
Contractors	#	NA	3	2	1	1
Total rate of fatalities as a result of work-related injury (Rate is calculated per 1,000,000 hours worked)	Rate	NA	0,03	0,02	0,01	0,01
Employee rate	Rate	NA	0,00	0,00	0,00	0,00
Contractor rate	Rate	NA	0,05	0,03	0,01	0,01
Total number of high consequence work–related injuries (excluding fatalities)	Sum	NA	19	16	24	19
Employees	#	NA	3	2	3	9
Contractors	#	NA	16	14	21	10
Total rate of high consequence work–related injuries (excluding fatalities)	Rate	NA	0,01	0,00	0,00	0,00
Employee rate	Rate	NA	0,00	0,00	0,00	0,00
Contractor rate	Rate	NA	0,02	0,00	0,00	0,00
Total number of recordable work–related injuries	Sum	NA	19	16	24	19
Employee	#	NA	3	2	3	9
Contractor	#	NA	16	14	21	10

Work Related Injuries	Unit	2015	2016	2017	2018	2019
Total rate of recordable work-related injuries	Rate	NA	0.20	0.12	0.15	0.12
Employee rate	Rate	NA	0.08	0.03	0.05	0.18
Contractor rate	Rate	NA	0.26 21 CFR 880.6500	0.20	0.20	0.09
Fatality Rates						
Traffic fatality rate per 10,000 vehicles	Rate	1.1	0.20	0.90	0.80	0.70
Pedestrian fatality rate per 10,000 population	Rate	0.7	1.00	0.80	0.60	0.59

The main types of work-related injuries.	Description	.Minor Injuries reported from Construction Related activities
Which of these hazards have caused or contributed to high-consequence injuries during the reporting period.		Work at heights, working near live traffic, use of the hand of mechanical tools and equipment.
Actions taken or underway to eliminate these hazards and minimize risks using hierarchy controls.		Explained in Managing Hazards.
Whether and, if so, why any workers have been excluded from this disclosure, including the type of workers excluded.		No worker is excluded.
Any contextual information necessary to understand how the data have been compiled, such as any standards, methodologies, and assumptions used.		Data is compiled through regular reporting of work-related statistics and RTA procedure for notifying, reporting, and investigation of accidents.

Work-Related ill Health	Unit	2015	2016	2017	2018	2019
Total number of fatalities as a result of work-related illness/disease (recorwqdable / work-related)	Sum	0	0	0	0	0
Employees	#	0	0	0	0	0
Contractors	#	0	0	0	0	0
Total number of cases of recordable work-related ill health	Sum	0	0	0	0	0
Employees	#	0	0	0	0	0
Contractors	#	0	0	0	0	0

The main types of work-related ill health	Description	Not Applicable
The work-related hazards that pose a risk of ill health, including: Which of these hazards have caused or contributed to cases of ill health during the reporting period Actions taken or underway to eliminate these hazards and minimize risks using hierarchy controls.		Not Applicable
Whether and, if so, why any workers have been excluded from this disclosure, including the type of workers excluded.		Not Applicable
Any contextual information necessary to understand how the data have been compiled, such as any standards, methodologies, and assumptions used.		Not Applicable

Case Study: RTA Initiatives in Monitoring Heavy Vehicles

Heavy Vehicle Monitoring section developed several methods to monitor heavy vehicles on field and remotely. An operation center called "Smart Monitoring Center" by integrating systems such as "Vehicle Safety Service" and "Weigh-In-Motion System", have been established to receive real time data and monitor the status of heavy vehicles remotely to enhance their safety on road. In addition, the section has formed a mobile control unit "Licensing Activities Monitoring Units" equipped with same features of Smart Monitoring Center to support field inspectors to target the defected vehicles via Vehicle Safety Service system and Weigh in Motion system.

Inspectors have also been trained and qualified to fly a drone to monitor inspection activities and capture heavy vehicles that avoid inspection points. RTA received the British 'Gold Award' in the category of 'Fleet Safety Award' from the Royal Society for the Prevention of Accidents for the year 2018, for the candidacy file titled 'RTA Initiatives in Heavy Vehicle Control'.

Vehicle Safety Service

Vehicle safety service (VSS) system is a telematics device installed in heavy vehicles to provide real time information about vehicle location, driver behavior and vehicle's condition.

The system is integrated via Smart Monitoring Center to allow our inspectors monitor the vehicle status remotely. A user access is also provided to registered fleet companies in order to check their vehicles' status and drivers. The Initiative has been awarded by Roads and transports authority Best Safety Initiative Award year 2018 and has been presented to HH Sheikh Hamdan Bin Mohammed AL-Maktoum in Gitex 2017.

1.5 Million Accident-Free Operation Hours of Marine Transit Modes

Dubai's marine transit modes completed 1. 58 million accident-free operation hours since January 2015. During this period, these modes have made 781,535 journeys and served 6,251,837 riders. RTA's marine transport services are accredited by ISM certification from the French Bureau Veritas, a company accredited in the classification of ships by IACS international maritime safety organization. They are also fitted with automated advanced firefighting equipment, life-rafts & jackets, SOS signaling system, and tracking equipment linked with the control center.

Marine Transport Department has carried out a series of preventive measures to enhance transport safety, including 15 drills for rescue and safety undertaken in conjunction with RTA's Safety, Risk, Regulation and Planning Department. It has also completed 122 hours of diverse internal training for operators and sailors, prepared five operational manuals, and charted 11 procedures for risk-related operations to ensure the implementation of effective safety measures. RTA has also listed 53 risk cases, set out preventive, proactive, corrective as well as theoretical and practical assessments of maritime crews to ensure they are familiar with maritime security and safety procedures.

The system aims to enhance safety and security by:

Detecting faults of heavy vehicles and their coordinates while driving in real time.

Evaluating fleet operator's performance through risk rating algorithms by analyzing real-time data and display a list of the worst drivers and operators and best drivers and operators.

Monitoring drivers' behaviors such as sudden deviation, harsh braking, acceleration and long hours of non-stop driving.

Detecting technical vehicle's condition while in motion and assess its risks.

Signing MoU with Aster DM Healthcare for Supplying Self-Use Medical Devices

RTA and Aster DM Healthcare Group have signed a Memorandum of Understanding (MoU) whereby the Group will supply digital medical devices to bus stations and depots of RTA. These self-use devices, which will be provided free of charge, will enable drivers, employees, and clients to monitor their health and physical condition such as pulse, pressure, diabetes, and metabolism. This proactive test is intended to ensure that drivers are healthy and fit to drive passengers.

The signing of this MoU is part of RTA's strategy to nurture a healthy and sustainable environment for employees and customers. The step will boost road and riders safety, enable employees to work more efficiently, and contribute to RTA's vision (Safe and Smooth Transport for All).

MoU for Experimenting 'Digital Plates' – First in the world

RTA has signed a Memorandum of Understanding (MoU) with Reviver Auto Accessories Trading Company calling for experimenting the use of digital vehicle plates. These smart plates will be gradually introduced in Dubai on a trial base, and the technology is set to revolutionize the concept of transportation technology, control, and safety. It is considered a game-changer in enabling government and semi-government bodies concerned with transport safety and security to connect with vehicles. These digital plates come with many features such as a central electronic control enabling changing plate numbers and design, displaying expiry dates of insurance/licensing, and registering details of trips, vehicles, and type of driver. The technology eliminates the stealing of plates and vehicles and connects with the paid parking system and toll gates. It displays notifications and messages on the plate in case of emergency or accident to slow down or change the route. It enables the display of traffic congestions on the dashboard of monitoring agencies and control rooms, thus eliminating the need for using cameras.

The initiative illustrates RTA's keenness to keep pace with new technologies and supports the Dubai Government's drive for envisioning the future. It supports the Smart City initiative as well as several strategic goals of RTA, including Smart Dubai and Advance RTA. The step renders Dubai the first city in the world to implement the digital transformation of the entire vehicle licensing process and sets the base for a digitally connected vehicle platform.

5.3
Customer Happiness

Customer centricity is intrinsic to our culture, and we firmly believe it is elemental in building a sustainable organization. The Customer Happiness Department (CHD) at RTA has five sections that include the Customer Care Strategy, Development & Service Quality Assurance, Business Services, Call Center, and Customer Happiness Centers.

Alignment to the UAE National Charters & UN Sustainable Development Goals (SDGs)

01 Customer Care Strategy Section

Dicovers customer needs and expectations by analyzing various customer inputs such as customer complaints, inquiries, and grievances.

Ensures all customer cases are resolved according to the service level agreement in coordination with the service owners.

02 Development and Service Quality Assurance Section

Manages the RTA Service Catalogue on behalf of the Service Owners.

Ensures quality of RTA services is maintained and enhanced by conducting various service quality assessments.

03 Business Services Section

Manages relationships with the business of corporate customers on behalf of the service owners.

Issues faced by the business customers are identified through the customer council and various other means of interaction and highlighted to the service owners for timely resolution.

04 Call Centre Section

Manages one of the largest call centers in the region – 800 9090.

Equipped with modern technologies that operate 24/7 such as the Interactive Voice Recognition System and Artificial Intelligence–driven Chatbot.

Delivers a number of transactional services to provides information about RTA services.

05 Customer Happiness Centres Section

Manages 7 Customer Happiness Centres that deliver the majority of RTA services.

All the RTA Customer Happiness Centres are managed based on the internationally recognized 7-Star Rating System.

One of the RTA Customer Happiness Centre has been rated a 5-Star Centre.

In 2019, we proactively engaged with our customers, and the deeper the involvement with them, the clearer things became to determine what we should be doing. Speaking to customers and staying close to them by actively listening to their feedback has been key to our success.

Mehailah Alzehmi
**Director
Customer Happiness Department**

At RTA, our customer relationship management decisions and strategies are established and maintained in line with the international standards such as ISO 10001:2018 and ISO 10002:2018 that provide Customer Satisfaction guidelines related to the Quality Management and Complaints Handling in the organization. To ensure continuous availability of services, we have our 800-9090 Call Center, website, social media platforms, and Customer Happiness Centres.

With an ever-increasing focus of the government of Dubai on the increased use of smart and digital platforms across all fields, RTA has also incorporated digital services to facilitate access to our customers through non-face-to-face channels, including its 24/7 Smart Centre. Our robust systems have ensured that we have had no incident, case, or complaint related to customer data privacy breach.

Key objectives of our customer happiness activities

Start-up Maturity

Access to all modes of transport for all the population

Tailored alternatives for PoD and people of special needs

Affordability

Variety of modes of transport for different budgets

Availability of premium services

Connectivity

Ease of access and transfer between modes of transport

Integration of manual and digitalised services

Livability

Best in class services
Improved customer factors

Equality

Equal oppurtunities throughout society

High-quality service at every mode of transport and every pricing

People of Determination

Some of the initiatives RTA have adopted for people of determination include:

01 Approving the supply of 50 taxi vehicles until 2024 for the use of people of determination who use a wheelchair.

02 Integration of the various means of transportation for ease of access and use as RTA centralized metro stations connecting to other stations.

03 Launching an Audio Library for those who have visual difficulties.

04 RTA has developed and launched a website according to the AAA Accessibility Standard. Complete alignment with the AAA Standard ensures .

- Read Speaker of Website Content.
- Background Color changing for the color blindness cases.
- Font Change to ease reading.
- Videos Explanation.

05 The website is built for people of determination who suffer from the following disabilities: visual, physical, and hearing. The site contains a package of integrated services provided by RTA for ease of use of the website.

06 Providing the «video chat for people of determination» service, where people of determination can connect with customer service through sign language.

07 Print and distribute a service guide for people of determination in Braille, where it serves blind customers.

08 mplementing Dubai Code for a qualified environment that defines standards and criteria for structure building and development.

A snapshot of the benefits provided by RTA through its services for People of Determination

Drivers Licensing

- Provision of special parking permits
- Free delivery services
- 50% discount on licensing fees for drivers

Vehicle Licensing

- Fees exemption for vehicle registration and renewal fees of 1 vehicle
- Providing service for licensing 1 vehicle for each Person of determination
- Provision of special vehicles for driving training for POD aligning with RTA

Parking

- Dedicated 4 out 1000 parking spots
- Permanent parking Permits for 3 years
- Temporary parking permits for 1 year
- Parking permits
- Parking Permits for 1 year
- Tourists Parking Permits for 3 months
- Tourism Buses Parking Permits for the duration of vehicle license
- 1826 free Parking Permits
- Exemptions from parking fees

Driving Training

- Provision of special vehicles for driving training

Salik

- Exemption of Salik Fees for 1 vehicle
- Exemption of Salik fees for permanent parking permits

Public

- Exemptions from paying fees to use public transport

- Ample space to enable people in wheelchair to climb up and down the vihicle.

- Wide doors to facilitate the movement of entry and exit of people of determination.

- Buses provided with 1517 low floors and space for people with disabilities.

- There are different ground surfaces on the walkway that act as a natural alternative to touch tracks.

Initiate the implementation of Dubai Code for a qualified environment on all transport means in Dubai

Marine   **Tram**   **Metro**   **Buses**

- Specifications, dimensions and locations of handrails of the water bus
- The specifications and dimensions of the marina station and providing the handrails

- Conditions and dimensions of bus stops near the docks for easy entry
- Conditions for providing support / help line

- Providing priority seats near the entry and exit doors
- Specifications and dimensions of service counters

- Specifications, dimensions, and conditions for slopes
- Specifications and dimensions of spaces for wheelchairs

- Doors specifications and provide automated buttons to open them with handrails outside and inside the doors
- The specifications and dimensions of the walkways width to enable wheelchairs

- Bus parking specifications and dimensions
- Alarm systems to be provided in Audio and Video Forms

- Provide information about the trip on buses through audio devices and screens
- Lighting Specifications and conditions

- Conditions for providing non-slip surfaces on the seats
- Specifications and conditions for ticket machines and trip map inside stations

- WC Specifications & Dimensions
- Providing automated Nol machines at a suitable height to enable their use

Awards and Achievements in 2019:

RTA introduced a new channel for customers to transact via WhatsApp, where customers of People of Determination and Senior Citizens share their documents, and we deliver the final product to them free of charge. At the Dubai Government level, RTA was ranked second in the Customer Happiness for 2019. RTA has also won several awards such as:

Hamadan bin Mohammed Award for Smart Government in the Category of Top 3 Call Centres 2019.

The Customer Happiness Department won the 2019 International Service Excellenc Award in the Service Innovation: Customer Service Project of the Year (24/7 Customer Service Centre) and Best Large-Scale Contact Centre.

The Call Centre won 4 regional and international Awards in 2019 (Best Government Call Centre Middle East – Lifestyle, Best Industry).

Call Centre Middle East – Transport, Best Government Services - RTA 800909 Contact Center, Best in Class Contact Center Government).

Stage 1:
Active Stakeholder Engagement: Understand needs, prioritize and preferences of the different Customer segments.

Stage 2:
Integrate and Prioritize Insights: Normalize and enrich the data obtained from stage 1 to enable prioritization of Customer needs.

Stage 3:
Prioritize and Communicate Actions: Organizational actions that may be needed to address the prioritized Customer needs identified in stage 2 (new service or service enhancement).

Stage 4:
Manage Actions: Involve management of the implementation of strategic and operational actions emerging out of Stage 3 to ensure that Customer expectations are met, all quality standards are adhered to prior to release of a service or a channel.

Key Strategic Initiatives

The RTA Framework for the Integrated Customer Insights (FICI) enables the RTA to drive the desired Customer Experiences through an ‹outside in' view. This view is centered around actively listening to the 'Voice of the Customer' to deliver targeted services of 'Choice' to specific Customer segments. The Framework is all about driving Customer experience through "My Voice, My Choice".

RTA Happiness Strategy:

RTA's happiness strategy focuses on six critical pillars of Community, Education, Governance, Economy, Environment and, Culture. Each of the pillars has implication at the social and individual level.

- Active Stakeholder Engagement
- Integrate and Prioritise Insights
- Prioritise and Communicate Actions
- Manage Actions

المجتمع
Community

العلاقات
Relationships

التعليم
Education

المعرفة والمهارات
Knowledge & Skills

الحوكمة
Governance

الرعاية والمناهج
Care & Policy

سعادةٌ تمضي بنا قدماً
Happiness in Motion

الاقتصاد
Economy

العمل والازدهار
Work & Prosperity

الاهتمامات والأنشطة
Interest & Activity

الثقافة
Culture

البيئة
Environment

الصحة والسكن
Health & Habitat

Case Study: 'Tech Taxi': with Free WiFi and Digital Services to Riders – First in the World

RTA started the implementation of 'Tech Taxi' initiative to drive the digitization of taxi services in Dubai. It involves providing free WiFi internet in Dubai taxis and a package of digital services to taxi riders via WiFi UAE network using their smartphones. Once connected, the rider can log-on to (www.taxiconnect.ae) to access an array of digital services via options enabling communication with the driver using an instant interpretation of the passenger's language to the driver's selected language displayed on the meter screen. Tech Taxi also enables the rider to track the path of their journey, view current market exchange rates, rate the performance of the driver, and rank their satisfaction/happiness with their riding experience. The initiative is the first of its kind worldwide and highlights RTA's efforts to rank Dubai as the smartest city worldwide. It epitomizes the keenness of the Dubai Government to realize the Smart City initiative as well as several strategic goals of RTA: Smart Dubai, People Happiness, and Advance RTA.

Customer Happiness Statistics:

Results of customer statistics indicate that the satisfaction and happiness index of the customers experience in RTA services and centers are showing an increasing trend since 2015, hitting the highest figures in 2019.

Customer Happiness	Unit	2015	2016	2017	2018	2019
Customer satisfaction results (%)	%	85 %	88%	90%	92%	92.4%
Percentage of closed customer complaints within SLA	%	95,5 %	98%	98%	93%	98%
Customer happiness centres (mm:ss) – Average waiting time	mm:ss (Time)	34:19	6:34	2.42	1.54	1:40
Customer happiness centres (mm:ss) – Average service time	mm:ss (Time)	4:22	3:29	2.29	2.22	2:23
RTA Happiness Index	%	-	78%	78%	89%	89.1%
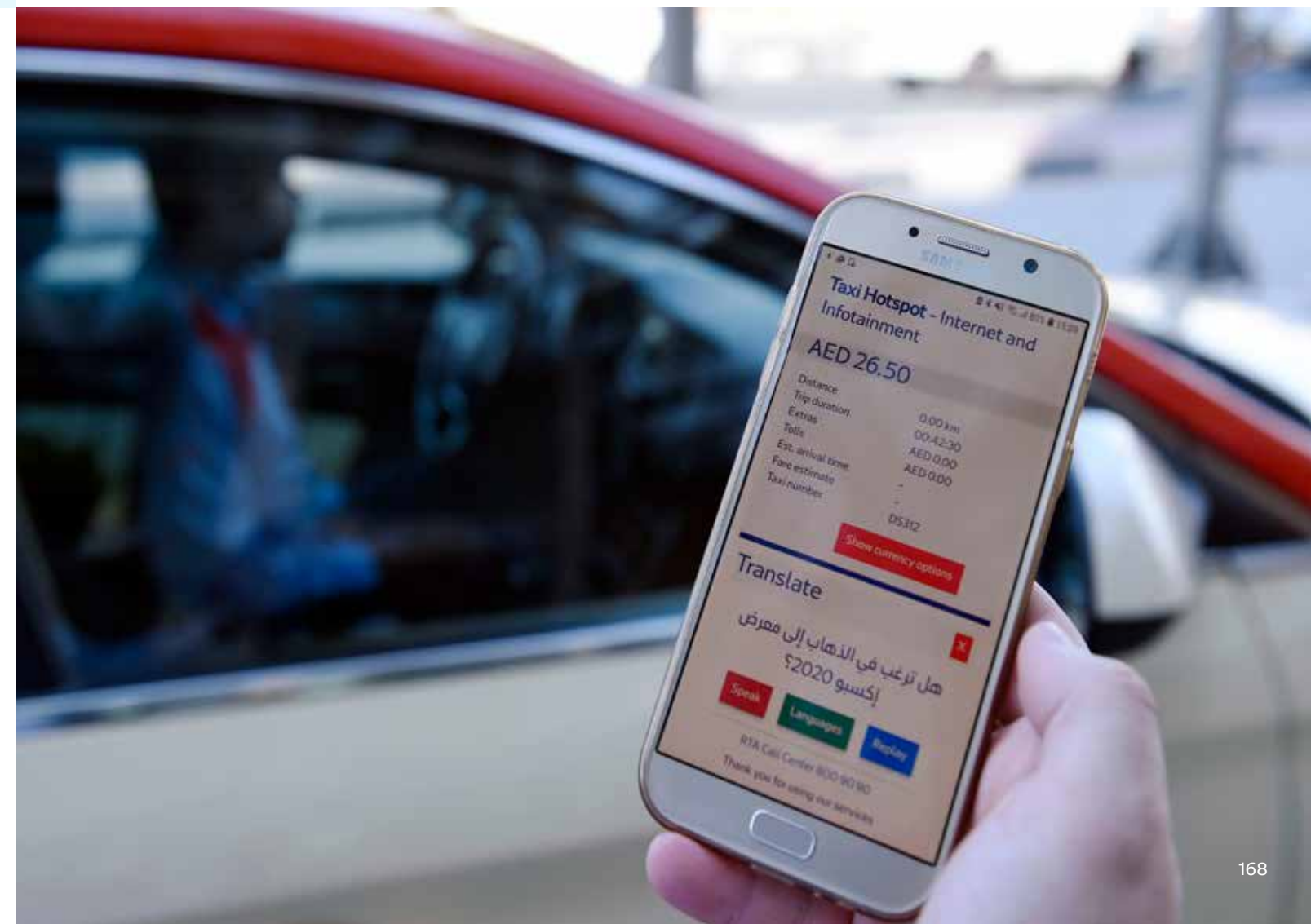
RTA Uses Crowd Sourcing to Introduce New Bus Routes

RTA enabled the public to design and propose new bus routes via RTA Dubai smart app. The initiative aims to engage the public in the integration of the public transport network in Dubai and tailor it to the needs of a growing number of users across the city.

The initiative is in line with RTA's efforts to keep pace with the latest trends of the industry and play a pioneering role in the region. We are focusing on leveraging public transport services, considering it a vital tool for driving the development of the Emirate. This initiative is based on benefiting from public transport riders in opening or modifying bus routes, besides obtaining votes on proposals before adopting them. Such an approach is bound to raise customer satisfaction, happiness rating, and increase bus ridership. The initiative proved a hit with app users and clocked an immense 3003 interactions up to now, and about 2590 proposals were submitted for new bus routes. The International Association of Public Transport (UITP) praised the initiative, considering it the first of its kind in the region, and among the first worldwide in delivering such a service by a public entity.

RTA Measures Customer Happiness Level by Using AI Enabled Cameras

RTA started measuring customers› happiness by using Artificial Intelligence (AI) cameras as its Customer Happiness Centres, which have screened the facial expressions of 26,476 customers at four service centers (Deira, Al Awir, Barsha, and Um Ramool). Cameras revealed that the overall customers› happiness rating ranged from 85.6% to as much as 92.8%. The installation of smart cameras to measure customer satisfaction rating is part of UAE›s AI Strategy, Dubai›s Smart City Initiative, and RTA›s Strategic Goal Smart Dubai. Earlier, customers› happiness was gauged manually as customers visiting the RTA centers used a manful happiness rating system based on the level of service they get. Smart cameras analyze the facial expressions of clients without saving images for privacy considerations and transmit instant notifications in case the happiness rating drops below pre-set levels, thanks to the built-in SMS and e-mail process. Accordingly, decision-makers will be in a better position to take action to rectify the situation. The variations in the happiness index are sometimes due to customers experiencing personal circumstances impacting their facial expression.

RTA Uses Process Mining and Big Data to Identify Cusotemr Needs

RTA intends to use Big Data received through its Customers Relations Management (CRM) system, call center (8009090), website, and digital media, to screen customers› reviews and trends related to RTA services on offer. The objective of the initiative is to achieve higher customer satisfaction ratings and happiness. The system – which is a first–of–its–kind among government entities – will list and analyze all data from different sources, to leverage RTA customers› service experience.

The RTA aims to develop a proactive understanding of customer needs and expectations, along with the challenges they might face. It also requires identifying and carrying out improvements on existing services and channels of delivering services. The move was announced after a meeting with the directors at RTA›s Corporate Administrative Support Services Sector, where the director–general and chairman of the Board of Executive Directors, HE Mattar Mohammed Al Tayer, stressed the importance of improving RTA services to customers. Al Tayer called for the RTA to simplify its procedures, offer customized services, and reduce the time of processing RTA›s transactions to keep it at par with the top global practices.

Customer Happiness Centre on Wheels

In 2019, RTA launched the Mobile Customers› Happiness Center in the form of a coach fitted with sophisticated devices to deliver mobile services to end–users, especially the people of determination, senior Emiratis and residents as well as other community segments. RTA is undertaking an intelligent analysis of client needs using RTA›s databases to identify places in dire need of such services.

The move is in line with the Dubai Government›s Smart City initiative and RTA›s strategic goals: Smart Dubai and People Happiness. The service aims to boost customers› happiness by offering diverse service delivery channels, thus saving the time and effort of seeking the service at conventional service centers. The Mobile Center delivers vehicle licensing, driver›s licensing, and parking card services and constitutes of smart apps, service providers, website, call centers, bank devices, trusted dealers, text messages, and self–service kiosks.

Appendix 1
The
Assurance
Letter

ASSURANCE STATEMENT

Outline & Objectives

Sustainable Square Consultancy & Think Tank (hereafter, Sustainable Square) was commissioned by the Roads and Transport Authority (hereafter, RTA) to provide independent third-party assurance of its 2019 Sustainability Report (hereafter, the Report) covering the period of 01 January 2019 to 31 December 2019.

Our assurance team was comprised of two sustainability experts who have substantial expertise in sustainability reporting, GRI Standards, GHG emissions, CSR practices, health & safety, stakeholder engagements.

Sustainable Square has not provided any other service to RTA related to this Report or any other engagement that would compromise our ability to afford the assurance over this Report.

We planned and performed our work in accordance with the AA1000 Assurance Standard 2008 ("AA1000AS"), where we provided AA1000 Type 2 Moderate Assurance, which evaluates the adherence to the AA1000AS assurance principles of Inclusivity, Materiality, Responsiveness, and Impact. Nonetheless, we also reviewed the reliability of specific sustainability performance indicators with a moderate level of assurance. These indicators are laid down under 'Scope of work'.

The information and all data presented in the Sustainability Report is the responsibility of RTA. This statement is the responsibility of Sustainable Square and represents our independent and balanced opinion. The target users of this statement are RTA's management and stakeholders, and it is intended for this statement to be read in its entirety.

Scope of work

Sustainable Square was engaged to provide assurance on the application of AA1000AS principles of:

- **Inclusivity:** The process of identifying and engaging with stakeholders to gain a full understanding of issues.
- **Materiality:** The process of assessing the relative importance of each issue.
- **Responsiveness:** How RTA has responded to stakeholder issues and how this is reflected in the Sustainability Report.
- **Impact:** How the organization monitors, measures and ensures accountability for how its actions affect their broader ecosystems.

A select set of sustainability performance metrics:

Assurance Parameter (Performance Indicators)	Area	Specification
Percentage of new suppliers screened using environmental and social criteria	**Sustainable Procurements Statistics**	New suppliers that were screened using environmental and social criteria from the total number of new suppliers
RTA Happiness Index	**Customer Happiness Statistics**	Engagement of customers of all RTA services on their overall satisfaction of provided services
Percentage of Society Satisfaction	**CSR Statistics**	Engagement of a sample of beneficiaries of CSR activities sponsored by RTA

Customer Satisfaction	**Customer Happiness Statistics**	Findings from annual customer survey engagements from all RTA business lines
Total Beneficiaries	**CSR Statistics**	Number of all beneficiaries from all CSR programmes/initiatives carried out or sponsored by RTA
Public transport ridership in Metro	**RTA's public ridership statistics**	Total number of passengers of the Dubai Metro as per the ticketing registration log
RTA's total greenhouse gas emissions (tCO2e) - Scope 1	**Energy & Emissions**	Includes all Scope 1 direct energy emission sources from all RTA's business assets and operations
RTA's total greenhouse gas emissions (tCO2e) - Scope 2	**Energy & Emissions**	Includes all Scope 2 indirect energy emission sources from all RTA's business assets and operations
RTA's total greenhouse gas emissions (tCO2e) - Scope 3	**Energy & Emissions**	Includes various Scope 3 emission sources (*business air travel, waste, service provider emissions*)
Waste diverted from landfill	**Total waste disposal**	Includes all waste disposal that is either recycled or reused in the reporting year

Methodology

The assurance process was conducted in November 2020. We reviewed, on a sample basis, the processes and management practices in adherence to the AA1000 AccountAbility Principles of Inclusivity, Materiality, Responsiveness, and Impact. The approach and procedures taken during the AA1000AS verification process include:

- Reviewed and analysed the processes related to stakeholder identification, categorisation and engagement, including understanding what engagement methods were used for each category, what the feedback of stakeholders was, and how it was reflected and addressed in the report.

- Reviewed the process of identifying material topics from the stakeholders' perspective, and the business perspective, to arrive at the materiality matrix.

- Interviewed RTA's Sustainability Team who were responsible for creating the sustainability structure,
- stakeholder engagement, implementation of the approach, creation of plans and monitoring and evaluating results.

- Conducted four qualitative engagements through video conferencing with the key members of management who are responsible for the scrutinized performance indicators listed under "Scope of work".

- Reviewed internal RTA systems, processes and methods related to data collection, calculations, and historical analysis.

- Reviewed internal documents related to key performance indicators including RTA data collection sheets, internal reports, conversion factors and calculations.

Note: *Due to the current circumstances regarding the COVID-19 Pandemic, we at Sustainable Square have opted not to conduct any site visits and resorted to online video conferencing for engagements. We received all the data sources and documents from RTA, based on a mutually signed Non-Disclosure Agreement to protect any sensitive data and data sources shared with us.*

Observations and Recommendations

Based on the information reviewed via our qualitative engagements and interviews, desk research, and analysis of all submitted documentation. Sustainable Square is confident that the Report provides a comprehensive and balanced account of all the reviewed performance indicators for the period under review.

The data presented is based on systematic processes, and we are satisfied that the abovementioned performance data accurately represents RTA's performance on these areas, while meeting the AA1000 AccountAbility Principles of Inclusivity, Materiality, Responsiveness, and Impact. The below observations are in regard to the alignment of RTA with these principles:

Inclusivity: *How does the organization engage with its stakeholders and enables their participation in identifying issues and finding solutions.*

The stakeholder identification and engagement processes are well documented and implemented, and the Report highlights key stakeholder concerns as material topics to both their stakeholders and business. Moreover, various departments at RTA conduct rigorous and periodic stakeholder engagements with all their relevant stakeholders. However, it is noted that these communications need to be better centralized in the Report's material issues mapping, to which all the findings pour directly into the materiality matrix structured in the upcoming reports.

Moreover, for next year's report, it is also recommended to establish a structure that guarantees better engagement with all stakeholders with no exceptions, to identify material issues that demonstrate their key concerns and needs from their engagements with RTA.

Materiality: *Determining the relevance and significance of an issue to an organisation and its stakeholders*

RTA has identified key material issues and based the report content on feedback and information gathered from all different departments at their organisation. The feedback also considered several engagements with employees, senior management, strategic partners, and vendors. However, it is recommended for future reports to include all other key stakeholder groups promptly to advise on their perspective to what is material to their relationship with RTA. This inclusion will ensure that material issues raised by different stakeholder groups are better identified and more comprehensively incorporated into future materiality assessments.

Responsiveness: *How the organisation responds to stakeholder issues and feedback through decisions, actions, performance, and communication.*

Stakeholder concerns and material issues are well documented at RTA, where all customers, employees, vendors and partners feedback and opinions are considered, and a series of corrective actions are taken to remedy these issues in a timely manner. Nonetheless, RTA responds adequately to the material issues raised throughout the report, whereby it reports on its performance in these areas and their key initiatives and programmes put in place to combat these issues.

In addition, responses and response methods to all stakeholders' needs is detailed in the report through various mechanisms ranging from regulation amendments, issuance of new guidelines, incentives, and many other forms.

Impact: *Organisations should monitor, measure and be accountable for how their actions impact broader ecosystems*

RTA effectively engages, screens, and identifies all its existing and new suppliers for social and environmental criteria to ensure that they are fully compliant with its policies and standards. In addition, and to ensure effective compliance, RTA holds the right to terminate agreements with their suppliers and partners in the cases of non-compliance with the communicated social and environmental standards put forward by RTA upon contracting.

Moreover, RTA also highlights different social impacts created as a result of their CSR programmes and initiatives throughout the report. For next year's report, it is recommended that these impact boundaries are accumulated in one section of the report to allow for easier access and readability.

Observations on Specific Sustainability Performance Indicators:

- RTA's existing data management and collection systems and reporting continue to improve, as the company-wide sustainability data management structure is updated and enhanced to meet expanded reporting expectations.

- All the reviewed operational data was found to be accurate and reliable. Further process improvements are recommended to ensure that reported data and KPIs are in line with other governmental reporting frameworks, such as the Dubai Government Excellence Programme KPIs and metrics.

- The total number of beneficiaries from the CSR activities in 2019 has considerably increased from the previous year (61% increase). It is recommended to add an explanation as to why this significant increase occurred.

- Scope 3 other indirect emissions were showing continuous variations throughout the years, without much context as to why this variation occurs. During the last four years there were constant variations in Scope 3 emissions of the company, and in the reporting year (2019) there was a considerable reduction of around 40% in Scope 3 emissions from that of the previous year. It is recommended that all changes to the scope of calculations are clearly mentioned in the report, with the additional factors explained, to justify such major variations.

Conclusion:

Based on all information and data reviewed through desk research, qualitative engagements and management interviews, as laid out in the Scope of Work performed, and based on the assurance procedures we followed conducting Type II Moderate Assurance using the AA1000 Assurance Standard 2008 ("AA1000AS"), we conclude that:

- RTA has applied processes and procedures that adhere to the principles of Inclusivity, Materiality, Responsiveness, and Impact.

- As for the performance indicators under the Scope of Work performed, nothing has come to our attention that causes us to believe that the selected performance indicators were not accurately and fairly stated. All the reviewed data was found to be reasonably accurate and reliable.

For more information about the followed assurance process, please do not hesitate to email monaem@sustainblesquare.com

Monaem Ben Lellahom
Group CEO
Dubai, November 26th, 2020
Sustainable Square Consultancy & Think Tank

AA1000
Licensed Assurance Provider
000-230

Appendix 2
GRI
Content
Index

GRI Content Index (GRI 102–55)

For the GRI Content Index Service, GRI Services reviewed that the GRI content index is clearly presented and the references for all disclosures included align with the appropriate sections in the body of the report.

GRI 101: Foundation 2016

General Disclosures

Organizational profile

GRI Standard	Disclosure	Page number	Omissions	Clarifications	SDGs
	102-1 Name of the organization	Cover page			
	102-2 Activities, brands, products, and services	16, 17, 18			
	102-3 Location of headquarters	15			
	102-4 Location of operations	15			
	102-5 Ownership and legal form	15			
	102-6 Markets served	16 – 18, 21 – 22			
	102-7 Scale of the organization	16 – 19, 21 – 22			
	102-8 Information on employees and other workers	66 – 71			
	102-9 Supply chain	54 – 63			
	102-10 Significant changes to the organization and its supply chain	No significant changes were made to the organization or the supply chain			
	102-11 Precautionary principle or approach	147 – 148			
	102-12 External initiatives	138 – 143			
	102-13 Membership of associations	The RTA did not disclose its memberships in 2019			

GRI Standard	Disclosure	Page number	Omissions	Clarifications	UN SDGs
Strategy					
GRI 102: General Disclosures 2016	102-14 Statement from senior decision-maker	4 – 6			
	102-15 Key impacts, risks, and opportunities	16, 18, 30–31			
Ethics and Integrity					
	102-16 Values, principles, standards, and norms of behaviour	15, 17 – 18			
Governance					
	102-18 Governance structure	19 – 22			
Stakeholder Engagement					
	102-40 List of stakeholder groups	32 – 33			
	102-41 Collective bargaining agreements	Collective bargaining agreements are illegal in the UAE			
	102-42 Identifying and selecting stakeholders	29 – 33			
	102-43 Approach to stakeholder engagement	32 – 33			
	102-44 Key topics and concerns raised	31 – 33			
Reporting practice					
	102-45 Entities included in the consolidated financial statements	43			
	102-46 Defining report content and topic boundaries	9 – 12			
	102-47 List of material topics	31			
	102-48 Restatements of information	Across specific reporting chapters, if and as applicable			
	102-49 Changes in reporting	No changes done to the report			
	102-50 Reporting period	9			
	102-51 Date of most recent report	9			
	102-52 Reporting cycle	Annual			
	102-53 Contact point for questions regarding the report	12			
	102-54 Claims of reporting in accordance with the GRI Standards	11			
	102-55 GRI content index	174–			
	102-56 External assurance	173			

GRI 200 Economic Standard Series 2016

Economic Performance

GRI Standard	Disclosure	Page number	Omissions	Explanation	SDGs
GRI 103: Management Approach 2016	103 – 1 Explanation of the material topic and its Boundary	31, 37			8: Decent Work and Economic Growth 9: Industry, Innovation and Iinfrastructure 11: Sustainable cities and communities
	103 – 2 The management approach and its components	37 – 40, 50			
	103-3 Evaluation of the management approach	40 – 42, 50			
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	43, 56 – 57			

Market Presence Including Local Content

GRI 103: Management Approach 2016	103 – 1 Explanation of the material topic and its Boundary	31, 37, 39, 52			8: Decent Work and Economic Growth
	103 – 2 The management approach and its components	41 – 42, 44, 52			
	103-3 Evaluation of the management approach	44 – 49			
GRI 202: Market Presence	202-2 Proportion of senior management hired from the local community	67			

Indirect Economic Impact

GRI 103: Management Approach 2016	103 – 1 Explanation of the material topic and its Boundary	37			9: Industry, Innovation and Infrastructure
	103 – 2 The management approach and its components	44–46			11: Sustainable cities and communities
	103-3 Evaluation of the management approach	52			
GRI 203: Indirect Economic	203 – 1 Infrastructure investments and services supported	97 – 97, 99 – 103			

Procurement Practices

GRI 103: Management Approach 2016	103 – 1 Explanation of the material topic and its Boundary	31, 37			8: Decent Work and Economic Growth
GRI 204: Procurement Practices 2016	103 – 2 The management approach and its components	55 – 64			9: Industry, Innovation and Infrastructure
	103-3 Evaluation of the management approach	55 – 56			10: Reduced Inequality
	204 – 1 Proportion of spending on local suppliers	62 - 63			17: Partnerships for the goals

Anti-Corruption Practices

GRI 103: Management Approach 2016	103 – 1 Explanation of the material topic and its Boundary	31, 37,			10: Reduced Inequality 16: Peace, justice and strong institutions
	103 – 2 The management approach and its components	60 – 61, 71 – 72			
	103-3 Evaluation of the management approach	31, 71 – 72			
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	60, 71 – 72			
	205-2 Communication and training about anti-corruption policies and Procedures	71 – 72			
	205-3 Confirmed incidents of corruption and actions taken	70			

GRI 300 Environmental Standards Series 2016

Energy

GRI Standard	Disclosure	Page number	Omissions	Explanation	SDGs
GRI 103: Management Approach 2016	103 – 1 Explanation of the material topic and its Boundary	90			7: Affordable and Clean Energy
	103 – 2 The management approach and its components	105 – 106			12: Responsible Consumption and Production
	103-3 Evaluation of the management approach	107 – 109			13: Climate action
	302-1 Energy consumption within the organization	125 – 126			
GRI 302: Energy 2016	302-4 Reduction of energy consumption	107 – 109, 127 – 130			

Water

GRI Standard	Disclosure	Page number	Omissions	Explanation	SDGs
GRI 103: Management Approach 2016	103 – 1 Explanation of the material topic and its Boundary	90			6: Clean Water and Sanitation
	103 – 2 The management approach and its components	110			12: Responsible Consumption and Production
	103-3 Evaluation of the management approach	110			
GRI 303: Water 2016	303– 1 Interactions with water as a shared resource	111 – 112			
	303-2 Management of water discharge related impacts			Not Applicable: RTA does not discharge water, as waste–water is reused internally or sent to Dubai Municipality for further treatment and use	
	303-3 Water withdrawal by source	110			
	303-4 Water discharge			Not Applicable: RTA does not discharge water, as waste–water is reused internally or sent to Dubai Municipality for further treatment and use	
	303 – 5 Water consumption	110			

Emissions

GRI Standard	Disclosure	Page number	Omissions	Explanation	SDGs
GRI 103: Management Approach 2016	103 – 1 Explanation of the material topic and its Boundary	90			7: Affordable and Clean Energy
	103 – 2 The management approach and its components	121			12: Responsible Consumption and Production
	103-3 Evaluation of the management approach	125 - 126			13: Climate action
GRI 305: Emissions 2016	305-1 Direct (Scope 1): GHG emissions	125 - 126			
	305-2 Energy Indirect (Scope 2): GHG emissions	125 - 126			
	305-3 Other indirect (Scope 3): GHG emissions	125 - 126			
	305-5 Reduction of GHG emissions	125			

Effluents and Waste

GRI Standard	Disclosure	Page number	Omissions	Explanation	SDGs
GRI 103: Management Approach 2016	103 – 1 Explanation of the material topic and its Boundary	90			12: Responsible Consumption and production Responsible
	103 – 2 The management approach and its components	113			
	103-3 Evaluation of the management approach	113 - 116			
GRI 306: Effluents and Waste 2016	306-2 Waste by type and disposal method	114			

Environmental Compliance

GRI Standard	Disclosure	Page number	Omissions	Explanation	SDGs
GRI 103: Management Approach 2016	103 – 1 Explanation of the material topic and its boundary	89 – 90			12: Responsible Consumption and Production
	103 – 2 The management approach and its components	89			
	103-3 Evaluation of the management approach	89			
GRI 307: Environmental Compliance 2016	307-1 Non-compliance with environmental laws and regulations			RTA ensures the alignment of its strategic objectives with the goals of Dubai and the UAE, as well as compliance towards all environmental regulations applicable. No fines or instances of non–compliance to environmental regulation were reported in 2019	

Supplier Environmental Assessment

GRI Standard	Disclosure	Page number	Omissions	Explanation	SDGs
GRI 103: Management Approach 2016	103 – 1 Explanation of the material topic and its boundary	58			
	103 – 2 The management approach and its components	55, 58 – 62			
	103-3 Evaluation of the management approach	61 - 62			
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	116			
	308-2 Negative environmental impacts in the supply chain and actions taken	61			

GRI 400 Social Standards Series 2016

Employment

GRI Standard	Disclosure	Page number	Omissions	Explanation	SDGs
GRI 103: Management Approach 2016	103–1 Explanation of the material topic and its Boundary	37			3: Good Health and Well-being
	103–2 The management approach and its Components	65 – 66			
	103–3 Evaluation of the management approach	65 – 66			
GRI 401: Employment 2016	401–1 New employee hires and employee Turnover	66			
	401–2 Benefits provided to full-time employees that are not provided to temporary or part-time Employees	70			
	401–3 Parental leave	72 – 73			

Occupational Health and Safety

GRI Standard	Disclosure	Page number	Omissions	Explanation	SDGs
GRI 103: Management Approach 2016	103–1 Explanation of the material topic and its Boundary	134			3: Good Health and Well-being
	103–2 The management approach and its Components	145 – 147			11: Sustainable cities and communities
	103–3 Evaluation of the management approach	150 – 152			
GRI 403: Occupational Health and Safety 2016	403–1 Occupational health and safety management system	146 – 147, 148 – 149			
	403–2 Hazard identification, risk assessment, and incident investigation	148, 150 – 152			
	403–3 Occupational health services	147			
	GRI 403–4 Worker participation, consultation, and communication on occupational health and safety	153 – 158			
	GRI 403–5 Worker training on occupational health and safety	147			
	GRI 403–6 Promotion of worker health	153 – 158			
	GRI 403–7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	146 – 147			
	GRI 403–8 Workers covered by an management system	146			
	GRI 403–9 Work related injuries	150 – 151			
	GRI 403–10 Work related health	147 – 148			

Training and Education

GRI Standard	Disclosure	Page number	Omissions	Explanation	SDGs
GRI 103: Management Approach 2016	103–1 Explanation of the material topic and its Boundary	37			8: Decent Work and Economic Growth
	103–2 The management approach and its Components	68			5: Gender Equality
	103–3 Evaluation of the management approach	68			10: Reduced Inequality
GRI 404: Training and Education 2016	404–1 Average hours of training per year per employee	68			
	404–3 Percentage of employees receiving regular performance and career development Reviews	69			

Diversity and Equal Opportunity

GRI Standard	Disclosure	Page number	Omissions	Explanation	SDGs
GRI 103: Management Approach 2016	103–1 Explanation of the material topic and its Boundary	37			5: Gender Equality
	103–2 The management approach and its Components	66 – 67			10: Reduced Inequalities
	103–3 Evaluation of the management approach	67			
GRI 405: Diversity and Equal Opportunity 2016	405–1 Diversity of governance bodies and Employees	20, 66			

Non-discrimination

GRI Standard	Disclosure	Page number	Omissions	Explanation	SDGs
GRI 103: Management Approach 2016	103–1 Explanation of the material topic and its Boundary	37			8: Decent Work and Economic Growth
	103–2 The management approach and its Components	66, 70			
	103–3 Evaluation of the management approach	70			
GRI 406: Non–discrimination 2016	406–1 Incidents of discrimination and corrective actions taken	70–71			

Human Rights Assessment

GRI Standard	Disclosure	Page number	Omissions	Explanation	SDGs
GRI 103: Management Approach 2016	103–1 Explanation of the material topic and its Boundary	29, 31			8: Decent Work and Economic Growth
	103–2 The management approach and its Components	63 – 64, 71 – 72			
	103–3 Evaluation of the management approach	72			
GRI 412: Human Rights Assessment 2016	412–1 Operations that have been subject to human rights reviews or impact assessments	63 – 64, 71 – 72			

Local Communities

GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	134			11: Sustainable Cities and Communities
	103-2 The management approach and its Components	136			17: Partnerships for the goals
	103-3 Evaluation of the management approach	137			
GRI 413: Local Communities 2016	413-2 Operations with significant actual and potential negative impacts on local communities	138 – 144			

Customer Privacy

GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	134, 161			8: Decent Work and Economic Growth
	103-2 The management approach and its Components	160 – 161			
	103-3 Evaluation of the management approach	165			
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	In 2019, no instances of non-compliance were identified regarding data security and data privacy of RTA customers			

Socioeconomic Compliance

GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	29 – 30			8: Decent Work and Economic Growth
	103-2 The management approach and its Components	31			
	103-3 Evaluation of the management approach	31, 34			
GRI 419: Socioeconomic Compliance 2016	419-1 Non-compliance with laws and regulations	RTA did not receive any complaints or face any issues for regulatory noncompliance of any manner in 2018			

Innovation

GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	79			9: Industry, Innovation and Infrastructure
	103-2 The management approach and its Components	78 – 81			
	103-3 Evaluation of the management approach	82 – 83			
	Topic-specific disclosures	82			