



هيئة الطرق والمواصلات  
ROADS & TRANSPORT AUTHORITY



# Sustainability Report 2015

[rta.ae](http://rta.ae)



**RTA**  
**Sustainability**  
**Report 2015**







His Highness

**Sheikh Mohammed bin Rashid Al Maktoum**

Vice President and Prime Minister of the  
United Arab Emirates and Ruler of Dubai





His Highness

**Sheikh Hamdan bin Mohammed Al Maktoum**

Crown Prince of Dubai and Chairman of the  
Executive Council







His Highness

**Sheikh Maktoum bin Mohammed bin Rashid Al Maktoum**

Deputy Ruler of Dubai and Vice Chairman of the  
Executive Council



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# Director General's Message



His Excellency

**Mattar Al Tayer**

Director General and Chairman of the  
Board of Executive Directors

The Roads & Transport Authority (RTA) considers sustainability as one of the fundamental aspects of transport. Based on our vision of “Safe and Smooth Transport for All,” our focus is to maintain integration and balance between road networks and public transport systems and to make public transportation the preferred choice for mobility due to its favorable impact on carbon emissions compared to private vehicles. We have incorporated a range of strategic sustainability goals within RTA strategy, including “Safety and Environmental Sustainability”. This is also in line with UAE Vision 2021, as well as the strategy for energy and carbon reduction adopted by Government of Dubai with the aim of making Dubai a role model for energy consumption efficiency and carbon emissions reduction.

Ever since our inception in November 2005, we have sought to adopt an array of initiatives intended to increase the use of public transport, reduce harmful environmental effects, enhance energy consumption and support Green Economy in the projects and services provided by the various sectors and entities within RTA. Based on these projects and initiatives, the number of public transport passengers has increased from 163 million passengers in 2006 to 539 million passengers in 2015. In general, our public transport services carried over 1 million passengers per day in the year 2015.

We have also approved our three-year plan on energy conservation and Green Economy. The key elements of the plan include the implementation of power saving road lights, the establishment of transport network infrastructure in alignment with green building requirements, the usage of environmental-friendly vehicles of public transport fleet and smart conversion of services.

In addition, we have launched a pilot project for Compressed Natural Gas (CNG) buses as well as a carbon footprint measurement project for vehicles in Dubai. Furthermore, we have successfully commissioned environmental-friendly Hybrid taxis in 2008 and we plan to increase our use of Hybrid vehicles by 50% by 2021.

Hybrid vehicles reduce carbon emissions by more than 27% compared to other vehicles based on tests conducted by us. In response to the Government's guidelines intended to foster customer happiness, we have launched a smart phones service which effectively contributes towards environmental conservation as customers can save an average of 28 km per transaction processed through smart applications and websites, also reducing carbon emissions by 10 kg per transaction.

The electricity-operated Dubai Metro and Dubai Tram are also major projects that we have undertaken with the aim to establish an integrated system for public transport. In the implementation of these projects, we have employed industry-leading technology, with the Dubai Metro project, for example, featuring electricity generation via the usage of brakes. We calculate the carbon footprint of Dubai Metro and Dubai Tram on a regular basis and our findings conclude that they have actively contributed to the reduction of carbon emissions by 309 thousand tons in 2015.

Our strategic goal to achieve "financial sustainability" strives to make optimum use of roads and transport systems and we have implemented many projects to do this. For example, Dubai Metro has reached its break-even plan within just a few years of its operation. In addition, we have achieved positive outcomes for all the projects we implemented in term of cost/benefit analysis.

We recognize our role, as a government entity, in upholding the highest standards of quality and performance in all our operations. With this, the citizens of Dubai and future generations in mind, we endeavor and will continue to strive to implement and achieve sustainability across our triple bottom line. We actively seek and welcome inputs from all our stakeholders to improve to the maximum of our potential as we undertake this sustainability journey.





# About the Report

With this edition, we are pleased to present to you the first Sustainability Report of Roads & Transport Authority, Dubai (herein referred to as “RTA” or the “Authority”). This report delineates the sustainability performance for the period 1<sup>st</sup> January 2015 to 31<sup>st</sup> December 2015. Through this report, we have demonstrated our sustained efforts to provide all stakeholders with balanced information on our triple bottom line approach (economic, environmental and social aspects). This also bears testimony to our commitment towards sustainable and inclusive development and outlines our pro-activeness in playing an important role to achieve UAE Vision 2021 and Dubai Plan 2021. Going forward, we intend to continue publishing our sustainability report on an annual basis.

The scope of the report includes performance data and information related to our operations across RTA along with the four agencies, namely:

- Public Transport Agency (PTA)
- Traffic and Roads Agency (TRA)
- Rail Agency (RAA)
- Licensing Agency (LA)

It also includes the functioning of three sectors within RTA, namely:

- Strategy and Corporate Governance (SCG)
- Corporate Administrative Support Services (CASS)
- Corporate Technology Support Services (CTSS)

Our subsidiary includes Dubai Taxi Corporation (DTC)

The reported data on economic performance is based on audited financial statements by our statutory auditors. The report has been developed 'In accordance – Core' with GRI G4 Guidelines.

The content of the report has been developed by aligning our strategic goals and objectives with the material issues. These goals and objectives have been set by conducting a detailed stakeholder engagement process. The engagement process involves direct consultation with our internal and external stakeholder groups such as Employees, Customers, Government Agencies, Communities and Partners.

Sustainability is integral to our business and as we embark on this journey of sustainability reporting, we consider this as an opportunity to communicate with our stakeholders and also hope to identify and focus on areas of improvement. Through this report we aim to transparently communicate our sustainability agenda and performance to our stakeholders. We believe that this information disclosure will assist them to better assess our overall performance. Since this is our first year of reporting we have not sought external assurance on our sustainability report. We welcome and value honest and constructive feedback to further enhance our reporting efforts.

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# About RTA

Dubai is evolving and advancing rapidly, setting an example for the rest of the world. Growing trade and tourism has helped Dubai to become one of the fastest growing cities in the world. With the transcending improvement in the world class infrastructure development and a vision to maintain the city's economic prosperity, the development of infrastructure has been given priority by the visionary leaders of the Emirate. In order to develop wide-ranging and sustainable transport network, RTA was formed with a view to make travel safer and smoother.

The RTA headquartered in Dubai is the major independent government transportation authority in Dubai and is tasked with planning and overseeing the roads, rail and marine transportation networks in the Emirate of Dubai between Dubai and other Emirates of the UAE and neighboring countries. Our aim is to provide an effective, safe and integrated transportation system, comprising a wide range of transportation services that include buses, taxis, tolls, road and rail engineering, traffic safety, marine transportation, and registration and licensing.

The structure of our organization is based on an agency model principle for simplifying the decision making process. Our agencies / sectors include Strategy & Corporate Governance Sector (SCG), Corporate Technology Support Services Sector (CTSS), Corporate Administrative Support Services Sector (CASS), Public Transportation Agency (PTA), Traffic and Roads Agency (TRA), Rail Agency (RAA) and Licensing Agency (LA) each chaired by an appointed CEO. Our subsidiary includes Dubai Taxi Corporation (DTC)

## Strategy & Corporate Governance (SCG) Sector

Being an important sector, our Strategy and Corporate Governance Sector (SCG) plays a vital role in sustaining the organizations excellence initiatives and efforts through five distinctive departments, which accumulatively work together to realize the sector's mission of "providing a safe and sustained road and transport system through planned research, forecasting and creative initiatives".

## Corporate Technology Support Services (CTSS) Sector

We are keen to remain proactive in implementation to meet all Dubai Government requirements, notably: Smart Government Plan, Dubai Smart City Plan, Expo 2020 and Dubai 2021 Plan. With a view of supporting these plans, initiatives, future directives and requirements of the government, we established CTSS within RTA. The sector was established by adopting industry best practices with an aim to provide the best quality services to customers. Our CTSS sector plays a critical role in various dimensions of technological services such as centralizing and managing all smart services and technical systems. This is to ensure the best levels of integration, information security, optimal utilization of resources and governance of technical systems, operational sustainability and support infrastructure for smart services.

## Corporate Administrative Support Services (CASS) Sector

Our Corporate Administrative Support Services Sector aims to achieve people happiness by ensuring pioneering services and through fostering communication & cooperation with all. Moreover, it aims to achieve financial sustainability by maximizing revenues and enhancing efficiency of operation costs.

## Public Transport Agency (PTA)

Our Public Transport Agency plays a key role in building the public transportation network which improves connectivity & accessibility for citizens. Our agency is responsible for furnishing the requirement of public transport in various areas of the emirate of Dubai, including public buses, inter-emirates transport and international transport. We also play a significant role in preparing and promoting marketing plans for bus transport in coordination with other concerned departments. Our agency has offices for Quality, Health, Safety and Environment (QHSE) and Trainings & Development, in addition to seven departments:

- Planning and Business Development
- Franchising and Enforcement
- Buses
- Transportation Systems
- Maintenance and Services
- Marine
- Drivers Affairs

## Traffic and Roads Agency (TRA)

Road networks are the corridors that connect administrative, economic and cultural centers of the country. Our TRA agency shoulders the responsibility of providing seamless travel and connectivity to the emirate of Dubai. We are involved in planning, designing, construction and maintenance of road networks. We also undertake various educational programs and have a vital role in the preparation of policies, legislations and technical standards to ensure easy access and safe roads for all. Our agency has five departments along with QHSE office which are aligned to our vision of delivering the best services and implementing the finest roads and traffic development systems in the Emirate of Dubai.

- Traffic Department
- Roads Department
- Roads & Facilities Maintenance Department
- Parking Department
- Intelligent Traffic Systems

## Rail Agency (RAA)

Our Rail Agency was established to deliver the best railway transportation facilities across the country. We aim to build a modern and competitive rail network for Dubai's transportation integration. Our agency is involved in providing all modes of Railway Transportation including, Metro and Trams, to help ease the congestion within Dubai. Our agency has the following departments:

- Rail Planning and Projects Development
- Rail Operations
- Rail Maintenance
- Rail Right of Way

## Licensing Agency (LA)

Safe and responsible driving has always been the primary objective of RTA. With the increasing demand for licensing services and to transform the management of driver and vehicle licensing services within the Emirate of Dubai, our Licensing Agency was established in April 2008. Our agency is responsible for the licensing of drivers and vehicles including the transport and car rental companies in Dubai. We make concerted efforts to improve the driver's performance and vehicle safety in order to reduce road related injuries, accidents and deaths within the Emirate. We work in coordination with strategic partners that include Dubai Police, driver training institutes and vehicle inspection stations. We collaborate with operated customer service centers, approved agent operators and e-service channels to deliver the best quality service.

Our Agency contains five departments which are:

- Vehicles Licensing
- Drivers Training and Qualification
- Drivers Licensing
- Monitoring and Enforcement
- Commercial Transport Activities

## Dubai Taxi Corporation (DTC)

The Dubai Taxi Corporation is our subsidiary with financial and administrative independence. The Corporation provides all kinds of services, comfort means, and customer care that meet the highest levels of transportation quality standards. All this is provided through a dedicated staff that seeks public satisfaction in introducing new and excellent services in a manner that contributes to the elevation levels of transportation industry and in reflecting its civic image.

We at RTA, continuously strive to implement world class transport policies and legislations to optimize public transport and the existing road network, and we envision to make Dubai an accessible and environmentally friendly city.

Maintaining a sustainable approach, we have taken rigorous efforts to manage travel demand through policies and legislations that favor mass transit commute rather than using single occupant vehicles. We have undertaken a proactive and systematic approach to face growing challenges and improve the quality of life in the Emirate. Our strategic transportation plan is not limited to infrastructure projects but forms an integrated balanced approach, covering six major areas:

- Enhancement of the road network
- Development and enhancement of public transportation system
- Enhancement of pedestrian and cyclist networks and facilities
- Development of policies and legislations to overcome congestion and to promote sustainable transportation
- Development of intelligent transportation technologies
- Enhancement of traffic and safety awareness

## Vision, Mission and Values

Our vision and mission reflects our objective of creating long term stakeholder value by conducting business in a responsible manner that confluences economic, environmental and social factors. These are reinforced regularly at all levels of the Authority through strategic planning, execution and assessment. We believe in creating customer value through innovation, delivering best quality services and exceeding beyond our customer expectations. Underlined by our unwavering commitment to sustainable development, we make continuous efforts to promote economic prosperity, a healthy environment and vibrant communities, now and into the future.

### Our Vision

Safe and smooth transport for all.

### Our Mission

Develop integrated and sustainable transportation systems and provide distinguished services to all stakeholders to support Dubai's comprehensive growth plans through preparing policies and legislations, adapting technologies and innovative approaches, and implementing world-class practices and standards.



## Our Values

In our endeavor to achieve our strategic vision and mission at all levels, we refer to our mutual values that remain our first and prime reference at all times.

## Corporate Reputation

Our corporate reputation is an evidence of transparency and reliability.

## Excellence and Success

Our distinction is a true representation of performance based on efficiency, effectiveness and sustainability.

## Leadership and Teamwork

The professionalism and wisdom of our leaders is manifested through their deep respect for individuals and reinforcement of teamwork.

## Happiness and Positive Energy

Our constant motivation is making people happy and inculcating positive energy in the society.

## Innovation and Creativity

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



# Corporate Governance

Our corporate governance is managed by the Board of Executive Directors, which is comprised of a chairperson and eight members who are appointed by decree by the Executive Council of the Emirate of Dubai. HE Mattar Al Tayer, Director General and Chairman of the Board of Executive Directors leads and guides the rest of the members, who are Chief Executive Officers (CEOs) of our various agencies and sectors. The Board of Executive Directors is the highest authority in overseeing the implementation of RTA tasks and responsibilities by adopting strategies and public policies that provide the necessary support to rest of the organization. The following page details the members of the current Board and their specific functions in overseeing our cognitive, financial and technical affairs in achieving RTA purpose and objectives.



**Mattar Al Tayer**

**Director General and Chairman of Board of Executive Directors**

Mattar Al Tayer is the Director General and Chairman of the Board of Executive Directors of the RTA, which is responsible for designing, constructing and managing the roads and transportation network in Dubai.



**Mohammed Obaid Al Mulla**

**Board Member of the Board of Directors**

Mohammed Obaid Al Mulla has more than 25 years of executive management experience in all areas of the public transportation industry. He also provides progressive leadership with exceptional managerial and organizational skills.



**Maitha bin Adai**

**CEO Traffic and Roads Agency**

Maitha Bin Adai is the Chief Executive Officer of the Traffic and Roads Agency, which is responsible for designing, constructing, managing and operating integrated traffic and roads networks. In addition, it implements detailed studies to administer road taxes and improve traffic technologies.



**Ahmed Hashem Bahrozian**

**CEO Licensing Agency**

Ahmed Hashem Bahrozian is the Chief Executive Officer of the Licensing Agency, which is responsible for managing all operations related to vehicle registration and licensing, educating and training of drivers, as well as various policies, legislation and technical standards that guarantee the road-worthiness of vehicles and competency of drivers.



**Abdul Mohsin Ibrahim Younes**

**CEO Rail Agency**

Abdul Mohsin Ibrahim Younes is the Chief Executive Officer of the Rail Agency, which is responsible for designing, constructing, managing and operating railway transport systems.



**Abdulla Ali Al Madani**

**CEO Corporate Technology Support Services Sector**

Abdulla Ali Al Madani is the Chief Executive Officer of the Corporate Technology Support Services Sector, which is responsible for providing effective support to all RTA agencies and departments in order to ensure an adequate working environment.



**Yousif Ahmed Al Redha**

**CEO Corporate Administration Support Services Sector**

Yousif Ahmed Al Redha is the Chief Executive Officer of the Corporate Administration Support Services Sector, which is responsible for providing effective support to all RTA agencies and departments in order to ensure an adequate working environment.



**Nasser BuShehab**

**CEO Strategy and Corporate Governance**

Nasser BuShehab is the Chief Executive Officer of Strategy and Corporate Governance, which is responsible for developing and carrying out various strategies, regulations and long-term plans. The Strategy and Corporate Governance Sector also takes on the task of corporate governance of our activities and devising organizational charts of our associated agencies and sectors.



**Abdulla Yousef Al Ali**

**CEO Public Transport Agency**

Abdulla Yousef Al Ali is the Chief Executive Officer of the Public Transport Agency, which is responsible for designing, constructing, managing and operating a public transport system that is integrated with other forms of transport in Dubai.

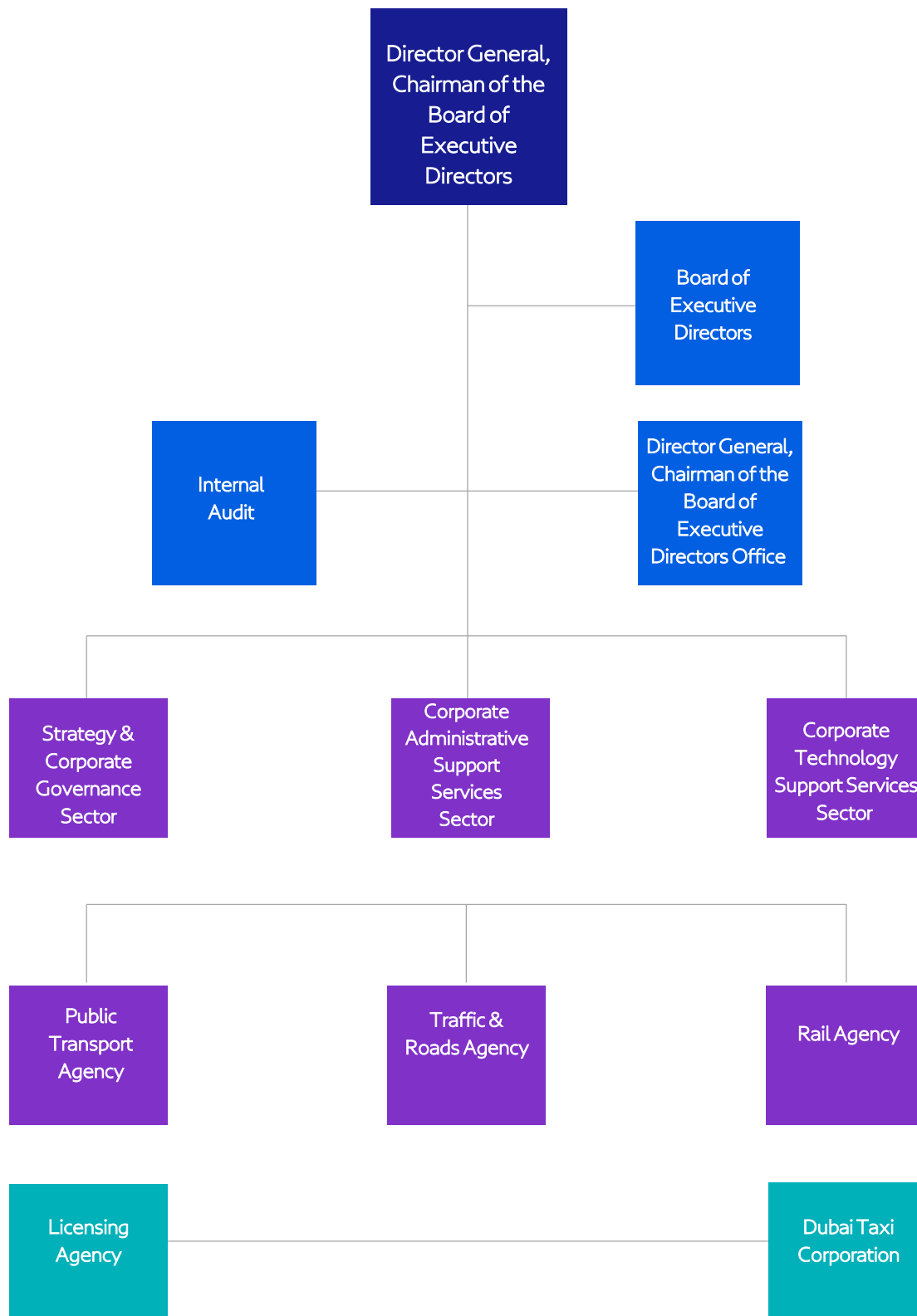


**Yousif Mohammad Al Ali**

**CEO Dubai Taxi Corporation**

Yousif Mohammad Al Ali is the Chief Executive Officer of the Dubai Taxi Corporation, which is responsible for providing an array of services and customer care that meet the highest standards of transportation quality and promote a premier civic image.

# Organizational Structure











# Stakeholder Engagement and Materiality Assessment

We believe regular and transparent communication with stakeholders is an essential component for an organization's long-term success. At RTA, we seek to engage with our stakeholders to inform us about our performance and initiatives through their feedback. This helps us to maximize our impact and create value for our society and our nation. This engagement also forms an essential part in understanding the emerging issues that are important to our stakeholders and for our business, and in providing us with the ideas for addressing these issues to strengthen mutual confidence and promote stakeholder inclusiveness. We adopt a participatory approach to maintain transparent communication with our stakeholders in order to be proactive and innovative in our services creating shared value.

## Stakeholder Engagement Process

Successful stakeholder engagement requires a commitment to actively engage with stakeholders by listening to them, building a relationship with them and then responding to their concerns in a mutually beneficial way. The stakeholder engagement process involves identifying all the stakeholders who are interested in, affected by, or have potential to be affected by the impacts of our activities, or those who have an ability to influence us. Based on the impacts and level of influence, the stakeholders were first prioritized by us. We engaged with these prioritized stakeholders to receive their feedback about us

(our performance, our initiatives) and to better understand their expectations. On this basis, the feedback reports were prepared and strategic goals and objectives were derived.

## Our Stakeholders

Our approach to stakeholder engagement is based on our long term relationships that we have fostered with our key stakeholders, such as employees, vendors, customers and strategic partners. We also engage with our communities through our CSR activities and gather feedback on various initiatives implemented by us at regular intervals.

## Stakeholder Engagement Framework

Stakeholder Groups	Mode of Engagement	Frequency of Engagement	Key Concerns	Feedback Assessment
<b>Employees</b>	<ul style="list-style-type: none"> <li>Employee satisfaction survey, Face to face meetings and Satisfaction surveys during events</li> </ul>	<ul style="list-style-type: none"> <li>Yearly</li> <li>Quarterly</li> <li>When needed</li> </ul>	<ul style="list-style-type: none"> <li>Improved work environment</li> </ul>	<ul style="list-style-type: none"> <li>Within boundaries of Dubai Government HR Law</li> <li>HR Open Day/ HR Tea</li> <li>Satisfaction survey</li> </ul>
<b>Vendors</b>	<ul style="list-style-type: none"> <li>Surveys, suggestion scheme, meetings, written communication, suppliers support office</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>Improve communication</li> </ul>	<ul style="list-style-type: none"> <li>Provide various communication channels and online services for vendors</li> </ul>
<b>Customers</b>	<ul style="list-style-type: none"> <li>Satisfaction surveys, perception surveys, happiness surveys, mystery shopping studies, suggestion scheme, customer council, focus groups, meetings, social media channels, website, written communication</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>Service delivery time &amp; waiting time</li> <li>Service channels</li> </ul>	<ul style="list-style-type: none"> <li>Provide various online and smart services</li> <li>Provide more service delivery channels</li> <li>Implement service excellence programs and standards</li> </ul>
<b>Strategic Partners</b> <ul style="list-style-type: none"> <li>Dubai Police</li> <li>Dubai Municipality</li> <li>Dubai Electricity &amp; Water Authority</li> <li>Federal Transport Authority – Land &amp; Maritime</li> <li>Land Department</li> <li>Department of Finance</li> <li>Ministry of Interior</li> </ul>	<ul style="list-style-type: none"> <li>Meetings, open day, surveys, emails, government conferences, annual gathering, Partners Majlis</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly</li> <li>Semi-Annually</li> <li>Annually</li> <li>Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>Enhance partnership in relation to strategic directions</li> </ul>	<ul style="list-style-type: none"> <li>Coordinate with strategic partners to identify roles and responsibilities and level of contribution of each entity in achieving joint strategic objectives</li> </ul>

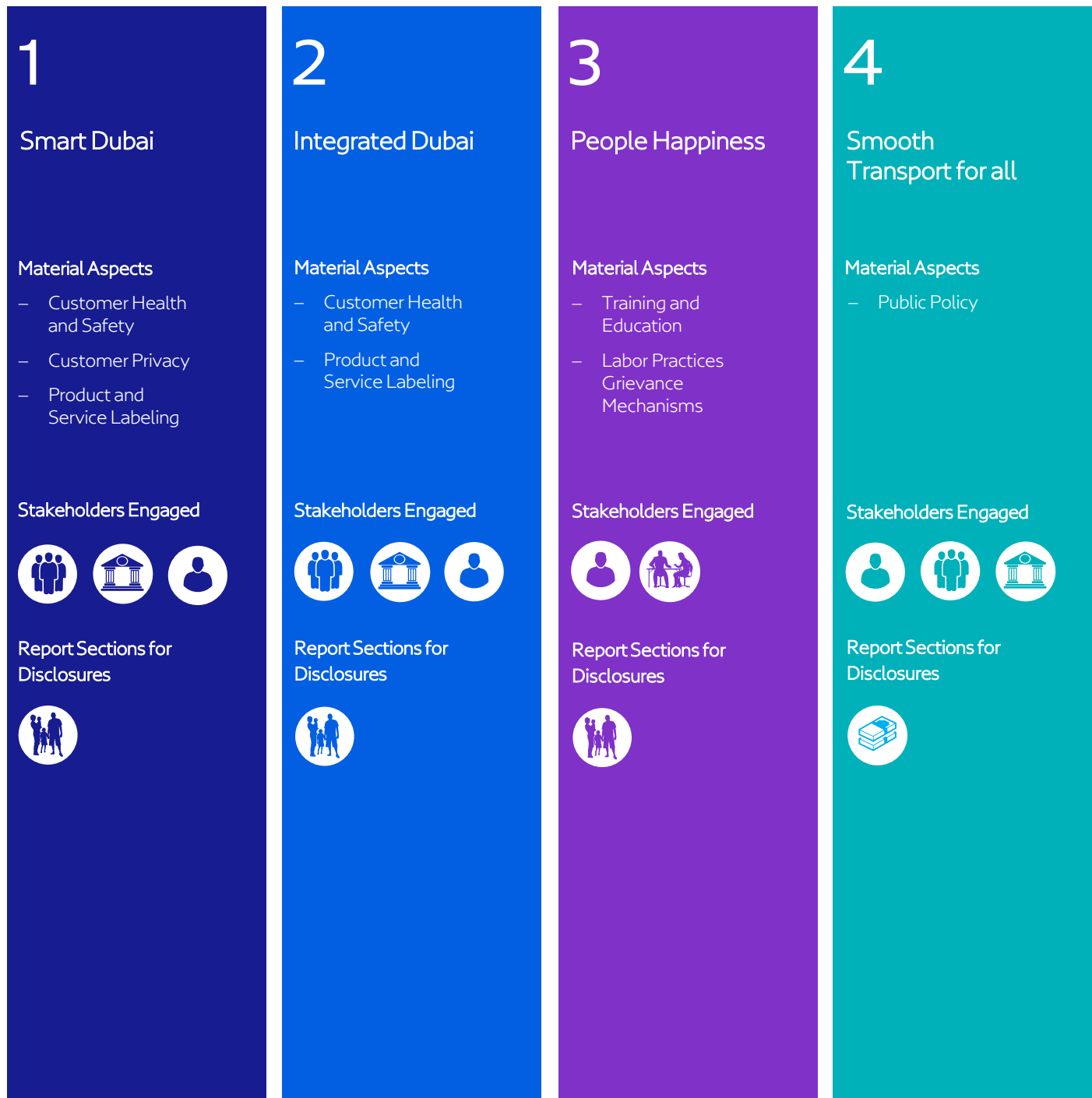
## Materiality Assessment

Materiality is the principle of defining the sustainability topics that matter most to an organization's business and its stakeholders. Determining 'materiality' helps us to understand issues that are relevant to our business and stakeholders over the short, medium and long term. It reflects our vision, action plans and progress made by us to address various aspects of sustainability. Our robust stakeholder engagement process has helped us in identifying, prioritizing and validating our strategic goals that serve us as a foundation for our sustainability journey. Understanding our strategic goals, both from internal and

external perspectives, has helped us develop corporate strategy, goals, targets, programs, initiatives and stakeholder engagement strategy. The results of the strategic goals and objectives are reviewed internally by our senior management and strategic planning department. We have further aligned and mapped our material aspects in line with our strategic goals and objectives.

The final outcome of our materiality assessment is depicted in our 8 strategic goals and objectives that reflects both internal and external perspectives on sustainability topics and their relative significance to our business and to our stakeholders.

Strategic Goals and Objectives



Stakeholders Engaged



5

## Safety and Environmental Sustainability

### Material Aspects

- Customer Health and Safety
- Occupational Health and Safety
- Environmental Grievance Mechanisms

### Stakeholders Engaged



### Report Sections for Disclosures



6

## Financial Sustainability

### Material Aspects

- Economic Performance

### Stakeholders Engaged



### Report Sections for Disclosures



7

## Advance RTA

### Material Aspects

- Employment
- Training and Education
- Corporate Governance
- Procurement Practices
- Grievance Mechanisms for Impacts on Society

### Stakeholders Engaged



### Report Sections for Disclosures



8

## Assets Sustainability

### Material Aspects

- Energy

### Stakeholders Engaged



### Report Sections for Disclosures



### Report Sections for Disclosures



Social  
Performance



Environmental  
Sustainability



Economic  
Performance

## Goal 1: Smart Dubai

### 1.1 Foster connectivity, integration, collaboration and information management

This objective defines how RTA will share and publish open data segments/data sets with external stakeholders. This will be done by developing and implementing a plan to shift towards smart enterprise and enabling strategic information.

### 1.2 Enhance and sustain smart government solutions and services

This objective defines how RTA will improve the adoption of online and smart services by developing and enhancing smart solutions and services.

### 1.3 Develop smart solutions for transportation, roads and traffic

This objective defines how RTA will develop smart solutions and systems for transportation, roads and traffic by implementing technologies and best practices.

## Goal 2: Integrated Dubai

### 2.1 Enhance integration between transportation planning and urban planning

This objective defines how RTA will develop and enhance transportation integration between public transport modes and urban planning by developing and updating Dubai transportation strategy and integrating transportations mode and systems.

### 2.2 Make roads and transport systems friendly for all

This objective defines how RTA will enhance and improve people-friendliness of roads and public transport, and cycling paths by implementing best practices and comprehensive plans as a city that is more people-friendly.

## Goal 3: People Happiness

### 3.1 Pioneering in people happiness

This objective defines how RTA will impact people-happiness in Dubai by measuring happiness levels and benchmarking.

### 3.2 Ensure harmony with customers

This objective defines how RTA will develop and enhance experience of customer services and customers' needs by implementing tools and initiatives to have better conversations and prediction and serviced Level.

### 3.3 Foster happiness and positive energy at work

This objective will defines how RTA will develop and enhance happiness and positive energy for employees and work environment by implementing tools, technologies and programs.

## Goal 4: Smooth Transport for All

### 4.1 Encourage public transport

This objective defines how RTA will encourage and enhance public transport in Dubai by developing a public transport master plan and public transport modals and providing a high level of services and operational excellence.

### 4.2 Develop and enhance sustainable network and systems for roads and transportation

This objective defines how RTA will develop and enhance public transport and road network coverage in Dubai by continuously developing and enhancing road networks, infrastructure and systems.

### 4.3 Manage travel demand and congestion

This objective defines how RTA will enhance and monitor travel demand and congestion in Dubai by developing and updating demand management studies, and measuring and assessing congestion.

### 4.4 Improve effective policies and legislations for transport, roads and traffic

This objective defines how RTA will develop policies and legislations that support transport and traffic and land use which sustain the current and future of infrastructure and operations of road and transportation in Dubai.

## Goal 5: Safety and Environmental Sustainability

### 5.1 Enhance transport and traffic safety to reduce accidents and fatalities

This objective defines how RTA will enhance traffic safety and reduce fatalities in roads and pedestrian by implementing world class safety standards, safety management systems and encouraging public participation.

### 5.2 Foster environment sustainability for transportation

This objective defines how RTA will develop and enhance green transportation, reduce CO<sub>2</sub> and energy consumption by adopting renewable energies and clean fuels, raising level of interaction of the public with RTAs green initiatives and adopting green technologies.

### 5.3 Ensure health and safety sustainability

This objective defines how RTA will enhance H&S within its operations and projects by developing RTA safety policy framework, developing and implementing safety management system and promoting programs for staff.

## Goal 6: Financial Sustainability

### 6.1 Maximize and diversify revenues

This objective defines how RTA will increase and diversify its revenue and commercial revenue through its service and innovative initiatives, and by enhancing commercial revenue sources.

### 6.2. Enhance financial efficiency

This objective defines how RTA will enhance its financial efficiency by better monitoring of the budget and expenditures, identifying cost reduction opportunities, and optimize projects and operating contracts.



## Goal 7: Advance RTA

### 7.1 Attract, develop and retain talent

This objective will define how RTA will develop talents across the entire employee base by developing and implementing comprehensive human resource policies, improving work environments and employee services, enhancing employee's talents and capabilities and Emiratisation.

### 7.2 Foster excellence and knowledge management

This objective defines how RTA will develop and enhance knowledge management and foster excellence by implementing projects and initiatives.

### 7.3 Enhance quality, process and corporate governance

This objective defines how RTA will enhance quality and processes and its corporate governance by improving and optimizing corporate processes, enabling business transformation, optimize organization structure and enhancing corporate governance practices.

### 7.4 Ensure pioneering in creativity and innovation

This objective defines how RTA will enhance creativity and innovation practices by improving and optimizing innovation leadership and capabilities. This will be done by implementing new idea management and intellectual property framework and developing innovation researches with related entities.

### 7.5 Improve relation with partners and vendors

This objective defines how RTA will improve relations with partners and vendors. This will be done by enhancing user interface as well as assessing any potential opportunities for collaboration.

## Goal 8: Asset Sustainability

### 8.1 Enhance efficient and effective assets management

This objective defines how RTA will improve the efficiency and effectiveness of asset management. This will be done by optimizing assets acquisition planning capability and adopting a whole-life and value engineering approach.

### 8.2 Ensure optimal performing assets

This objective defines how RTA optimizes assets performance by tools and programs that optimize asset reliability and availability, and prolong the economic life of assets.

### 8.3 Maximize asset value

This objective defines how RTA will increase asset value by tools and programs that optimize asset value, investment decisions and commercial assets utilization.



# Economic Performance

At RTA, we aim to achieve financial sustainability, by maximizing and diversifying revenues and enhancing financial efficiency. This is demonstrated by our continued efforts towards pursuing growth and achieving new horizons to build a better future. We contribute to the economic development of Dubai by generating both direct and indirect economic value.

We have been successful in delivering a promising performance over the years by providing an integrated transport system to achieve Dubai's vision. Since 2013, our overall revenues have increased by 38%. Moreover, our total budget has steadily grown from AED 6.2 Billion in 2013 to AED 6.9 Billion in 2015.

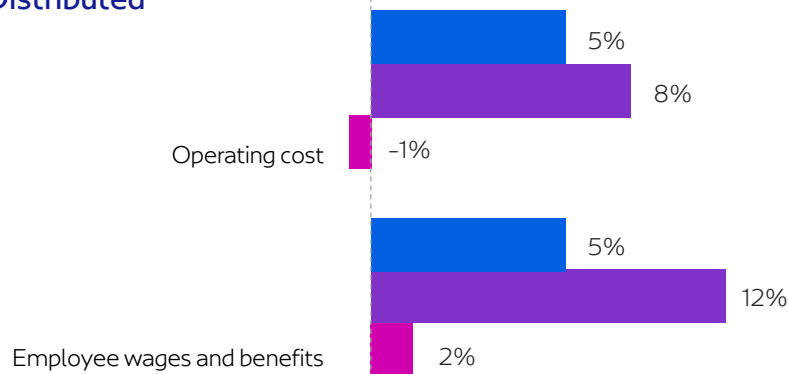
A snapshot of our financial performance is as follows:

## Financial highlights

### Gross Revenue



### Economic Value Distributed



### Economic Value Retained



■ 2013 ■ 2014 ■ 2015

Note: The percentage in the above graphs represent Year over year (YOY) performance. As we are a part of the Government of Dubai our detailed financials cannot be disclosed as it is confidential information.

## RTA's 3 year business plan for agencies

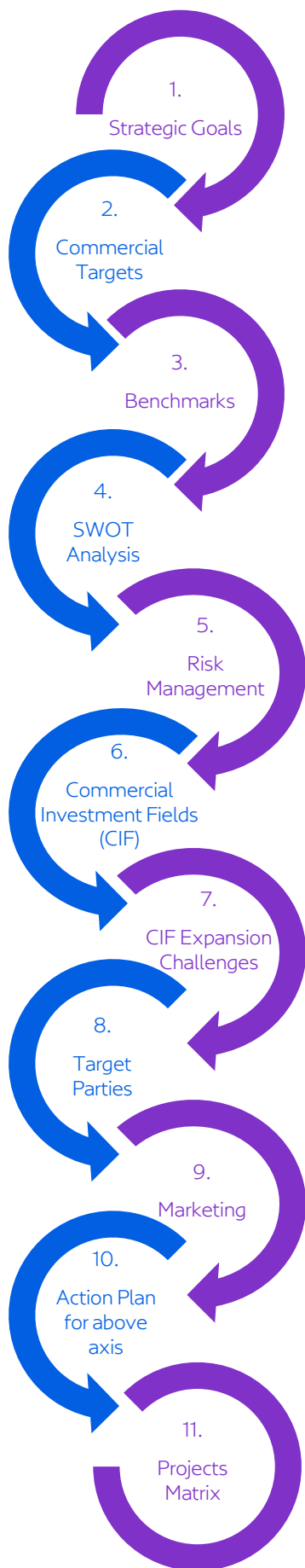
“

With a vision to achieve financial prosperity and sustainability, RTA agencies have undertaken a three year business plan. This will channel the focus of the organization to achieve a common goal and embrace challenges in order to successfully accomplish its goals. The business plan will help agencies to increase their total commercial revenue by 16.5% end of 2015.

”



The comprehensive business plan focused on various elements such as:



## Direct and Indirect Economic Impacts

Our vision is to create better opportunities and sustainable livelihoods through diverse operations that impact our stakeholders. We make concerted efforts to build relationships with local communities and ensure socio-economic development through employment creation and development of business opportunities. We procure significantly large number of goods and services locally which not only result in reduced transportation cost and faster deliveries, but provide a global platform for local manufacturers to exhibit their products, services and proficiencies. In the reporting year, around 76% of our requirements were met by local suppliers. The UAE government actively promotes Emiratization across various businesses and sectors. All our top and senior management positions are held by UAE nationals.

## Supply Chain Management

We have a large supply chain network for the procurement of goods and services across our different operations. Our suppliers are valuable stakeholders in our business ecosystem. We consider a reliable and sustainable supply chain as essential to business efficiency and our continuous efforts are towards strengthening our supply chain practices and encouraging green procurement. Our tender and procurement management manual delineates various conditions to ensure transparency, neutrality and equal opportunities. This ensures compliance with all the relevant laws and legislations applicable in the Emirate of Dubai and the United Arab Emirates. The manual outlines general controls of tenders and procurement within our organization and details general terms and conditions for our suppliers to adhere to. We engage with the suppliers who follow responsible and ethical business practices. Our procurement department periodically reviews the policies, manuals, organizational standards and operational plans relating to management of tenders, contracts, purchasing and material handling.







# Environmental Sustainability

A sustainable business is one which has long-term focus and a balanced approach to decision-making and which takes into account economic, environmental and social considerations. The UAE Vision 2021 National Agenda focuses on improving the quality of air, preserving water resources, increasing the contribution of clean energy and implementing green growth plans. Aligning with Nation's vision and in line with our commitment towards RTA's strategic goal – Safety and Environment Sustainability, we have taken great strides towards building sustainable transportations and infrastructure systems and limiting our impact on the environment. Our Corporate Safety & Environment Sustainability policy clearly outlines the steps to be taken for environment and energy performance improvement for Dubai roads systems and transportation systems. We take concerted efforts to reduce the negative effects of our activities with the help of effective environmental management systems and state of-the-art technologies.



## Environmental Management Systems

We have implemented an Environmental Management System (EMS) ISO 14001:2004 which helps to reduce the environmental impacts of our operations and increase the efficiency. It provides a structured approach to planning and implementing environment protection measures. It also helps in integrating environmental management across all our operating agencies and sectors, long term planning and other quality management systems.

We have covered the environmental aspects of energy, emissions and water in this section of the report.

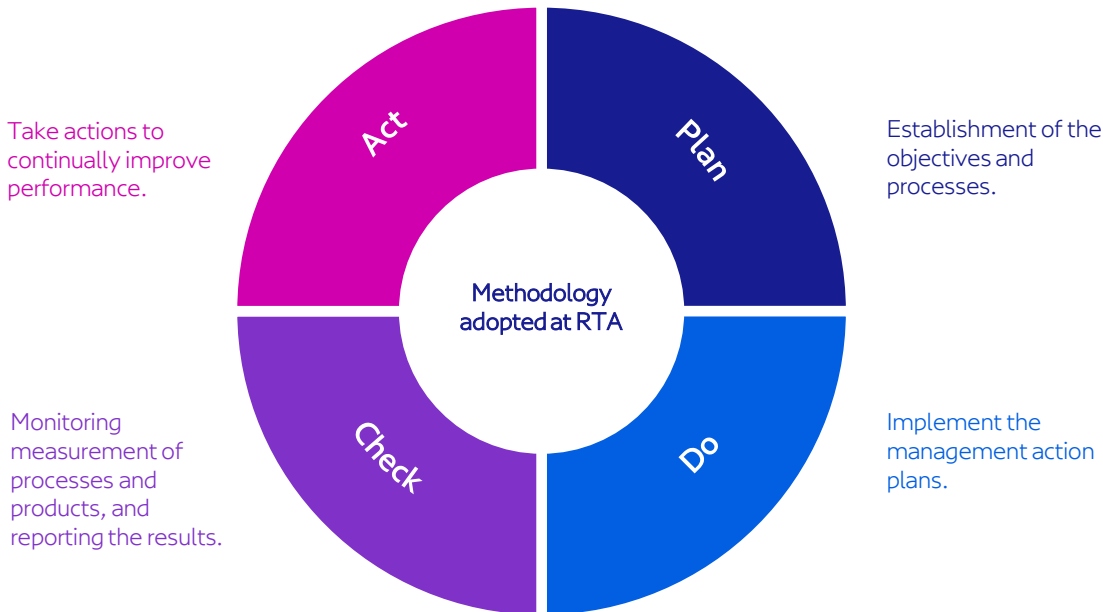
## Energy Management Systems

We strive to achieve highest standards when it comes to making our processes environment friendly. Our corporate safety & environment policy entails a systematic approach to environmental management planning to achieve continual performance improvement.

We have undertaken strategic initiatives to achieve our goal of environment sustainability as follows:

- Develop RTA Environmental Sustainability Policy and develop and implement RTA Energy Management System framework
- Implement green economy and energy efficiency projects, measures and technologies to minimize adverse environmental impact to achieve a green economy target
- Improve public awareness and conscience about adverse impact of private transportation and benefits of public transport use to achieve a green economy target
- Develop and implement an environmental impact monitoring and enforcement system

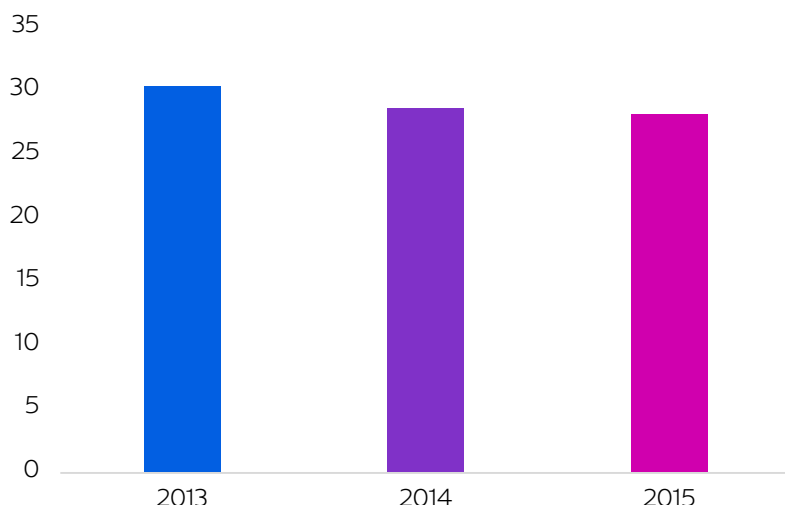
We give high priority to ensure compliance with relevant laws and regulations at all our operating agencies. There has been one legal complaint filed and resolved during the year 2015 on the environmental impacts against our organization. We are conscious about our energy consumption and have developed an approach for energy management.



We are the first government entity in the region to obtain an energy management system ISO 50001:2011 which helps in implementing a systematic approach towards energy efficiency and is superior to the traditional project-based approaches in improving energy performance. It acts as a framework to help achieve a continuous improvement in energy performance. It has also helped in the implementation of new energy and green technologies.

Furthermore, it has resulted in better use of energy consumption and energy awareness. This has helped in enabling significant energy savings, monitoring energy use and resolving anomalies or incidents that cause energy waste. We have conducted carbon baseline monitoring of the systems in order to monitor the carbon footprint and track the benefits of the various initiatives undertaken to reduce the carbon emissions.

Energy Consumption per Passenger (Mega Joules)



“7%

Decrease in the energy consumption per passenger from 2013 to 2015

”

## Energy Management

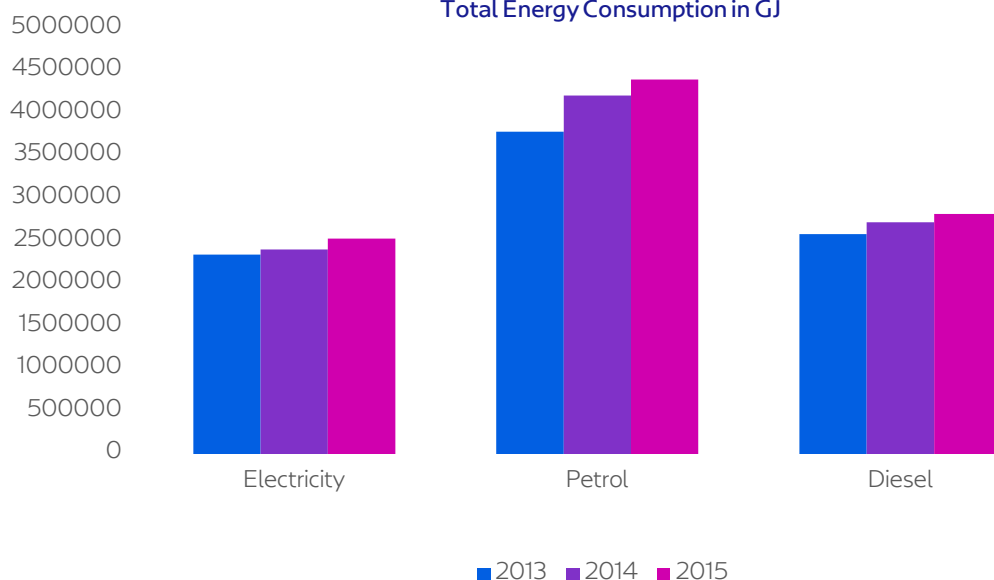
Conservation of energy and reduction of greenhouse gas emissions are a core part of our corporate responsibility. Pursuant to this, we have employed suitable technologies and processes for optimal energy conservation. Being committed towards optimizing energy efficiency across all our operating agencies and sectors, we regularly track our energy usage across our transport networks, agencies and sectors as part of our energy management initiatives. Our sustained efforts across all our modes of transportation, strategic investments in the technologies for energy efficiency and renewable technologies have resulted in significant reduction of environmental impact.

In the reporting period, we have undertaken 48 energy conservation initiatives and green economy support initiatives

across our sectors and agencies which resulted in savings of over AED 16 million. We have made significant investments in advanced, sustainable and energy efficient public transport modes in order to ease road congestion and provide convenient and eco-friendly transport. Some of the initiatives are saving power in Dubai metro stations and railway, reducing water consumption, improving road lighting efficiency by using energy-efficient LED lighting, cutting down bus diesel consumption and reducing taxi fuel consumption. With this, we continue to promote climate protection, conserve valuable resources, and contribute to the preservation of a livable environment – across all our transport operations and beyond.

Our total energy requirements are met through a mix of diesel, gasoline and electricity across all our agencies and sectors.

Total Energy Consumption in GJ

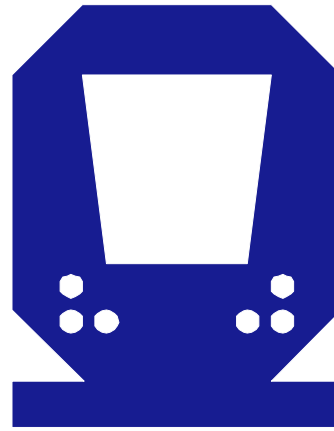


## Energy Management by Rail Agency

Our Rail Agency continuously aims to provide faster, safer, more reliable and more environmentally sustainable services than alternative transport systems. The agency has taken concerted efforts to provide safe and sustainable transport to our passengers through continuous innovations and implementing the best technologies in Dubai metro and tram to conserve the energy. This has also included undertaking several initiatives to reduce the carbon emissions per passengers in Dubai metro and tram.

Dubai metro initiated first fully automated metro network which helped in reducing the traffic congestion by 25% due to modal shift of private vehicles to metro. The metro has received recognition in the Guinness world records for its technology. Being one of the preferred choices of transport, the average number of commutes traveling via metro has increased from 164.307 million to 178.647 million i.e. an increase of 8% in 2015 from 2014. Through metro, 305,618 tons of carbon emissions was reduced in 2015.

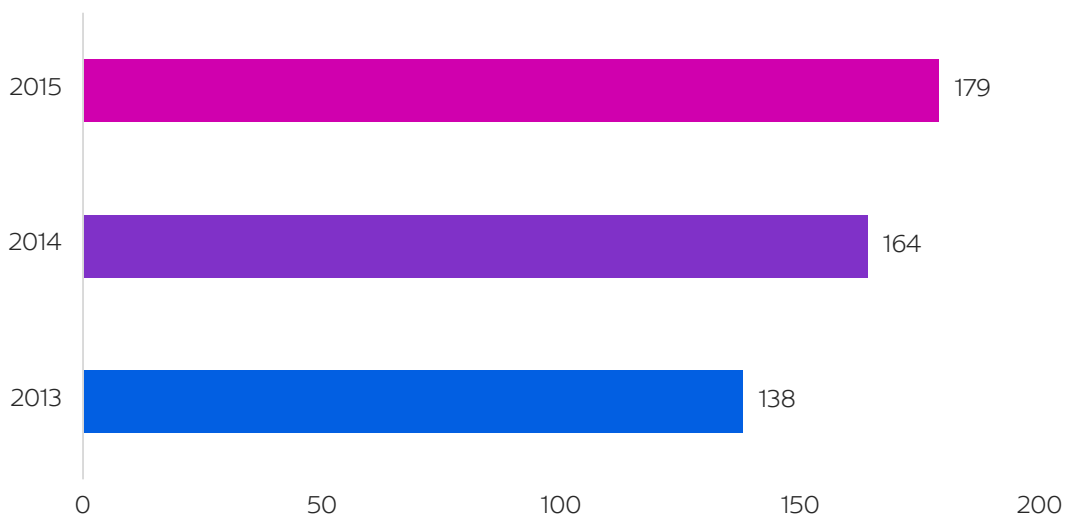
To further increase the metro network, our Rail Agency has undertaken some future expansion plans of launching three more metro lines by 2030 and extension of the Red Line to the Expo 2020 site, in a project is known as Route 2020.



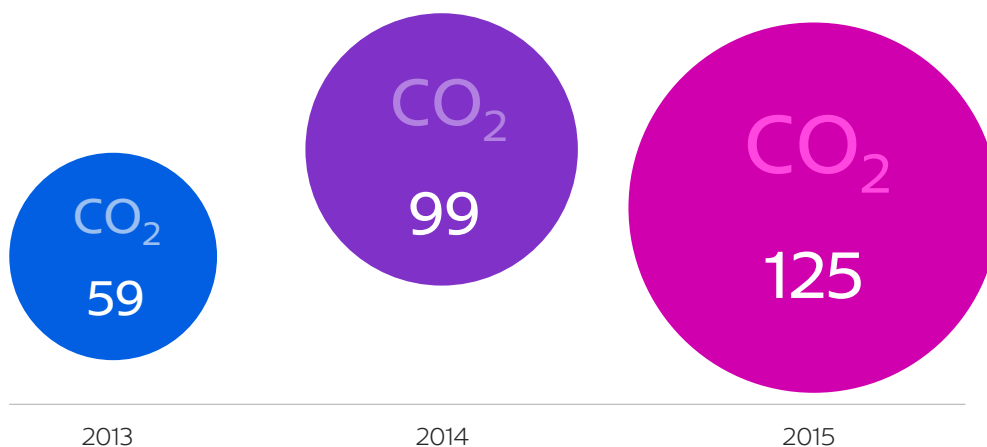
About 500,000  
Passenger Daily

Improving the  
traffic condition by  
25%

Reduced CO<sub>2</sub>  
Emission by 837  
tCO<sub>2</sub>e per day



Dubai Metro Ridership numbers (in Millions) from 2013 to 2015



Annual net removed CO<sub>2</sub> emissions by using Dubai Metro (tCO<sub>2</sub>)

'000tCO<sub>2</sub>



## Dubai Tram

The Dubai tram system that launched in November 2014 is an integral part of the Dubai transport network, linking all the public transport, including metro, taxis and buses, thereby streamlining and integrating transport systems. It is globally the first one with a full-line third-rail ground based aesthetic power supply and the first with platform screen doors and automatically-synchronized station stops. There has been a significant rise in commuters of tram with 4.07 million in 2015. This has resulted in reducing more than 2,833 tons of carbon emissions in 2015.

Being committed towards environmental sustainability, we have taken several initiatives on energy and green economy that have led to an improvement in the energy efficiency and optimization of Dubai's carbon footprint.

These initiatives include installation of water flow controller in metro stations, optimized operations of the HVAC equipment, installation of LED lights at the metro stations and aligning tram timetable with people's need.

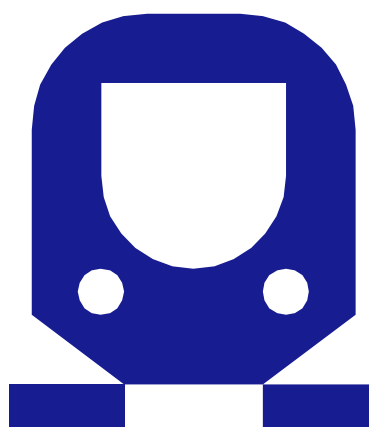
Energy conservation initiatives	Saving in Kwh per annum	Saving in tCO <sub>2</sub> e per annum
Align normal operation train timetable with commuter demand	10,390,055	4,468
Optimizing the operation of the HVAC equipment in metro stations	4,254,316	1,829
Replacing CFL, Halide, Halogen lights with LED in metro stations	1,243,581	534

## Energy Management by Traffic and Roads Agency

Our Traffic and Roads Agency (TRA) is responsible for the maintenance of roads and traffic facilities. Aligning with Dubai Supreme Council's directions and the Emirate's energy strategies for 2030, our agency has taken several initiatives to reduce the consumption of energy by replacing conventional lights with LED lights and efficient usage of lights. Some of our initiatives are mentioned below:

### Traffic Lighting

In our efforts to reduce CO<sub>2</sub> emissions and save energy, the agency supplanted traffic lights on Dubai roads with halogen bulbs that use LED power-saving technology. The technology is expected to reduce CO<sub>2</sub> emissions by 430 tons per annum and save power by about 1 million kilowatts per annum as targeted by 2018. The initiative is expected to be completed by 2018 subsequently enhancing the traffic safety level as an incessant effort to the green economy drive.



Over 11,000  
Passenger Daily

Improving the  
traffic condition by  
25%

Reduced CO<sub>2</sub>  
Emission by 7.76  
tCO<sub>2</sub>e per day

### Street Lighting

We have introduced new streetlights on Dubai roads that are specially designed for saving power and reducing carbon footprint. On completion of the project by the end of March 2016, the expected power saving will be 380, 000 kWh per annum which will in turn result in reduction of 163 tons of carbon per annum. We also collaborated with Dubai Supreme Council of Energy and Etihad Energy Services Co. under this program and replaced streetlights at Al Rashidiya and Nad Shama by LED lights besides putting the relevant control systems in place. The results of this study will be used to determine the future steps for optimizing the energy consumption of the street lights and reducing carbon footprints. The agency also replaced Mercury lamp with M.H. Lamp which further resulted in power saving.

### Switching off of Lights

We have been promoting partial switching-off of the lights in order to reduce the consumption of energy. This initiative was taken up along the internal roads within the residential neighborhood of Dubai after 10 pm, switching off redundant light poles in parking areas and reducing the operation hours of streetlights by 20 minutes every day, before and after sunset.

Energy conservation initiatives	Saving in Kwh per annum	Saving in tCO <sub>2</sub> e per annum
Switch Off Redundant Light Poles in Parking Area	219,000	94.2
Replacement from Halogens to LED in Traffic Lights	405,216 (in 2014 & 2015)	174 (in 2014 & 2015)
Replacing the Mercury Lamp with M.H. Lamp	417,360	180
Partial switching off Street Lights	3,800,000	1,634
Reducing operation of street lights by 20 minutes	5,000,000	2,150

## Energy Management by Public Transport Agency

We recognize the emerging challenge of air pollution caused by road transport. To resolve this, a number of programs relating to road transport are initiated and implemented by PTA. The agency is making continuous efforts to restrict air pollutants like sulphur, nitrogen oxides, hydrocarbons and carbon monoxide and using fuels for buses that have lower sulphur content. In addition to this, we have supplanted public buses of RTA with buses compatible to Euro IV-V specifications.

With a view to further extending the green mobility initiatives, we have undertaken a test plan for an electric bus, CNG bus and hybrid bus in order to assess the feasibility and operational efficiency of these buses under the climatic conditions of the gulf region. We have also successfully conducted the first experiment in the region of using electric bus in public transportation i.e. testing buses powered by electrically charged batteries which cause zero emissions. However, it further needs to be customized for it to work smoothly according to the climatic conditions of the gulf region.

### Innovations at Marine Transport

Our environment friendly transport initiatives are not only limited to road transport. Our Public Transport Agency has introduced advanced modes of transportation, optimizing Dubai's carbon footprint in marine transport as well. Initiated in 2013, we have built so far 17 electric motorized abras, replacing diesel motorized abras. These electronic abras are not only lighter in weight but have also proven to have zero emissions, less operating noise, additional safety features and are more durable and reliable in comparison to the traditional abras.

Moreover, 2015 marked the initiation of the solar abra pilot project which is equipped with backup batteries. These marine transport innovations are aligned to our strategic objectives for safety and environment sustainability.

## Sharekni Program and Awselni program

In October 2013, car-pooling was legalized in Dubai to increase the vehicle occupancy rates. On the same lines, the car-pooling program – Sharekni ("share with me" in Arabic) was initiated by PTA to encourage people to travel together and contribute in reducing congestion and improving the air quality through the reduction of number of vehicles on road.

Awselni, an initiative was undertaken which provides transport facility to our employees from their home and workplace. As part of the program, 6 public transportation buses were allocated helping approximately 250 employees on a daily basis. These buses are equipped with free Wi-Fi, newspaper, breakfast and other facilities. The objective of the same is to encourage the employees to use this service thereby reducing private transportation.

The estimated amount of CO<sub>2</sub> emission is 13 times less due to using the Awselni service instead of the private vehicles of our staff.

Energy conservation initiatives	Saving in Kwh per annum	Saving in tCO <sub>2</sub> e per annum
Repairing accident Buses inside the RTA workshops	22,744	61
Fuel saving in Ruwayeh bus depot	143,236	117.10
Automatic engine shut off	64,795	175
Reduce dead km for operating Buses	65,053	176.30
Buses inspection for registration renewal	70,043	190
Decrease dead km by using midday Parking	1,826,125	4,948
Increase the set point temperature in public buses	342,856	929

## Energy Management by Licensing Agency

We are committed to ensuring environmentally sustainable operations to achieve the highest standards of environmental excellence. In this regard, our Licensing Agency has initiated a number of programs like Smart Applications, Zero paper initiative and Electronic Messaging System (EMS) in our Licensing agency and corporate administrative support service sector.

### Smart Applications

We at Licensing Agency promote working in a paperless environment by replacing paper work with applications/ computerized systems for internal operations, electronic messaging systems (EMS) and recycling used papers.

To ensure this we have developed Smart Applications that contributes principally towards environmental sustainability and energy efficiency. Through this initiative, it is estimated that about 3 million paper sheets, 370 trees, 29 million km driving distance, 4 million liter fuel and 8 million kg of CO<sub>2</sub> emissions have been saved. In addition, we have also converted 173 services covering road users, public transport users and business sector into smart services.

Energy conservation initiatives	Reduction in tCO <sub>2</sub> e
51 CNG converted vehicles for training schools	7.30
Recycling of expired vehicles plates number	800

## Energy Management by Dubai Taxi Corporation

We have made concerted efforts towards green mobility and have introduced Hybrid taxi vehicles which demonstrates our commitment towards sustainable development and a cleaner environment. By 2021, we aim to convert 50% of our fleet as hybrid.

## Hybrid Taxis

In 2013, we initiated our Hybrid Taxi project for a pilot phase of three years. These taxis are distinguished by their fuel efficiency and reduced CO<sub>2</sub> emissions. It was noticed that usage of Hybrid Taxi leads to the improvement of fuel efficiency by 33% and has saved approximately 851,505 liters gasoline in 2014 and 2015. It has also reduced carbon emissions by more than 27 percent. We have expanded the usage of Hybrid Taxis to more than 70 in the year 2015 which is planned to grow further to achieve our 2021 target of converting 50% of our fleet to hybrid.

## Green Economy

The Green Economy concept for sustainable development and poverty eradication calls for collaborative efforts from all countries and stakeholders to implement bold and transformative steps needed to shift the world onto a sustainable and resilient path. UAE has agreed on Green Economy at the United Nations Rio+20 Summit and has reflected these objectives in UAE Vision 2021. This “sets the key themes for the Socio-economic development of the UAE” and calls for “a shift to a diversified and knowledge based economy”. It focuses on demonstrating commitment towards Green Economy and to achieve green objectives, economic growth and become one of the best sustainable countries globally. We are the first Government entity to establish a dedicated section for Green Economy (2015), established the RTA Energy and Green Economy award (2013) and initiated the development of the Green Economy Framework in 2015. We aim to contribute towards the Nation’s Green Development and play a major role

across the three dimensions of sustainable development: economic, environment and social. Our strategic goal is to build sustainable transport network and infrastructure system across emirate of Dubai. We enthusiastically embrace the UAE Green Growth Strategy and our strategic plans and objectives are aligned to various international, national and local energy & green economy related strategies. These are UAE Vision 2021, Dubai Plan 2021, Dubai Integrated Energy Strategy 2030, National Innovation Strategy ,Smart Dubai Strategy and EXPO 2020 Plan.

Our vision “Safe & Smooth Transport for All” is outlined throughout our strategic planning and decisions by incorporation of Health, Safety, Green Economy & Environment Sustainability aspects. At RTA, we have set up a strategic Energy and Green Economy (E&GE) Committee which includes members from RTA agencies and sectors involved in the implementation and monitoring of E&GE strategic plan across the operational agencies, enhance stakeholders’ awareness and support green innovation.



Our Safety Risk Regulation and Planning Department (SRRPD) ensures RTA’s excellence in energy, environment performance and innovations with a sustainable transportation and infrastructure system. In all our design and purchase processes, we continuously strive to integrate sustainability at every step through proficient management and by adopting the leading practices. We have a Corporate Safety & Environment Sustainability policy which further demonstrates our

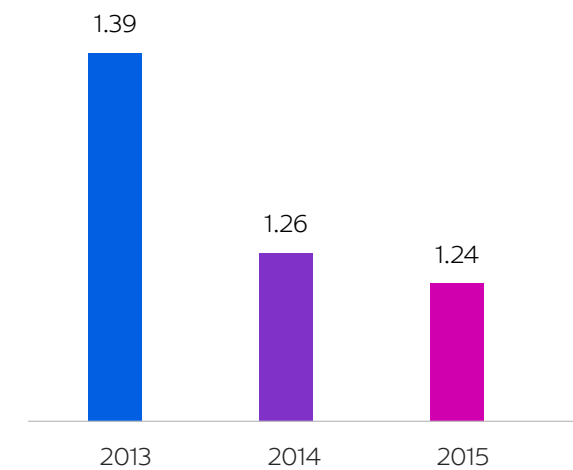
commitment towards achieving excellence in safety, and low carbon development in the areas of planning, developing, executing and monitoring. At RTA, we believe that our growth model banks on creating larger societal value by not only serving to our customers but by innovating business strategies to ensure that it simultaneously leads to the creation of sustainable livelihood opportunities and a positive environmental footprint.



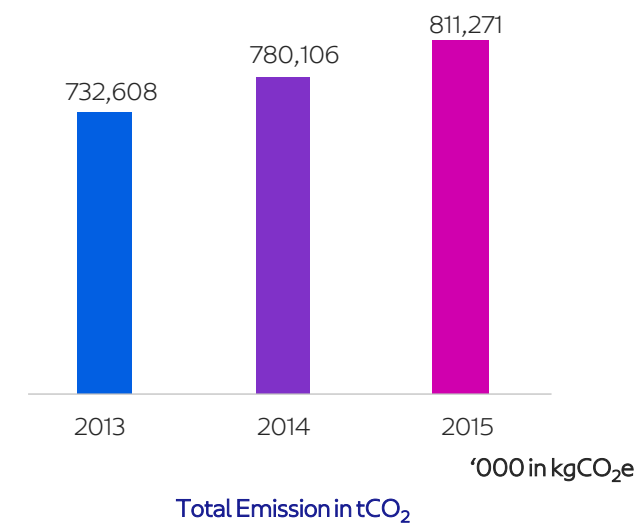
## Emission Management

We at RTA, consider emission management as our top priority and strive to reduce our carbon footprint across our operations. Our Corporate Safety and Environment Sustainability policy delineates our objective of mitigating the environmental impacts of Dubai road systems and land / marine transportation networks development and operation and reduce to levels which are “As Low As Reasonably Practicable” (ALARP). We continuously strive to achieve operational excellence through our innovative capabilities.

At RTA, we have been accounting and reporting our carbon footprint over the years and endeavor to implement low carbon development in the areas of planning, developing, executing and monitoring. Our emissions mix comprises of 37% electricity, 37% petrol, 25% diesel and 1 % water



Reduction in CO<sub>2</sub> Emission per Passenger 2013- 2015 (kg CO<sub>2</sub>e/passenger)

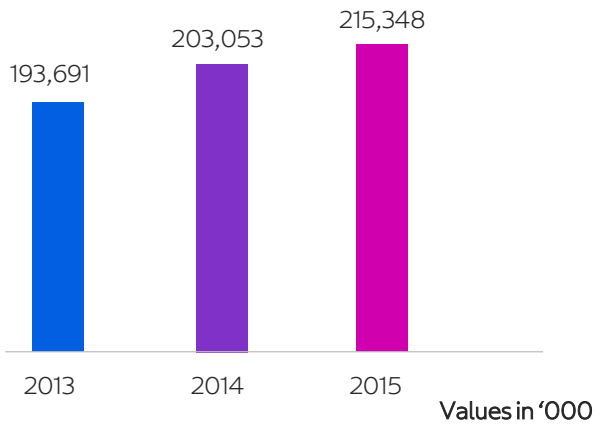


## Water Management

With increasing effects of climate change that have resulted in water stress conditions in major parts of the world, judicious use of water has become one of our major commitments. We recognize the need for responsible water management and have thus adopted a holistic approach towards effective use of water resources. We review our water risks annually and thereby create appropriate water management activities. At RTA, water is sourced from the Dubai Electricity and Water Authority .

### Water Consumption

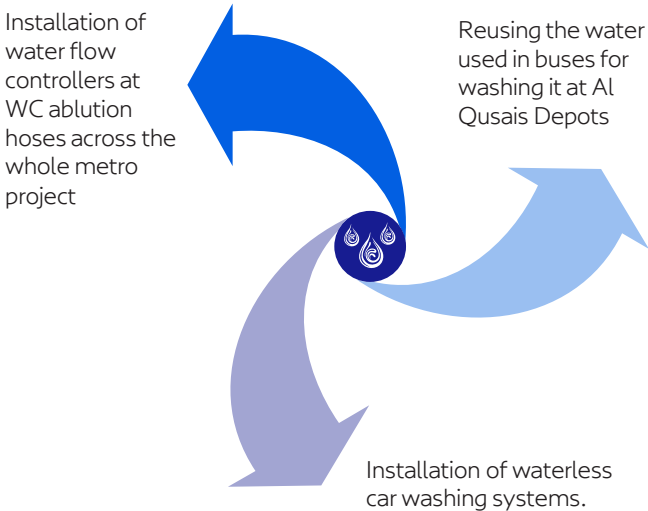
We consumed a total of 215,347,968 gallons in 2015. There has been a slight increase in consumption of water as compared to last year due to leakage in some areas. Also Dubai Taxi Corporation has also observed a 7% increase in water consumption due to addition of fleet in vehicles. However, the consumption of water by our Corporate Technology Support Service Sector has decreased. We have also undertaken appropriate measures and periodic inspection is carried out to avoid future leakage incidents.

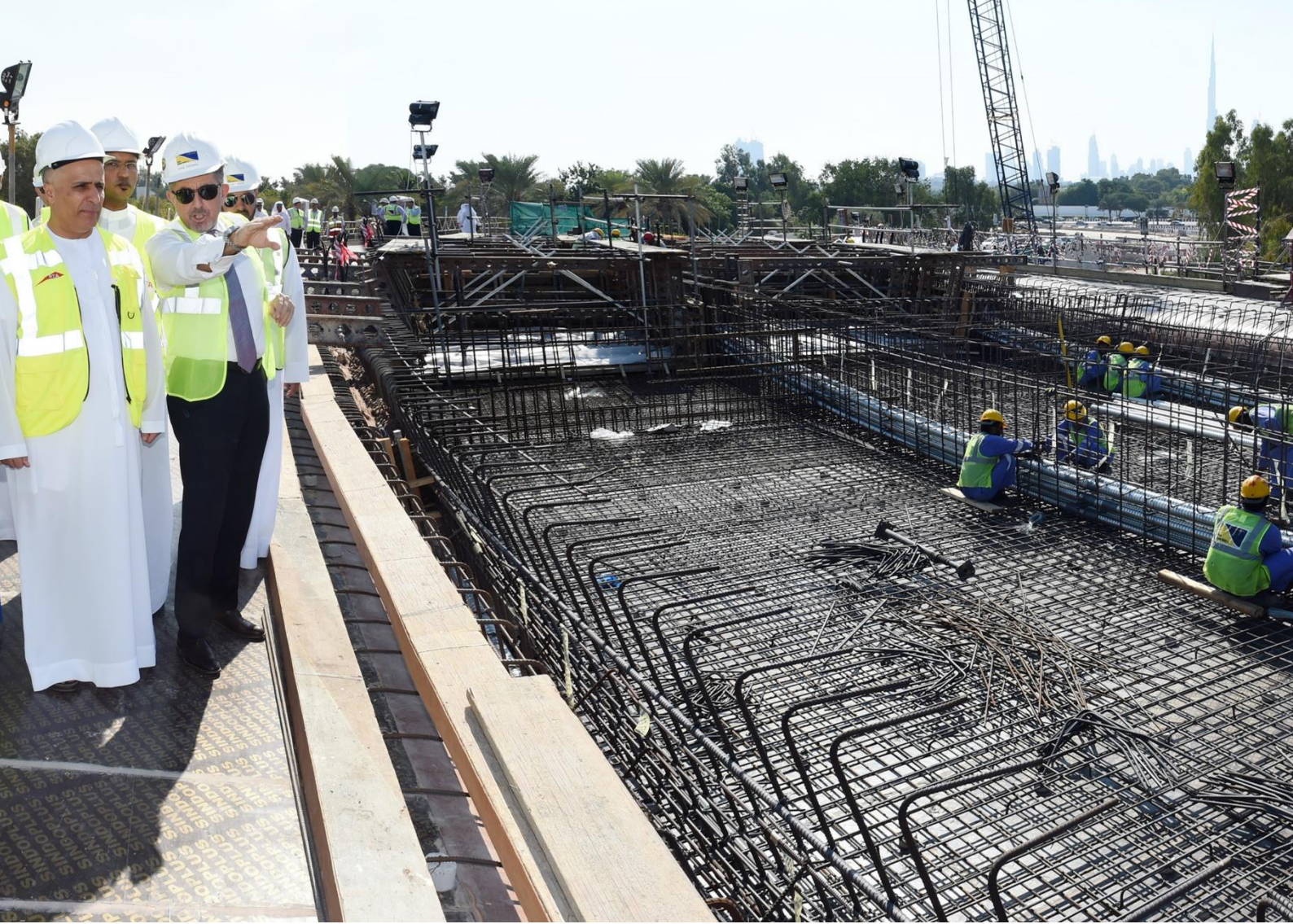


Total water consumption (in gallons)

### Water Conservation Initiatives

Some of the measures undertaken in order to reduce and recycle the water are





# Health and Safety Sustainability

Occupational Health and Safety is a core part of our business philosophy. We are committed to providing a safe and healthy workplace to our employees and all our stakeholders. We have been actively developing a safety culture in the workplace so that our staff prioritize safety first. Our strategic goal of safety sustainability outlines our commitment towards enhancing transport and traffic to reduce accidents and fatalities and foster occupational health and safety sustainability. Our Safety Awards also are aimed at reinforcing the leading role of RTA in fostering the safety performance and teamwork.



We have undertaken some strategic initiatives to achieve RTA's safety strategic objectives which are as follows:

Enhance transport & traffic safety to reduce accidents & fatalities

- Develop safe roads and public transport policies and regulations
- Develop and implement safety and monitoring processes for the public transportation
- Implement safety improvement measures for roads and public transportation systems
- Publicize safety targets and engage public participation through comprehensive awareness campaigns for roads and public transportation system

Foster occupational health and safety sustainability

- Develop RTA safety policy framework and implement a safety management system on the corporate level
- Develop and implement a safety management system at the agency level
- Develop and implement programs for staff on safety and health sustainability

At RTA, we are committed to constantly improve safety performance, which includes everything from keeping the public safe to maintaining a secure and safe environment for all employees, passengers, public interfacing partners and transport infrastructure.

Our vision “Safe and Smooth Transport for All” demonstrates our commitment towards achieving and implementing the best safety standards across all our transport agencies and sectors. We have a corporate health and safety policy which delineates our objectives of integrating health and safety considerations into strategic planning, identification and mitigation of health and safety risks in its transportation networks and compliance with legal requirements. The terms of reference of this policy are communicated to all our internal and external stakeholders through various channels. As part of the system, we expect all our employees to adhere to authorized instructions. We have implemented the internationally accepted best practice measures in the areas of Health and Safety, Crisis Management, Business Continuity and Enterprise Risk Management and is in compliance with legislations and regulations. Our health and safety systems are certified to OHSAS 18001:2007 standard.

Our Safety System is a framework developed to systematically and methodically manage risks in all work processes and is aligned with our core values. It promotes swift investigation of the causal factors of any incident, and encourages a culture of open reporting and organizational learning. We carry out stringent audits and inspection in order to enhance our safety performance.

## Safety structure

We have formulated a Safety structure to demonstrate our commitment to occupational health and safety. The Safety Risk Regulation and Planning Department acts as corporate focal point for all matters related to health and safety by setting frameworks, processes and audits to ensure safety and environmental protection at all the projects. The governance structure also serves to promote safe workplace behavior within the organization. We have established HSE governance structure which includes the following structure.

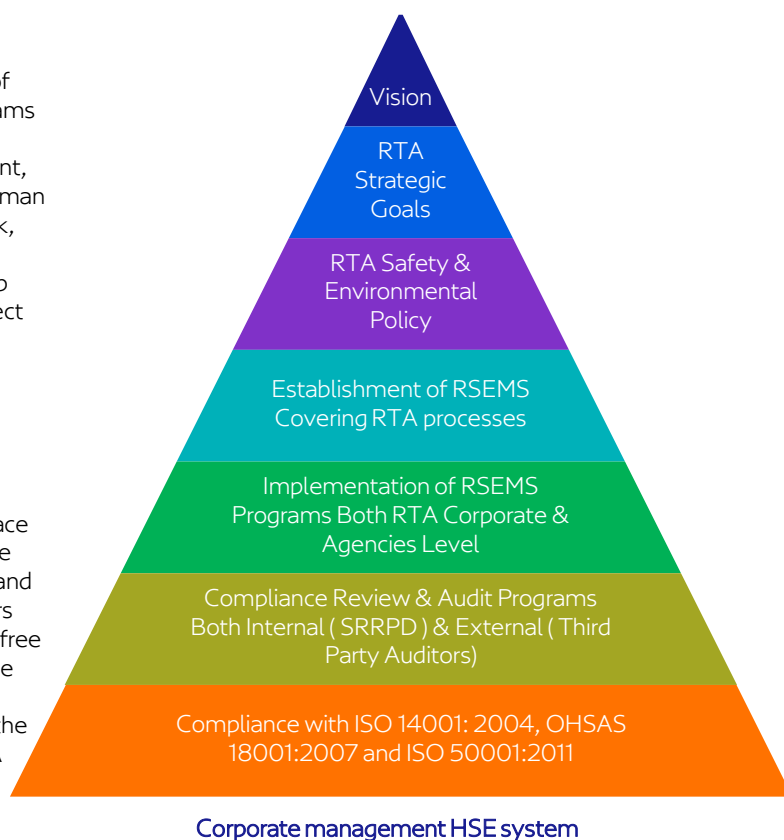


## Safety Committee

All our HSE decisions are undertaken through collaborations of various teams, departments and top management. These teams are Agency / Sector Level RTA Safety & Environmental Management System (RSEMS) team, RTA Senior Management, RTA Board of Executive Directors, Director General and Chairman of the Board of Executive Directors and Corporate Safety, Risk, Regulation and Planning Department. Our formal joint management- health and safety committee consists of 10 top management, 14 management and 50 team members. Project specific meetings, (subject to HSE) are conducted between Agency / Sector management teams with Contractor Management Team & Project Teams.

## Safety Dashboard

As people are most valuable asset to any organization, we place occupational health and safety on top of our priorities and have taken steps to mitigate risks that might lead to fatality, injury and occupational illness of employees, passengers and contractors across our agencies and sectors. Our aim is to create accident free zone for employees, contractors and passengers. We measure our safety performance through the Equivalent Fatality Rate (EFR) which is a unique indicator to RTA that it demonstrates the performance of all our surface transport systems and the RTA organization set-up.



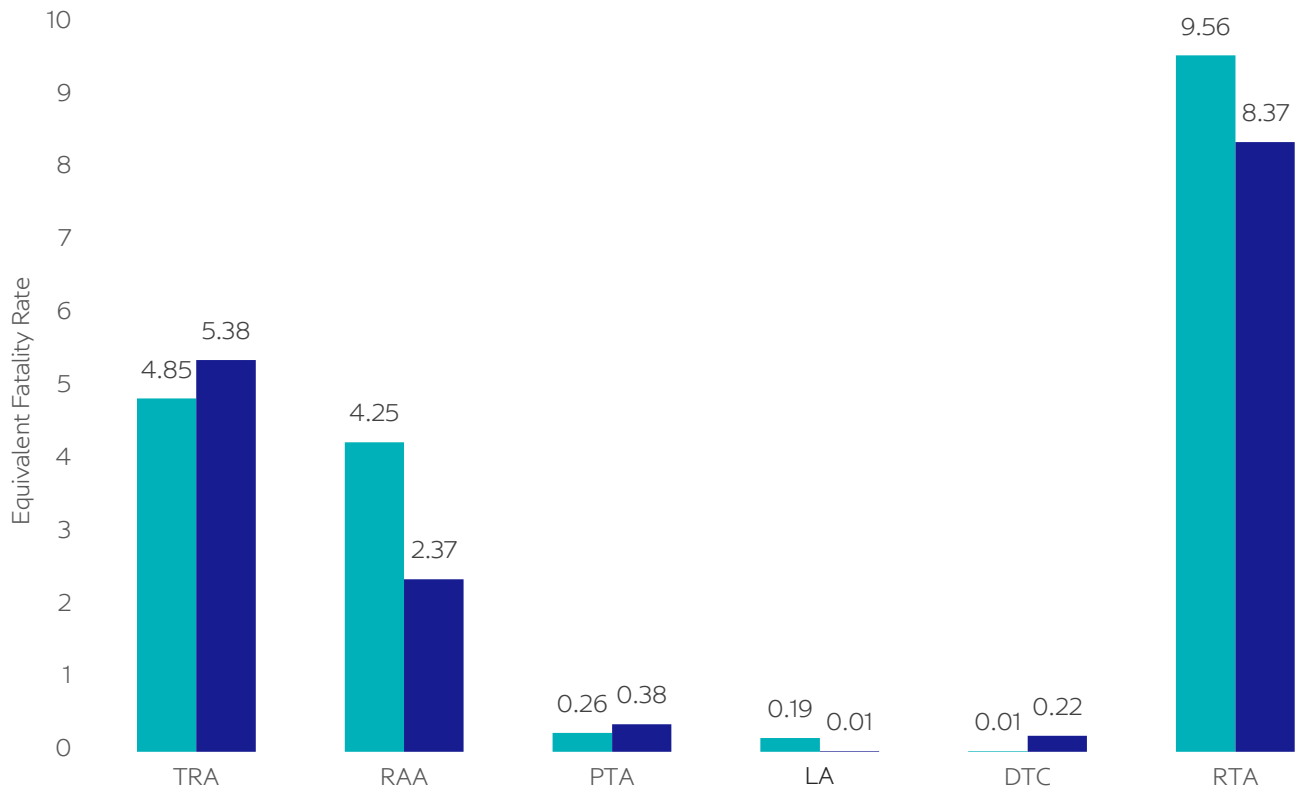
	TRA	RAA	PTA	LA	DTC	SEC
Near miss	1	0	0	0	3	0
Minor	0	0	1	0	2	1
Moderate	1	0	1	0	2	0
Severe	0	0	0	0	0	0

Safety Statistics RTA (Nos) for 2015

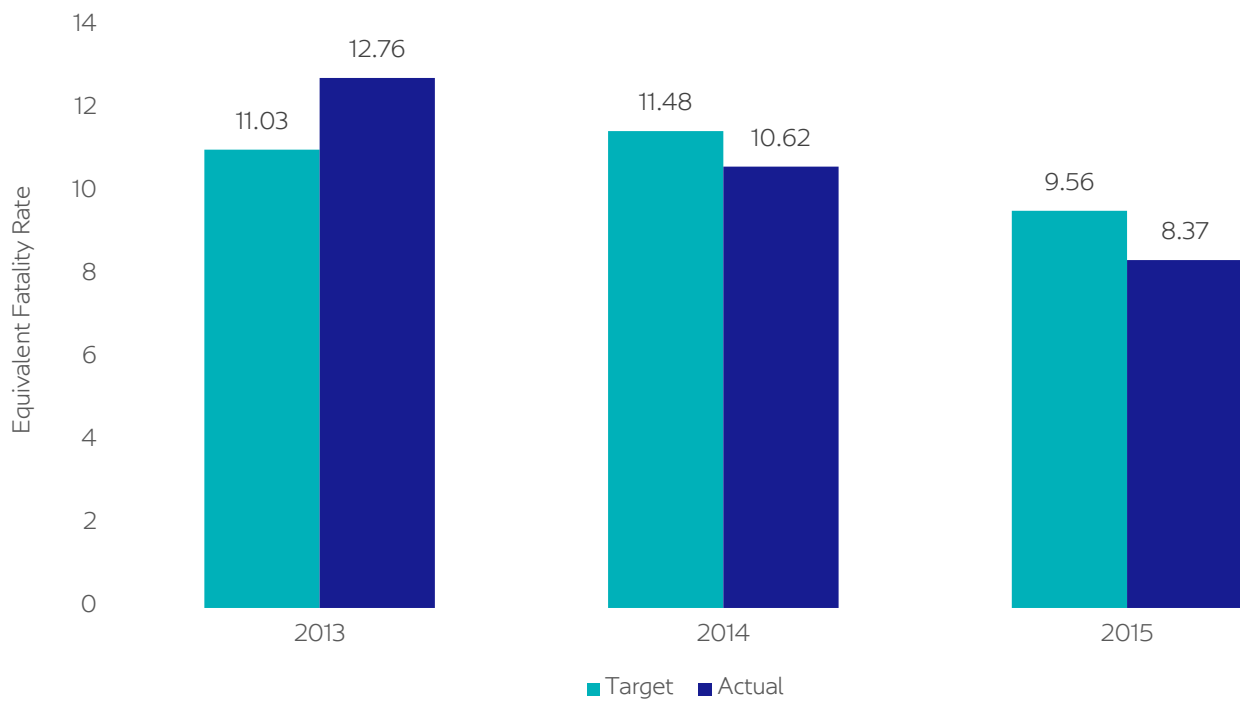
	TRA	RAA	PTA	LA	DTC	SEC
Near miss	155	391	22	0	0	0
Minor	418	227	7	1	0	0
Moderate	11	1	2	0	0	0
Severe	0	0	0	0	0	0

Safety Statistics- Contractor (Nos) for 2015





EFR Target Vs Actual for 2015



RTA – EFR Statistics over the Years

**Zero**  
Fatality  
(Occupational  
Health and  
Safety)

**13%**  
Reduction of  
Accident Rate  
recorded in  
2015

**134%**  
Improvement  
of Near-miss  
Reporting in  
2015

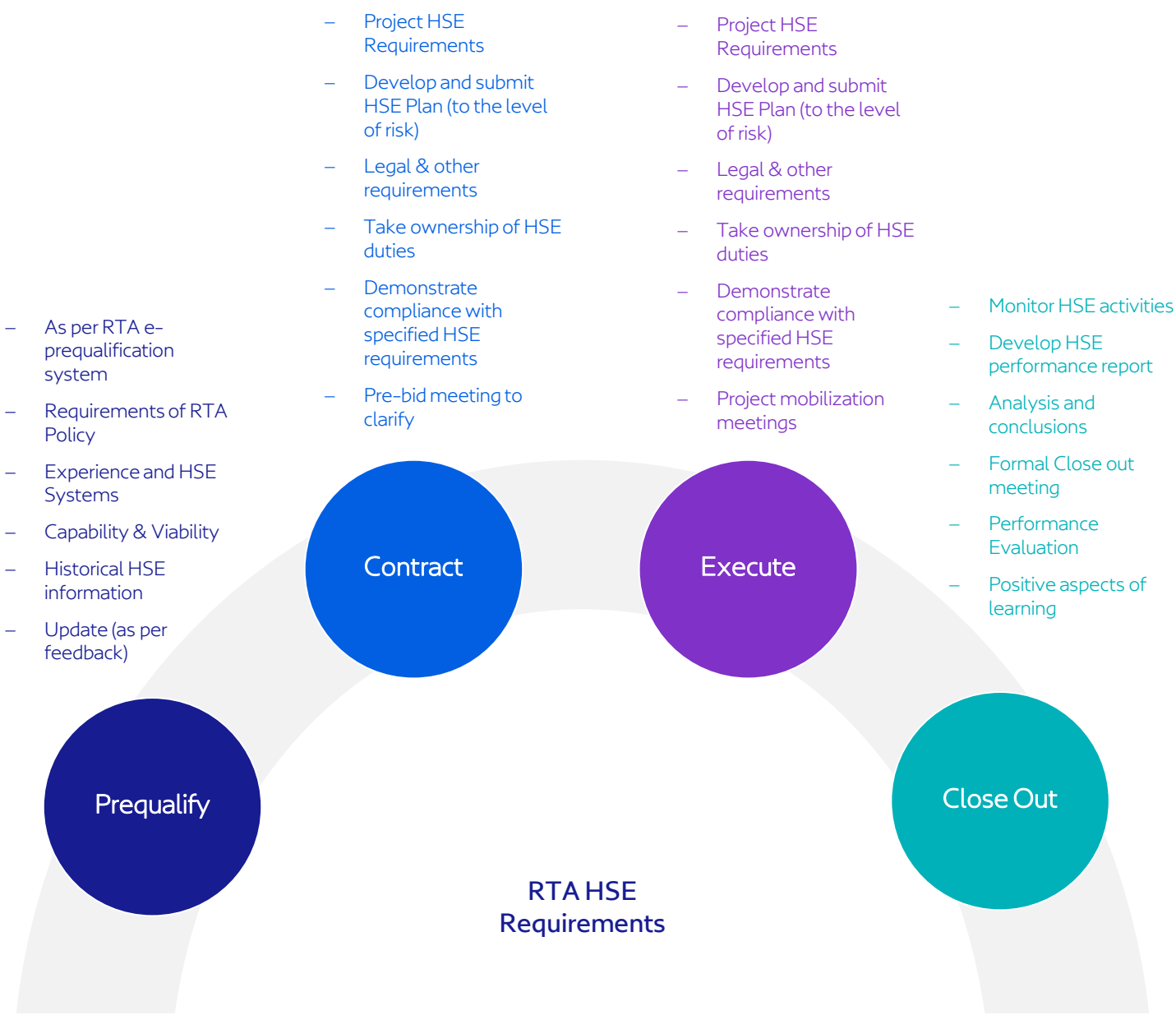
**7.5**  
RTA 2016 Target  
EFR Rate (10%  
reduction from  
2015 Rate)

## Occupational Diseases

We lay great emphasis on managing the workers with high risks of incidents or diseases related to the occupation. We have a Safety and Environmental Sustainability Policy and are committed towards minimizing the injuries and illness. We have also identified occupational health and safety as a risk category in our Enterprise Risk Management Framework. The risks related to occupational health and safety are identified and assessed as per the risk management process. Based on the above, we identify the necessary controls (proactive & reactive) and implement the same across our premises. We have put various controls in place

and have implemented various training programs and counselling sessions, communication channels, awareness programs , etc. to reduce any hazards at workplace. Risk reviews are regularly conducted to check the progress on these programmes identified. Periodic audits are conducted to check and confirm the effectiveness of these controls. Communicable diseases are identified and emergency plans are established across our operations. We communicate key messages to our employees, families and community through our Al Masar magazines. Various health screening sessions and safety campaigns are conducted in coordination with partners / stakeholders. There have not been any occupational diseases recorded in 2015.

## RTA HSE Requirements for Contractor Management





# Workforce Management

Employees are one of the most valuable stakeholders of RTA. We continually aim to provide excellent opportunities and a positive work environment for our employees. We endeavor to ensure continuous development of our staff by enhancing and developing their capabilities. We give a particular focus on the recruitment and development of UAE nationals and residents hence supporting the Emiratization initiative of the UAE government.



## Workplace Diversity

We are committed to creating a working environment in which there is mutual support, trust and respect. We work in an environment where diversity is valued because we understand that to move forward, we need to innovate; this can only be achieved when there is an open mind to variety of ideas and perspectives. Our workforce is divided among seven sectors/agencies, and so we benefit from having experts in a range of fields including engineering, management, finance, urban planning and more.

## Representation of women

A study by the Organization for Economic Co-operation and Development (OECD) on gender equality proved that an increase in female labor force participation (or a reduction in the gap between women's and men's labor force participation) results in faster economic growth. We acknowledge the importance of female employees in business and the benefits of increased enrollment of women within the organization.

## Dubai Taxi Case Study:

Dubai is one of the few cities in the world to have a dedicated taxi service with women chauffeurs. This service was launched in 2007 to encourage women to pursue a career in this arena which tends to be male-centric. We ensure that they are provided with all the necessary skill sets required for the job.



## Emiratization

Emiratization is an initiative by the UAE government to increase the proportion of Emiratis in the public and private sector workforces. Therefore, it is our responsibility to ensure we provide sufficient incentives and opportunities for Emiratis to work for RTA. Some of these initiatives, mandated by law, include a different pay scale for Emiratis compared to expatriates as well as blocking certain job roles and positions for Emiratis only. We also celebrate the annual Flag Day, Union Day and other occasions to promote national identity within RTA offices.

We have a succession planning policy that allows us to ensure a smooth transfer of duties from one federal employee to the next. This policy is mainly about filling in a critical managerial position such as director or CEO. It consists of selection criteria and an employee development plan that involves adequate training and special projects assigned to suitable employees.

## Performance management and rewards

We take great pride in our employees and aim to reward their achievements fairly. To do so, we carry out performance reviews for all of our employees and consider possibilities for promotions, salary increments and other rewards on a yearly basis. In addition to compensating our employees, the performance reviews help us update our talent base for any additional qualification that our employees might have gained. This also helps us appoint internally in the event of any job openings.

Maintaining employees' happiness is our priority, and so we offer comprehensive packages with a range of benefits. These benefits include:

- Medical insurance
- 5% monthly pension contribution to the Statutory Pension Scheme
- Flight tickets
- Flexible working hours
- Range of leave allotments

At RTA, we recommend that every employee takes their annual leaves to ensure that a healthy work-life balance is maintained. We actively encourage employees to plan their vacations right from the beginning of the year. To further promote a healthy work-life balance, we have introduced a flexible working hours system for those employees who are not in direct contact with customers or on a shift schedule. This system allows employees to log in 30 minutes around the official working time i.e. 7:30 am – 2:30 pm as long as they work for a minimum of 7 hours on weekdays.

End of service benefits for employees:

- One month basic salary per year for the first five years of service
- One and a half month basic salary per year for the second five years of service
- Two months basic salary per year for any year afterwards

## Employee Engagement

At RTA, we maintain an open-door policy for our employees to raise any work-related concerns or suggestions and receive management support. Employees are entitled to convey grievances directly to any senior level management including the department director and CEO while adhering to RTA's policies and guidelines. All our human resource policies are set in accordance with Human Resources Management Law No. (27) 2006. In 2015, we had no grievances on labor practices or human rights filed. To further engage with our employees, we conduct regular meetings and discussion sessions in order to make sure that all feedback is taken into consideration through these communication channels.

### Principles and standards:

In an immensely multicultural work environment such as ours, it is essential that we respect the various backgrounds that our employees come from. To safeguard our employees from any inequality, we have set the following principles as a code of conduct:

1. **Integrity:** Employees are expected to have the highest sense of integrity in the workplace. We believe that without integrity, it's impossible to achieve our standards and to maintain and promote RTA's image and reputation.
2. **Professionalism:** Employees are expected to extend RTA's professional image within the workplace by adopting courteous and professional behavior towards co-workers, clients, and visitors.
3. **Impartiality:** Given our diverse workforce, we expect and ensure that our employees do not exercise any discrimination in the workplace towards their colleagues, customers or visitors.
4. **Mutual Respect:** In addition to not being discriminatory, we require our employees to demonstrate respect to one another's personal values.
5. **Accountability:** Employees, as well as contractors and other service providers, are required to take ownership and responsibility in performance of their duties.

## Training and development

We are dedicated to the training and development of our employees across agencies, sectors, and all employment categories. Our regular training exercises help our employees to upgrade their skill set of which also helps us effectively manage our succession policy.

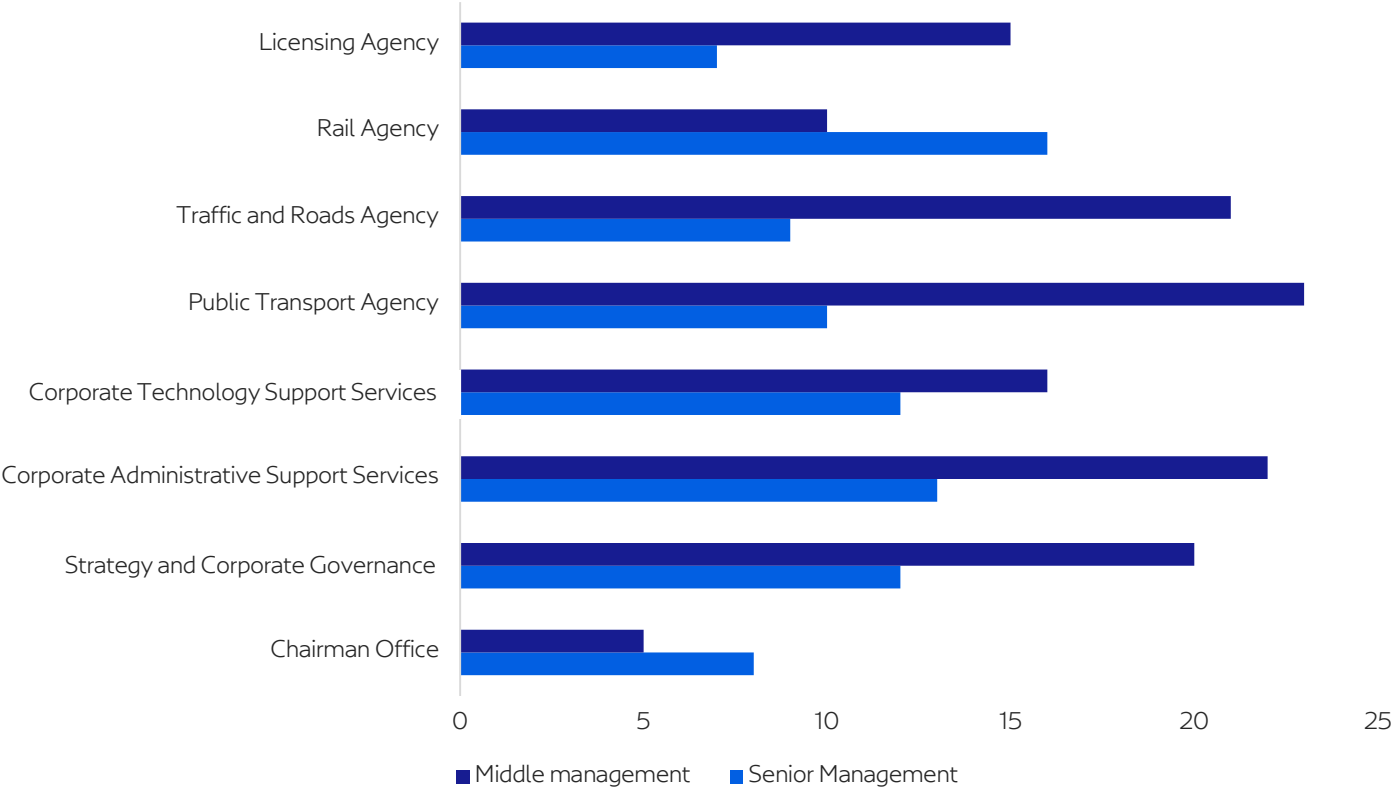
Moreover, we also engage with the next generation and provide career building opportunities for young talented graduates. To this effect, we introduced the Edaad program, which aims to achieve higher levels of talent acquisition, as well as attract young talent. This program was devised for fresh UAE national graduates and in 2015, we had 17 graduates register for it. At the beginning of the course, the concerned entity provides a development plan for each participant, tailored to suit the target function. This includes training courses and field working experience for two years, after which the graduate trainee is offered an appropriate position within RTA.

## Human Capital metrics

Employment category breakdown by gender:

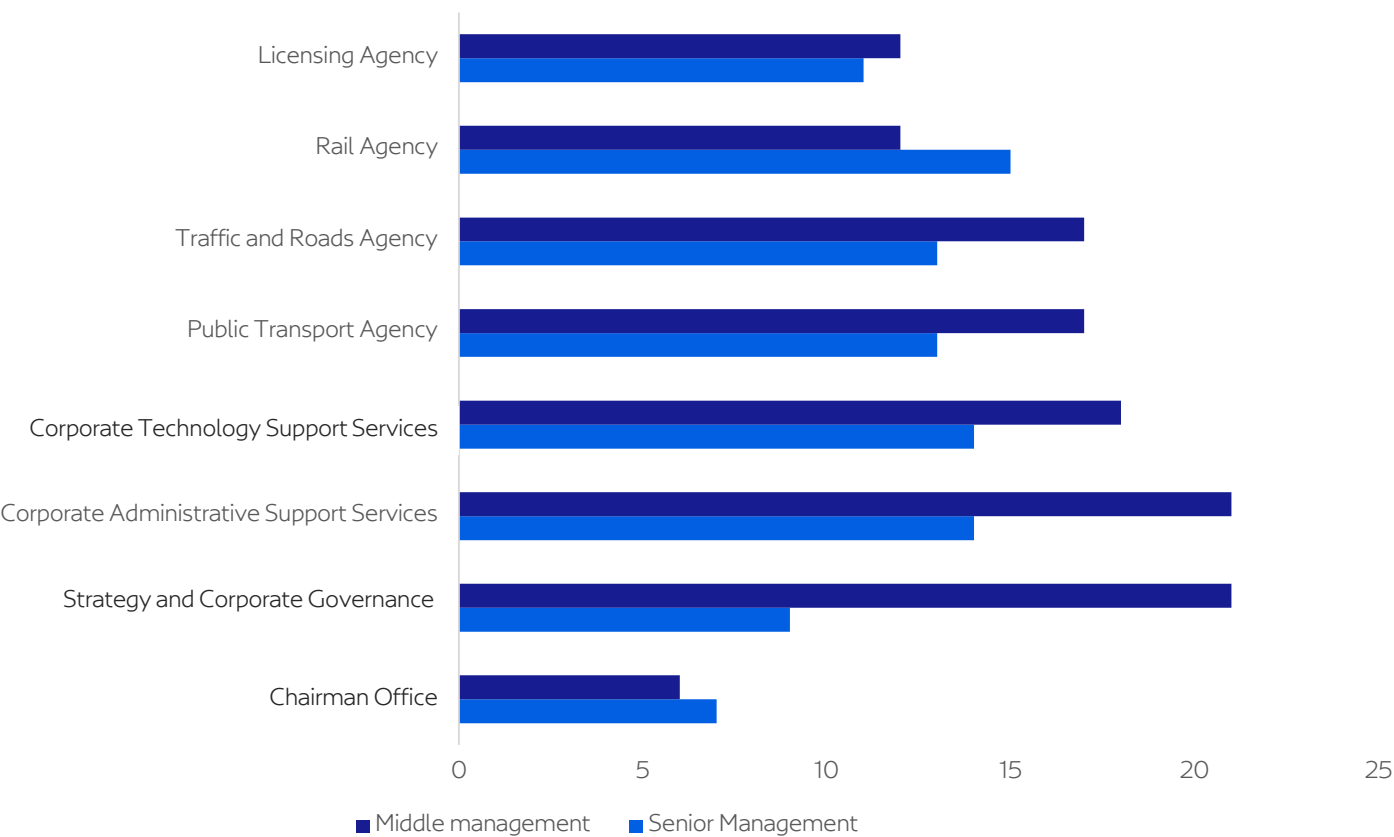
Employment type	Male			Female			Total Employees		
	2013	2014	2015	2013	2014	2015	2013	2014	2015
Senior Management	76	87	81	11	12	10	87	99	91
Middle Management	98	89	106	34	35	46	132	124	152
Supporting jobs	2,024	2,244	2,244	602	645	645	2,626	2,889	2,889
Labor	3,332	3,111	3,131	1	-	-	3,333	3,111	3,131

2013 agency and employment breakdown by management:



2013 Employees in management role

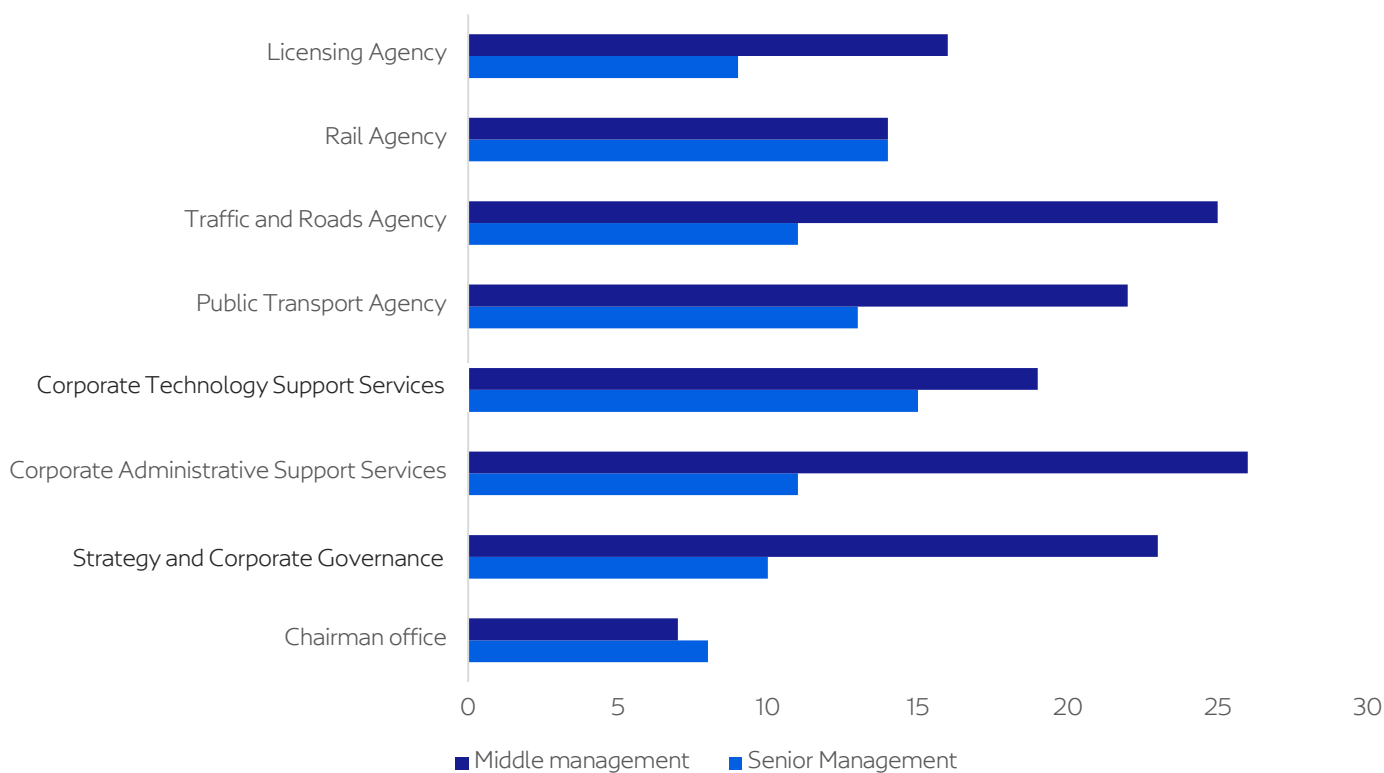
2014 agency and employment breakdown by management:



2014 Employees in management role



## 2015 agency and employment breakdown by management:

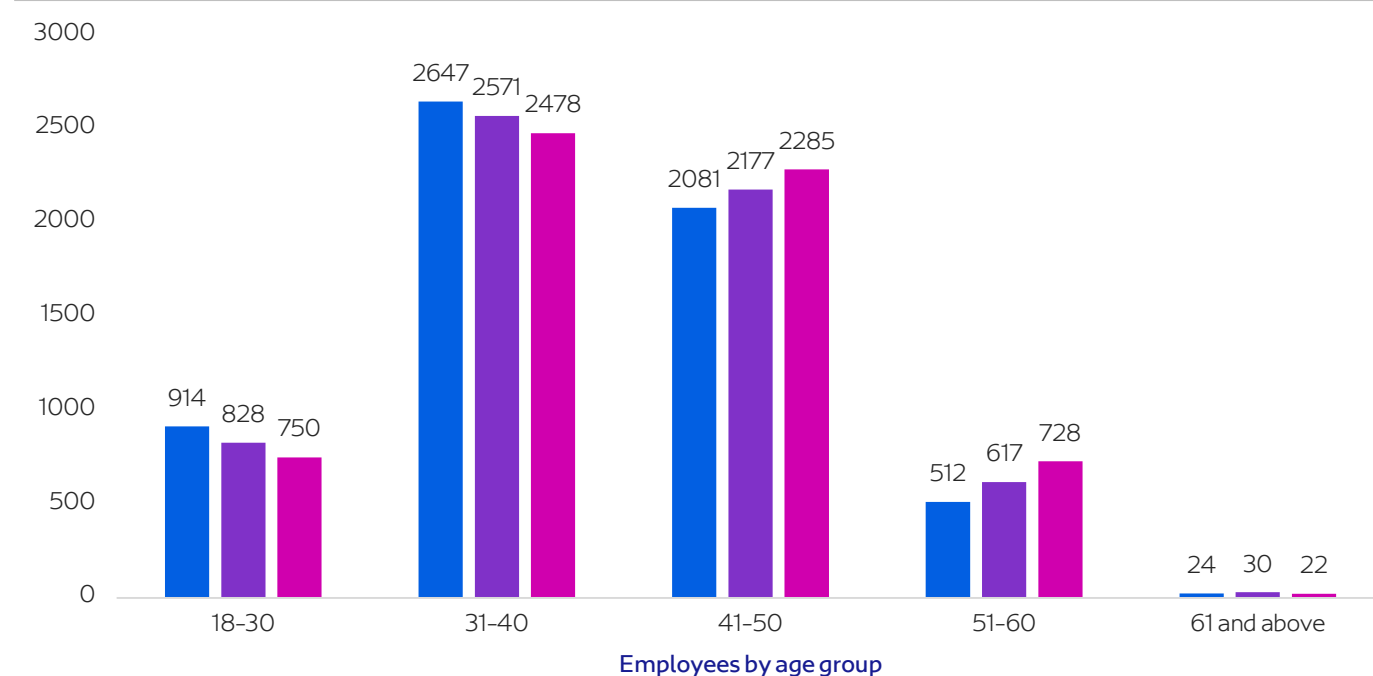
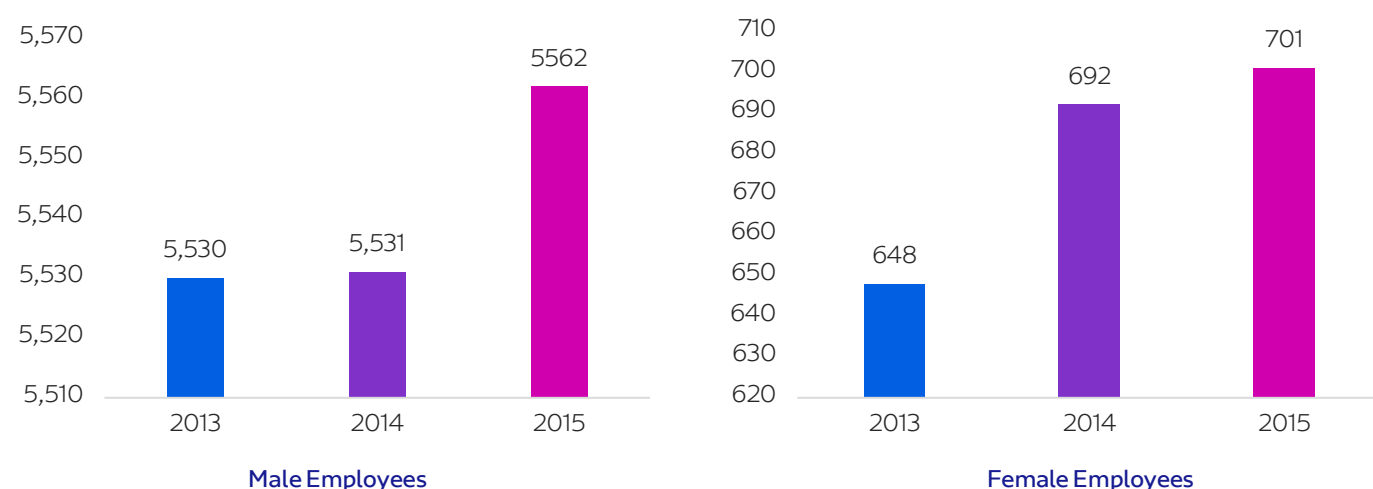


2015 Employees in management role

## Employee breakdown by supporting jobs and labor

Agency/Sector	Supporting jobs			Labor		
	2013	2014	2015	2013	2014	2015
Chairman Office	42	51	45	2	2	2
Strategy and Corporate Governance	105	107	112	3	3	3
Corporate Administrative Support Services	416	408	405	13	14	13
Corporate Technology Support Services	135	146	150	7	7	6
Public Transport Agency	592	781	753	3,210	2,983	3,015
Traffic and Roads Agency	966	1003	982	76	69	70
Rail Agency	121	140	147	3	2	2
Licensing Agency	249	284	295	19	4	20

## Employee breakdown by gender



## Total Workforce: Agency and Gender breakdown

Agency/Sector	Male			Female		
	2013	2014	2015	2013	2014	2015
Director General and Chairman of the Board of Executive Directors	39	41	40	18	21	22
Strategy and Corporate Governance	92	87	88	48	54	60
Corporate Administrative Support Services	217	200	201	247	257	254
Corporate Technology Support Services	119	119	116	51	66	74
Public Transport Agency	3,745	3,715	3,733	90	80	70
Traffic and Roads Agency	999	1,016	998	73	86	90
Rail Agency	115	131	134	35	39	43
Licensing Agency	204	222	252	86	89	88

## Employees terminated, new hires and turnover by gender

Gender	Employees terminated			New Hires			Labor turnover		
	2013	2014	2015	2013	2014	2015	2013	2014	2015
Male	359	360	354	483	347	343	6%	7%	6%
Female	88	90	117	123	122	104	14%	13%	17%

## Employees terminated and new hires by age group

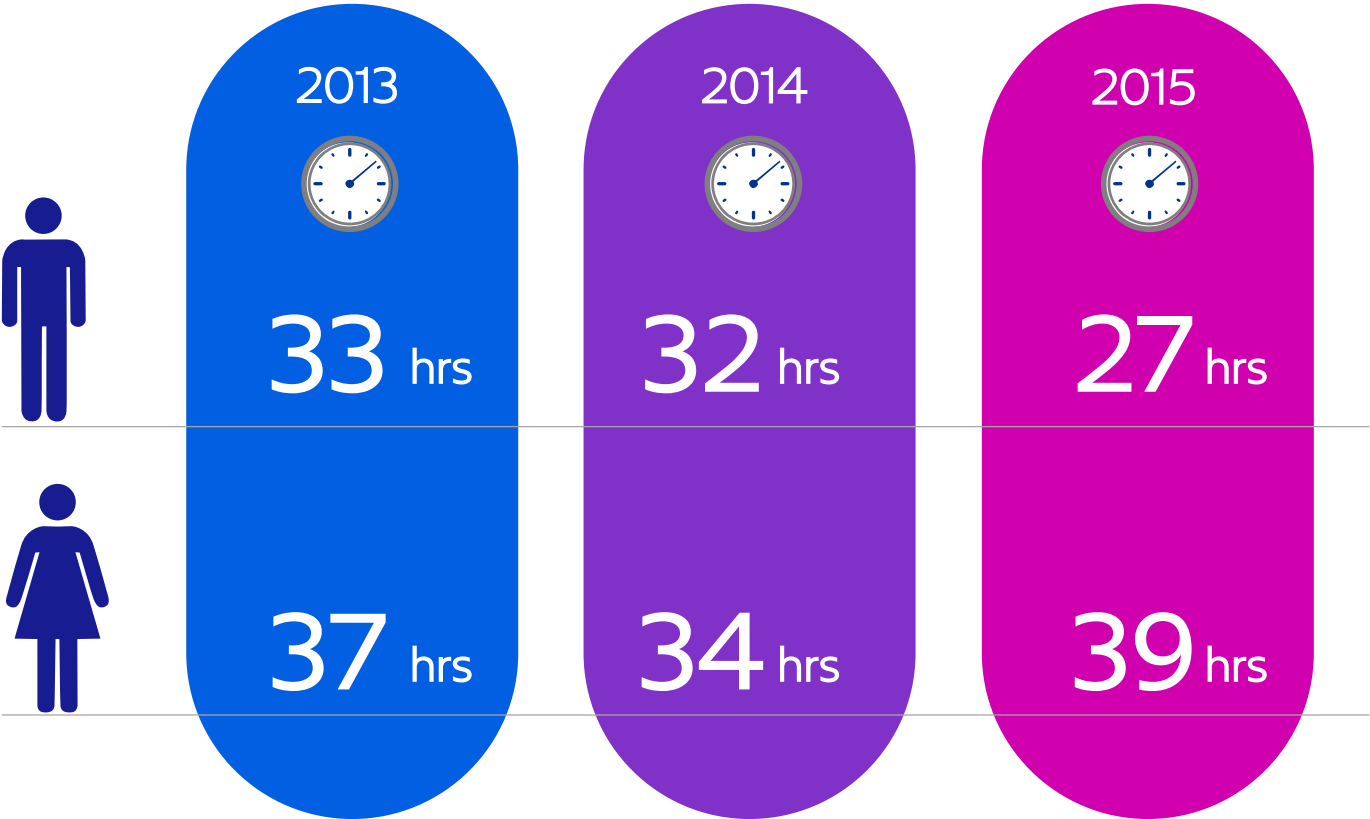
Age group	Employees terminated			New Hires		
	2013	2014	2015	2013	2014	2015
18-30	92	105	81	256	215	153
31-40	184	181	214	252	189	216
41-50	107	121	123	88	58	67
51-60	48	29	28	9	7	11
60 and above	16	16	25	1	0	0

## Total employee turnover by agency and sector

Agency/Sector	2013	2014	2015
Director General and Chairman of the Board Executive Directors	6	9	6
Strategy and Corporate Governance	22	33	32
Corporate Administrative Support Services	78	77	90
Corporate Technology Support Services	20	18	25
Public Transport Agency	168	179	212
Traffic and Roads Agency	99	93	64
Rail Agency	18	14	14
Licensing Agency	36	27	28



Average annual training hours by gender





# Customer Centricity

Customer centricity in today's competitive environment is not simply aspirational, it is essential. In a fast changing world, new challenges and rising customer expectations have become the norm. Staying relevant in the midst of these changes and embracing new technologies will help us maintain a strategic position. Our strategic goal no. 3, 'People Happiness', ensures harmony with customers and bears testimony to the fact that we firmly believe customer centricity is one of the key elements in building a sustainable organization.

Our customer service department provides its services to the public through eight dedicated service centers, the contact centre and the customer care unit. These units look into the complaints and suggestions received from our stakeholders. In addition, online service channels are available for our customers that wish to transact online. Our department aims to achieve excellent standard of services for all our clients. This is envisaged through providing a sound work environment and applying various methods that facilitate the smooth running of business, guided by the latest technological means. Our department also aspires to provide all our clientele with proper guidance, and respond to their suggestions, complaints and expectations in an accurate manner.

## Customer Health and Safety

The safety of our customers is a matter of highest importance to us. We realize that in order to keep up with the growing preference of public transportation, we must ensure safety of

all our customers. We have formulated a corporate health and safety policy in the interest of all stakeholders including customers. The health and safety risks related to our operations are reviewed and updated on a regular basis as per the Enterprise Risk Management System established in RTA. Furthermore, we have conducted various awareness programs across our operations to improve the health and safety of our customers. We have invested in media campaigns as well as on ground signs to convey safety precautions that our customers must take while using our services.

Moreover, we conduct regular audits and inspections to confirm the adequacy of policy and effectiveness of its implementation. Necessary actions are taken to mitigate any potential health and safety risks to our customers as a key priority. We are ISO 39001:2012 (Road Traffic Safety Management System) and OHSAS 18001:2007 (Occupation Health and Safety) certified.

## Tram Safety Campaign



The primary objective of this campaign is to educate customers about safe practices while using the tram and while sharing roads with the tram.

The key beneficiaries of this campaign are:

- Road users (drivers, cyclists and pedestrians) that are unfamiliar with the tram signage and rules that accompany them.
- People who are still unaware of the safety protocols while onboard the tram.

The solution lies in the simplification of signage, in order that passengers are better able to understand and follow it. This campaign has been primarily targeted at Dubai residents, especially those that live and drive in tram-operated areas. The campaign has been carried out in English, Arabic and Malayalam.

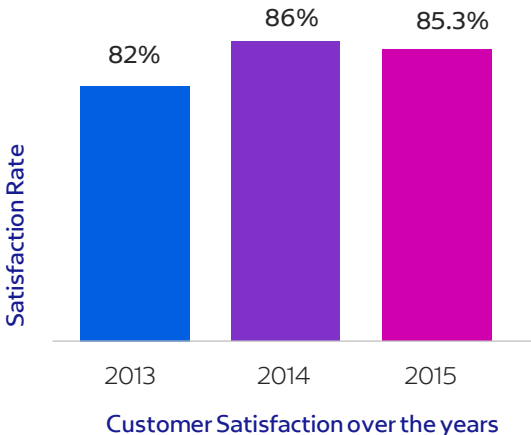
## Customer Satisfaction

During the year, we have taken up multiple initiatives to raise customer satisfaction and we frequently introduce new channels for customers to communicate with us. In order to reduce the wait time and load on customer service call centres, we took measures to increase awareness of the variety of communication channels available such as the 24 hours a day chat service online. Moreover, we have improved the customer service within our centers by outsourcing some positions (such as reception staff) to increase the quality and speed of service and provide a more welcoming atmosphere for customers. Additionally, we carry out regular specialized training sessions for members of our staff that are in direct contact with customers, to develop better customer relations.

In order to enhance the quality of service provided to our customers, we have undertaken various initiatives in order to

1. Reduce cash trading risks by diversifying payment channels.
2. Raise customer satisfaction by installing QMaticat Desk Services Finance.

3. Reduce the number of customer complaints and make customers aware about alternative service channels to provide services such as sites that operate a 24 hours a day messenger service.
4. Improve quality and speed of service to customers by employing qualified staff.
5. Train existing staff, especially those in contact with the dealers, on the mechanisms, methods and culture of customer service.



## Case study: Labaih campaign

In its efforts to raise the profile of its service channels; the customer service department has launch the Labaih Campaign which is a multi-phased direct campaign aiming to introduce and reinforce RTA communication channels with customers. Labaih phase 1 will focus on creating awareness through various above-the-line and outdoor campaigns. Phase 2 will be more focused on in-store promotions, print and social media.

Customer feedback is a highly essential resource that enables us to improve upon our services and hence we attribute a lot of importance to it. We have implemented a range of internal systems and procedures to ensure that all customer feedback is taken into consideration which ultimately helps us improve customer satisfaction.

## Customer Relationship Management (CRM)

We at RTA use the CRM system to manage customer complaints, suggestions and notifications. We also use the FICCI (Framework of Integrated Customer Insights) to understand customer needs.

### Ideas and Suggestions

Customer ideas and suggestions are actively sought out through various channels as they help us identify areas for improvement in the following areas:

- Productive utilization of resources
- Efficiency in major processes
- Environmental sustainability
- Image and reputation

## Complaints

We have a regimented process to respond to customer complaints:

- We receive notifications and complaints from its customers through various channels i.e. online, telephone, RTA P. O. Box, fax, email, walk in customers, social media, customer councils and focus groups, media channels and more.
- All complaints and notifications are studied and replied to in a timely manner to ensure customer satisfaction.
- A state of the art CRM System is used to track complaints progress from the start of log in until closure and complaint resolution.
- The Customer Service Department has set performance KPIs to ensure the timely addressing of complaints
- In 2015, there were no complaints regarding breaches of customer privacy and/or losses of customer data.









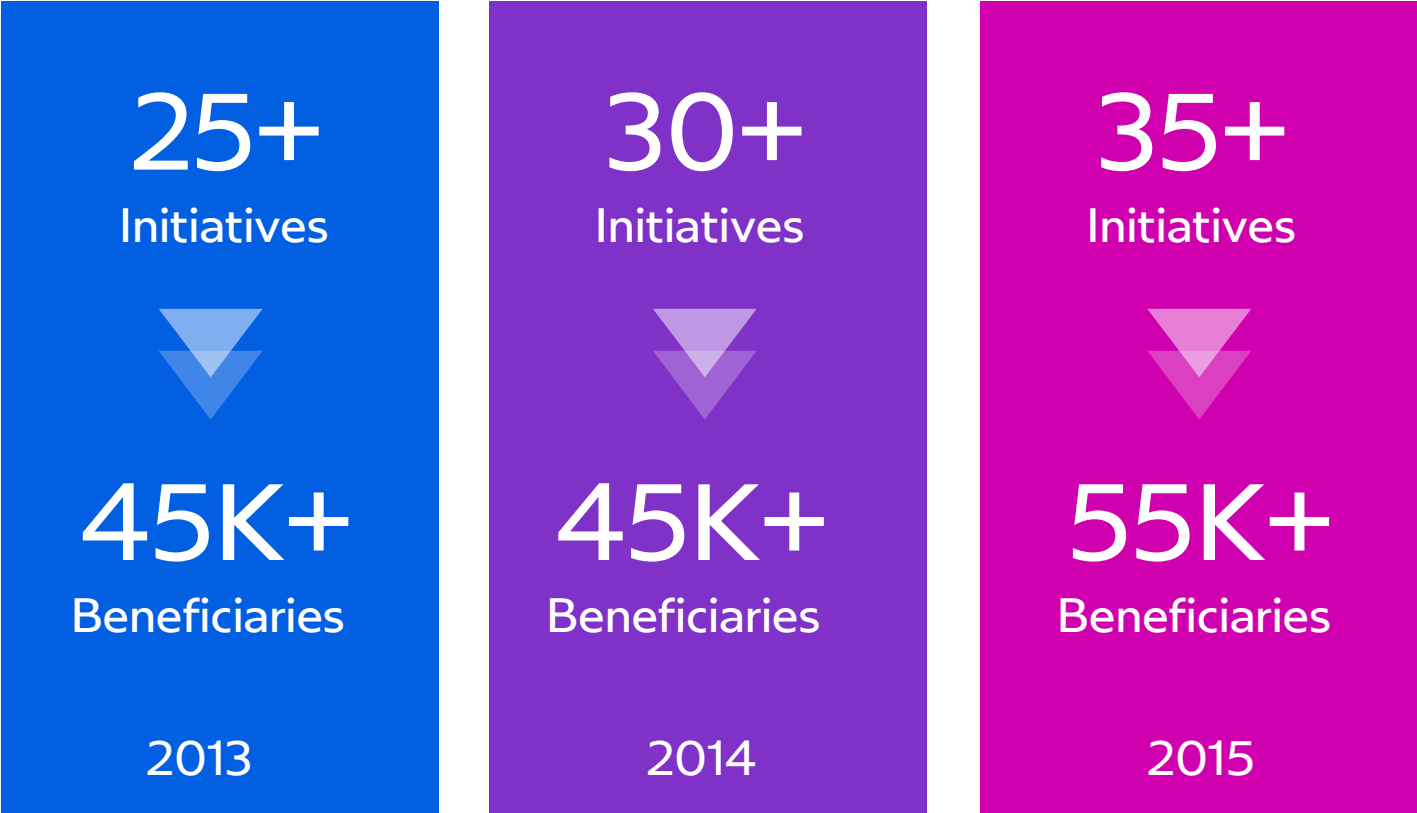
# Community Development

The advancement of social responsibility and the spirit of collaboration and cooperation among all members of the community are precious values to us and key components of UAE Vision 2021. In line with these values of social responsibility towards nation and society, we have implemented several initiatives and activities that serve various segments of society, with particular emphasis on the elderly, the disabled, orphans and students. These actions conform to the directives of HH Sheikh Mohammed bin Rashid Al Maktoum, UAE's Vice President, Prime Minister and Ruler of Dubai: that the UAE and the Emirate of Dubai be a standard-bearer for charitable and humanitarian works and outstanding social services in the region and globally. By this directive, our leadership has increasingly emphasized community development as one of our core objectives.

Stakeholder beneficiaries of RTA CSR initiatives: 2013-15

The following table depicts the primary beneficiaries of RTA CSR initiatives between 2013-15, with figures for the number of

initiatives as well as the number of recipients within each category. We are gradually expanding our scope of impact through a greater number of initiatives by which we increasingly focus on helping the most vulnerable segments of society such as orphans and elderly people with special needs. In 2015, there have been no grievances about impacts on society.



CSR Strategy

We define Corporate Social Responsibility as "taking into account the social, environmental and financial impact of all decisions and actions." Dubai has had unprecedented growth across all sectors in the last decade, and we have played a notable role in ensuring that the city has progressed in the most optimal way to facilitate this growth through the development of infrastructure and innovative modes of travel.

While we have contributed enormously to the growth of the city, it is important for us to be cognizant of our social and environmental responsibilities. We are determined to incorporate these responsibilities into our regular business practices and operations. In fact, there are multiple convergence opportunities wherein our CSR strategy can systematically contribute to the realization of our vision for "safe and smooth transport for all".

Our CSR strategy is based on the fundamental principles of sustainable development, namely: environmental, economic and social. To comply with our vision, we have included, 'safety' as well. Our four key pillars are as follows:

1. **A Green Dubai** – We believe that by boosting environmental awareness and fostering innovation, we can reduce Dubai’s carbon footprint and significantly contribute towards its transformation into a more environmentally friendly city.
2. **Dubai as an Exemplary Economy** – We wish to see Dubai become an exemplary economy and to do so, we aim to increase access to transport for all and measure the societal impacts of our operations.
3. **A Happy Dubai** – We intend to promote one of Dubai’s unique traits – its diversity – through the enhancement of multiculturalism. We also recognize some of the challenges that Dubai faces; specifically with regards to obesity, which we aim to tackle by encouraging a healthier lifestyle amongst Dubai’s residents.
4. **A Safe Dubai** – With safety being one of our most significant priorities in all our operations, we have set specific targets to reduce road accidents and any other incidents. We aim to achieve this by investing in research and development to improve Dubai’s transportation network and by educating our youth to drive behavioral change in road safety.

# 1

## A Green Dubai

### Strategic Focus:

Environmental consciousness

### Objectives:

- 1.1 Create internal and external environmental awareness
- 1.2 Sustainable transport

### Beneficiaries:

- RTA employees
- Families of RTA employees
- General public
- Dubai travelers
- Students
- RTA customers
- Private companies in the transport sector based in Dubai

### 2021 Targets:

- 1.1 Per capita energy savings of at least 20% (UAE Vision 2021)
- Greater community awareness of benefit of public transportation from 37% (2015) to 50% (2021)
- 1.2 Increase R&D budget allocation by 1% of RTA revenue (Green Economy Strategy, UAE Innovation Strategy)
- Partnership agreements with at least 80% of top five sectors contributing to emission intensity of UAE GDP

# 2

## Dubai as an Exemplary Economy

### Strategic Focus:

Access to transport for all

### Objectives:

- 2.1 Enhance access to transportation for people with special needs, unprivileged and youth.

### Beneficiaries:

- People with special needs
- Underprivileged
- Youth
- Elderly
- RTA customers and wider public
- RTA employees and internal stakeholders

### 2021 Targets:

- 2.1 More accessible roads and public transport in Dubai

# 3

## A Happy Dubai

### Strategic Focus:

Happy customers and happy employees

### Objectives:

- 3.1 Enhance multiculturalism
- 3.2 Encourage a healthier lifestyle
- 3.3 Increase employee engagement on CSR

### Beneficiaries:

- RTA customers and wider public
- RTA employees and internal stakeholders
- General public
- Tourists
- Athletes
- Sports clubs

### 2021 Targets:

- 3.1 Greater customer and employee satisfaction (Employee satisfaction survey results of 98%)
- 3.2 Achieve Rank 1 in World Economic Forum – Global Competitiveness Report (UAE Vision 2021)
- 3.3 Greater customer and employee satisfaction

# 4

## A Safe Dubai

### Strategic Focus:

Safety education

### Objectives:

- 4.1 Educate youth to drive behavioral change in safety
- 4.2 Invest in research and development to make Dubai's transportation network safer

### Beneficiaries:

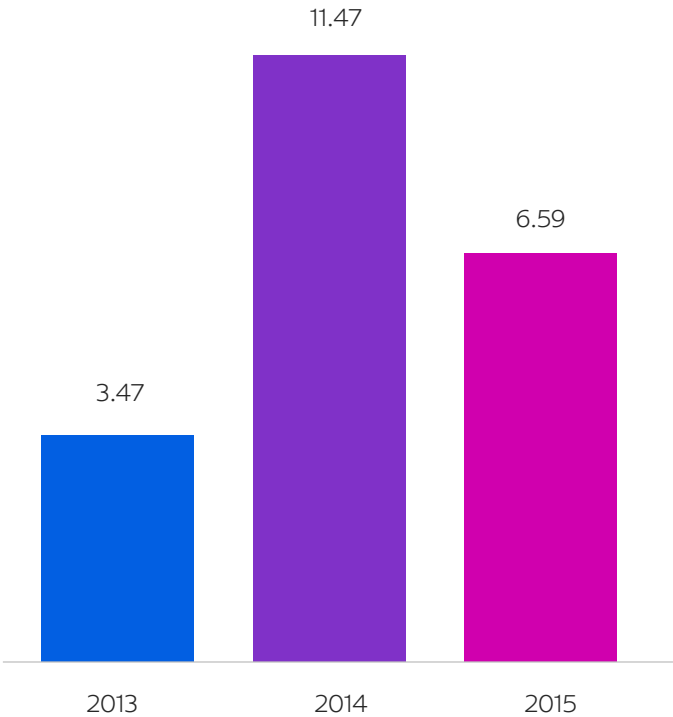
- Youth
- Students
- Families
- General public
- Tourists
- Residences

### 2021 Targets:

- 4.1 Reduction in number of road fatalities
- 4.2 Reduction in number of road fatalities



Total annual spending on CSR initiatives (Million AED)



We have extensively covered our CSR activities across the areas of International, Educational, Social, Environmental, Activities with Partners and Sponsorship. We have aligned our corporate social responsibility initiatives according to the seven core areas of Sustainable Development according to the “International Standard on Social Responsibility” (ISO 26000:2010)



# RTA's CSR initiatives for 2015

At RTA, we are passionate about supporting our community and promoting national well-being through a range of initiatives across a selection of categories. Our scope of impact differs significantly from initiative to initiative as we try to target various people groups and segments of society. The following section details our CSR initiatives for 2015 and the positive community impact they generated.

## International

We have not only introduced and partnered with local initiatives, but we have also supported a variety of initiatives that have a global impact. This is encouraged by His Highness Sheikh Mohammed bin Rashid Al Maktoum, Vice-President and Prime Minister of the UAE and Ruler of Dubai and also aligns with the vision of the government of Dubai.

### The UAE Water Aid

We supported the UAE Water Aid (Suqia Al-Emarat) initiative, launched by His Highness Sheikh Mohammed bin Rashid Al Maktoum, Vice-President and Prime Minister of the UAE and Ruler of Dubai, which aims to provide access to fresh drinking water for 5 million people around the world. We did this by donating AED2.5 million in 2014 to all local government departments and entities that engage in the initiative, in compliance with the directives of HH Sheikh Hamdan bin Mohammed bin Rashid Al Maktoum, Dubai Crown Prince and Chairman of the Executive Council.

## Educational

We are fully committed to enhancing education by participating in various educational initiatives both internally and externally.

### Read More

Our "Read More" Initiative focuses on helping school children through external events and competitions that encourage them to engage in reading above and beyond compulsory school-level reading.

### Classrooms in Rashid Centre for the Disabled

We launched an initiative to provide classrooms in Rashid Centre to the disabled, supporting the requirements of people with special needs in the field of education. We also equipped, furnished and developed a classroom that over 300 students at the centre benefit from.



### RTA stations with KidZania

To contribute to society and raise public awareness of RTA services, we annually participate in an initiative with KidZania, where we set up an interactive station and run activities comprising miniature models of public transportation: bus stations, a miniature bus, and a miniature Dubai Taxi.



# Social

We are committed to a comprehensive approach that ensures sustainable development and the enhancement of the quality of life in Dubai to achieve our vision of "Safe and Smooth Transport for All", with the highest standards of environment, health, and safety.

## Special Needs Initiatives

We are keen to support the initiative by H.H. Sheikh Hamdan bin Mohammed bin Rashid Al Maktoum, Crown Prince of Dubai, "My Community – A Place for All", which aims to transform Dubai to be a fully inclusive, disabled-friendly city by the year 2020.



Therefore we are working to employ people with special needs, design services designated for the use of the disabled, as well as provide smart applications and modified versions of our services to make them convenient and accessible to people with special needs. To facilitate these adaptations, we visited Dubai Club for the Special Needs to gather views, proposals and other feedback regarding the service needs of the disabled.

## The Dubai Youth for Public Transport (Dubai Y4PT)

We launched the Dubai Youth for Public Transport (Dubai Y4PT) initiative to raise awareness particularly amongst the youth and encourage the use of public transport. The initiative is assisted by 40 young volunteers and involves the implementation of innovative, educational, and entertaining activities.

## Awnak Service

To upgrade the specialized services provided to the disabled, we launched the "Awnak" service that offers transit services to the disabled and patients classified as 'non-emergency cases' who do not require an ambulance service. The service is the first of its kind in the region and third worldwide following similar initiatives in the UK and Ireland, where deployed vehicles combine dual features of ambulance vehicles and taxicabs.

## Labor Day

We celebrate International Labor Day on May 1st annually. Celebrations in 2015 included more than 250 staff members, where we facilitated free medical check-ups, souvenirs, talent contests and a selection of other events.



# Environmental

We have an express commitment to sustainable development and the preservation of the environment and its natural resources, through various projects and environmental initiatives.

## The World Environment Day

We celebrated the World Environment Day under the theme: "7 Billion Dreams. 1 Planet. Consume with Care." Our participation underlines our role in bolstering the drive for sustainable development and achieving integration and cooperation between community members to do so as well.



## WETEX Exhibition

In our participation in the WETEX Exhibition, we promoted a raft of initiatives underscoring our commitment to enhancing environmental sustainability awareness. In this international event, we also showcased the various initiatives and strategic plans we have for achieving a green and sustainable environment.



## Green Economy

In 2013, we established the Green Economy Committee which has adopted numerous initiatives for reducing environmental impacts, optimizing power consumption and supporting the green economy drive across various projects & services rendered by affiliated agencies & sectors.



The committee has made significant progress on a 3-year plan for reducing energy consumption and supporting green economy efforts; namely:

- Introducing power-saving streetlights;
- Building a transport infrastructure compatible with the requirements of green buildings;
- Using environment-friendly vehicles as part of public transport fleet and migrating to an electronic services platform.
- Investing in clean energy practices in our mass transit systems, with the examples of the Dubai Metro and Dubai Tram, as key contributors towards curbing Dubai's carbon footprint and fostering a healthier and safer environment.

## Activities with Partners

### Car Free Day

Dubai Municipality organizes an annual initiative “Car Free Day” in conjunction with the National Environment Day and with the participation of many organizations, government entities, banks, and developers. We supported this initiative by encouraging our employees to participate by using public transportation only on the day.



## The Mobile Eye Clinic

We signed an MOU with Noor Dubai Foundation, whereby we turned one of our buses into a mobile eye clinic that travels across the UAE offering free checkups.



## Sponsorship

### Engineers Without Borders

We sponsored the American University of Sharjah's initiative “Engineers Without Borders” for which a group of engineering students traveled to a village in Indonesia to construct and renovate homes, social centers and water systems.



### Ramadan Aman

We support the “Ramadan Aman” campaign, organized by the Alihsan Charity Association. The objective of the campaign is to provide Iftar meals across the UAE at traffic intersections, to reduce the speed of motorists that are rushing home for Iftar.

### The White Cane

We sponsored the Alihsan Charity Association's campaign “The White Cane” held in Dubai Mall in 2015. The campaign involved more than 1,000 people, 100 orphans, and people with vision impairment attending the march on “World Sight Day”.









# RTA initiated Sustainability Awards

The United Arab Emirates has been rapidly witnessing a substantial growth of population and urbanization and an unprecedented stride in the constructional developments along with the boom and economic developments, elements of importance that placed pressures on the transportation systems of all types. We are committed to creating an environment where we acknowledge Dubai's performance towards sustainability. We host three awards namely Dubai Award for Sustainable Transport, RTA's Safety Award and RTA's Energy & Green Economy Award.

## Dubai Award for Sustainable Transport



The rising demand for both people and goods mobility has resulted in increasing levels of congestion on the road systems of the UAE. The increased congestion has contributed towards the tragic loss of human lives through transport-related incidents and also poses a threat to the natural environment. Unless effectively managed, its consequences will impact the quality of life, undermine economic prosperity and weaken UAE's position as a leading nation.

The Dubai Award for Sustainable Transport contributes to the realization of our strategic objectives – the integration of transport systems, achievement of the highest levels of safety, security by developing solutions, systems and practices of sustainable transport. Our goal is to raise awareness and encourage individuals and organizations alike, to play an active and constructive role in supporting us in realizing these objectives. The award also highlights the leading role we adopt in fostering partnerships and relations with all of the strategic bodies & partners in the fields of mobility, safety and environmental conservation.

## RTA's Safety Award



We launched our first safety awards in 2009, to recognize the efforts of our contractors and consultants. The award has since continued on annual basis, recognizing our partners, contractors, consultant, entities and employees who have adopted the best safety-related sustainable practices that provide the support we need to meet our strategic goal of safety and environmental sustainability.

The Safety Awards originate as an initiative by our Director General, H. E. Mattar Al Tayer, in alignment with our vision for "Safe and Smooth Transport for All" and he is fully committed to the statement "No Compromise to Safety." The awards are designed and developed to encourage our stakeholders to adopt and ensure the best safety & sustainable practices at RTA workplaces. The Safety Awards aim to foster partnerships and cooperation across all organizations to establish best practices of safety sustainability in design, construction and any other operations.

## RTA's Energy & Green Economy Award



In 2013, we launched the annual Energy & Green Economy Award as part of our policy to motivate employees, sectors & agencies, customers and strategic partners (including suppliers, contractors and consultants), to propose the best ideas and practices for revamping the concept of green economy and energy saving. The Award reflects our firm commitment to making our fifth Strategic Goal (Safety and Environmental Sustainability) a reality.

A separate evaluation committee, which includes RTA members and external members, is adopting the role to assess applications and score them according to the established award criteria; namely: Green Energy, Green Policies, Green City, Climate Changes, Green Life and Green technology.

# Our Awards



Awarded most coveted  
BGREEN award as the  
sustainable company of  
the year in 2015



The Business Year  
Green & Sustainable  
Company of the Year



Excellence in GIS  
Implementation” for the  
category “Maturity in GIS  
Achievement”



Insights Middle East  
Awards, Call Center  
Awards 2015



IPRA Golden Award for  
Excellence GWA” for  
the category “Consumer  
PR for an existing  
Service”



Service Olympian  
Award “Best  
Customer Experience  
Award Contact  
Centre”



Royal Society for  
Prevention of Accident -  
Gold Award for  
Managing Occupational  
Road Risk



The Hamdan Bin  
Mohammed Award for  
Smart Government -  
Best New Government  
Service.



The Hamdan Bin  
Mohammed Award for  
Smart Government -Best  
Smart Corporate App –  
Corporate Services.



The Hamdan Bin  
Mohammed Award for  
Smart Government -Best  
Government Partnership.



The Hamdan Bin  
Mohammed Award for  
Smart Government -City  
Makers Race (Red Team)



The Hamdan Bin  
Mohammed Award for  
Smart Government-  
Best Smart App.



The Hamdan Bin  
Mohammed Award for  
Smart Government –  
Best Super Star for  
Smart Integration



The Hamdan Bin  
Mohammed Award for  
Smart Government –  
Best Contact Center  
Manager.



The Hamdan Bin  
Mohammed Award for  
Smart Government –  
Best Contact Center



International Business  
Awards: Company of the  
Year – Transportation  
Management Team of the  
Year



# Our Certifications



ISO 9001 :2008  
(Quality Management  
systems)



ISO 14001:2004  
(Environmental  
Management  
systems)



ISO 50001:2011  
(Energy Management  
systems)



OHSAS 18001:2007  
(Occupation Health and  
Safety Management)



ISO 26000: 2010  
(Social Responsibility)



ISO 22301:2012  
(Business Continuity  
Management  
systems)



ISO 27000:2013  
(Information Security  
Management)



ISO 31000:2009  
(Risk Management)



ISO 39001:2012  
(Road & Traffic Safety  
Management systems)



ISO 20000:2011  
(Information Technology)



ISO 55001:2014  
(Asset Management)



BS 11200:2014  
(Crisis Management)

# Abbreviations

<b>AED</b>	Arab Emirates Dirham	<b>ISO</b>	International Organization for Standardization
<b>ALARP</b>	As Low As Reasonably Possible	<b>kg</b>	Kilograms
<b>AM</b>	Assets Management	<b>km</b>	Kilometer
<b>CAR</b>	Compliance Assessment Report	<b>KPI</b>	Key Performance Indicator
<b>CASS</b>	Corporate Administrative Support Services	<b>Kwh</b>	Kilo Watt hour
<b>CBCM</b>	Crisis & Business Continuity Management	<b>LA</b>	Licensing Agency
<b>CEO</b>	Chief Executive Officer	<b>LDW</b>	Lane Departure Warning
<b>CFL</b>	Compact Fluorescent Lamp	<b>LED</b>	Light Emitting Diode
<b>CFS</b>	Customer Feedback System	<b>M.H.</b>	Metal-Halide
<b>CNG</b>	Compresses Natural Gas	<b>MOU</b>	Memorandum of Understanding
<b>COB</b>	Chair of the Board	<b>OCC</b>	Operational Control Centre
<b>CRM</b>	Customer Relationship Management	<b>OHSAS</b>	Occupational Health and Safety Management System
<b>CSR</b>	Corporate Social Responsibility	<b>PCW</b>	Pedestrian Collision Warning
<b>CTSS</b>	Corporate Technology Support Services	<b>PESTEL</b>	Political, Economical, Social, Technological, Environmental & Legal
<b>DAST</b>	Dubai Award for Sustainable Transport	<b>PTA</b>	Public Transport Agency
<b>DEWA</b>	Dubai Electricity & Water Authority	<b>QHSE</b>	Quality, Health, Safety & Environment
<b>DTC</b>	Dubai Taxi Corporation	<b>R&amp;D</b>	Research & Development
<b>EFR</b>	Effective Fatality Rate	<b>RAA</b>	Rail Agency
<b>EMS</b>	Electronic Messaging System	<b>RSEMS</b>	RTA Safety & Environmental Management System
<b>EnMS</b>	Energy Management System	<b>RTA</b>	Road Transport Authority
<b>ERM</b>	Enterprise Risk Management	<b>SCG</b>	Strategic & Corporate Governance
<b>FCW</b>	Forward Collision Warning	<b>SEC</b>	Corporate Sector
<b>FICCI</b>	Framework of Integrated Customer Insights	<b>SRRPD</b>	Safety, Risk Regulation and Planning Department
<b>FTA</b>	Federal Transport Authority	<b>SWOT</b>	Strengths, Weaknesses, Opportunities & Threats
<b>GJ</b>	Giga Joule	<b>tCO2e</b>	tonnes of CO2 equivalent
<b>GRI</b>	Global Reporting Initiative	<b>TRA</b>	Traffic and Roads Agency
<b>H&amp;S</b>	Health and Safety	<b>UAE</b>	United Arab Emirates
<b>HH</b>	His Highness	<b>WC</b>	Water Closet
<b>HMW</b>	Headway Monitoring & Warning	<b>WETEX</b>	Water, Energy, Environment, Technology Exhibition
<b>HR</b>	Human Resources	<b>Y4PT</b>	Youth for Public Transport
<b>HSE</b>	Health, Safety & Environment		
<b>HVAC</b>	Heating, Ventilation and Air Conditioning		
<b>IP</b>	Intellectual Property		

# GRI Materiality Disclosure and GRI Content Index - Organizational Mark



## GRI Content Index

GRI Content Index for 'In Accordance' – Core		
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G4-9	Page 6-7, 19, 39	
G4-10	Page 39-43	
G4-11	The UAE Federal laws does not allow the formation of trade unions.	
G4-12	Page 21	
G4-13	There were no significant changes during the reporting period.	
G4-14	Page 23-24	
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G4-16	Dubai Carbon Centre of Excellence, Dubai Women Establishment, Shell, Rail Accident Investigation Branch and Office of Rail Regulation.	



General Standard Disclosures	Page	Omissions
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G4-22	This is our first sustainability report and hence this is not applicable.	
G4-23	This is our first sustainability report and hence this is not applicable.	
<b>STAKEHOLDER ENGAGEMENT</b>		
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<b>CATEGORY: ECONOMIC</b>		
Economic Performance*	G4-DMA: Page 19	
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	G4-EC4: No financial assistance was obtained from the government during the reporting period.	
Market Presence	G4-DMA: Page 21	
	G4-EC6: Page 21	
Indirect Economic Impacts*	G4-DMA: Page 21	
	G4-EC8: Page 21	
Procurement Practices*	G4-DMA: Page 21	
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<b>CATEGORY: ENVIRONMENTAL</b>		
Energy*	G4-DMA: Page 25	
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	G4-EN16: Page 30	
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Compliance	G4-EN29: There were no fines and non-monetary sanctions for non-compliance with environmental laws and regulations.	
Environmental Grievance Mechanisms*	G4-DMA: Page 24	
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Material Aspects	DMA and Indicators	Omissions
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Training and Education*	G4-DMA: Page 39	
	G4-LA9: Page 39,44	
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Labor Practices Grievance Mechanisms*	G4-DMA: Page 39	
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<b>SUB CATEGORY: HUMAN RIGHTS</b>		
Human Rights Grievance Mechanisms	G4-DMA: Page 39	
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<b>SUB CATEGORY: SOCIETY</b>		
Local Communities	G4-DMA: Page 49	
	G4-SO1: Page 50-52	
Grievance Mechanisms for Impacts on Society*	G4-SO11: There were no grievances about impacts on society in 2015.	
<b>SUB CATEGORY: PRODUCT RESPONSIBILITY</b>		
Customer Health and Safety*	G4-DMA: Page 46	
	G4-PR1: Page 46	
Product and Service Labeling*	G4-DMA: Page 46	
	G4-PR5: Page 46	
Customer Privacy*	G4-PR8: There were no substantiated complaints regarding breach of customer privacy and losses of customer data during the reporting period.	









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