



# RTA Sustainability Report 2021

Shaping the future  
of Sustainable mobility.



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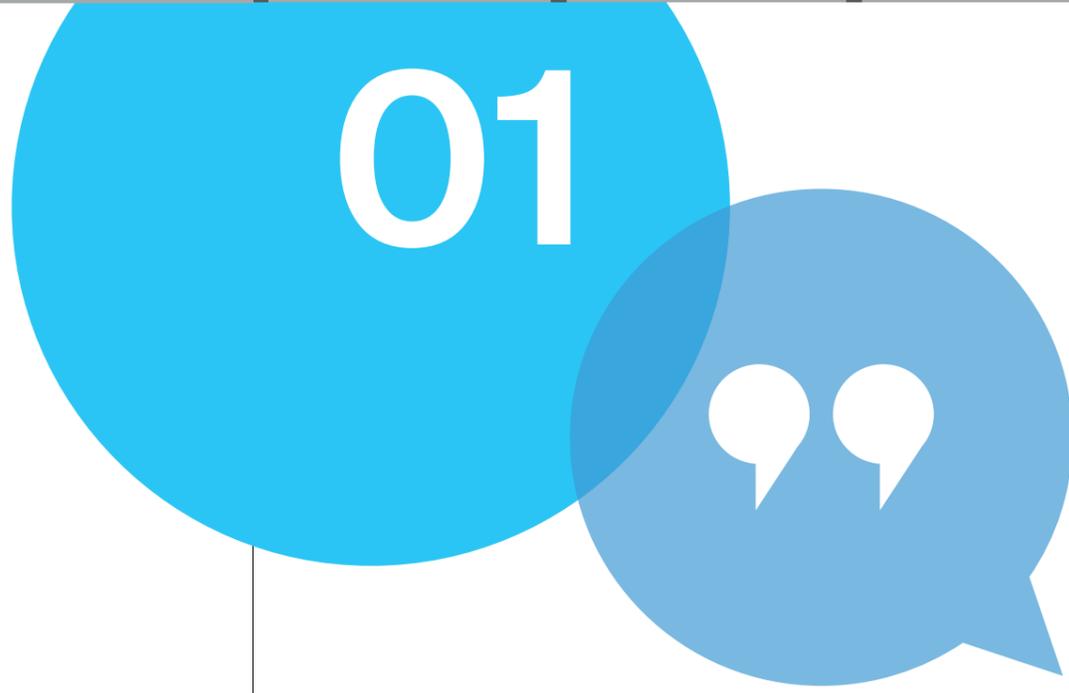
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# HE Mattar Mohammed Al Tayer

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

## Statement of Director General and Chairman of the Board in the Sustainability Report 2021



# Director General's Message

### Global Leadership

Sustainability is a key pillar of the strategic goals and objectives of the Roads and Transport Authority (RTA) and the concept of sustainability is deeply rooted in RTA's corporate performance. Protecting the environment, optimising the use of energy, reducing carbon emissions, and ensuring assets sustainability are among RTA's priorities.

We are pleased to present the 7th RTA Sustainability Report 2021, which describes RTA's practices in the fields of environment, society and governance (ESG). It stems from RTA's keenness to enhance transparency and disclosure of its annual performance in sustainability. Thus, it reflects RTA's efforts to raise maturity levels of sustainability in line with the sustainable development goals of the United Nations.

To complement its drive, RTA has achieved a global pioneering standing as reflected in its 7th Sustainability Report 2021. RTA became the first government entity in the transport sector to achieve a reasonable level of assurance that covers all data and statistics shown in RTA's sustainability reports the past five years (2017-2021) according to the International Standard on Assurance Engagements (ISAE) 3000 using DNV GL VeriSustain protocols.

RTA has also become one of the first government entities in the field of international public transport that publishes its sustainability report as per the latest GRI standards, which will be mandatory in 2023. It underscores RTA's efforts to achieve its vision as 'The world leader in seamless & sustainable mobility.'

The report showcases RTA's key role in shaping the future of transport in line with the directives of His Highness Sheikh Mohammed bin Rashid Al Maktoum, Vice-President, Prime Minister of the UAE, Ruler of Dubai, and the follow up of His Highness Sheikh Hamdan bin Mohammed bin Rashid Al Maktoum, Crown Prince of Dubai, Chairman of the Executive Council, to focus on anticipating the future, adopting strategic projects that support the economy, and achieving the well-being and happiness for the residents and visitors of Dubai. The directives call for keeping pace with the global and future trends of transport and roads, by strengthening RTA's endeavours to be a world leader providing pioneering services to various segments of society.

The annual report for 2021 reflects the future directions of RTA, which are based on several key pillars such as soft and shared mobility means, sustainable transit modes, circular economy, and self-driving transport for riders and commodities. It also calls for developing services to meet customer needs and future skills that will be identified by taking into consideration all expected scenarios in the emirate. It requires studying all the natural and environmental factors, future changes in technology, economy and politics and how to tackle and contain them.

The year 2021 witnessed the operation of Route 2020 of the Dubai Metro, which serves areas with a high population density inhabited by more than 270,000 persons. The route was selected on the bases of several criteria highlighted by the expected number of riders at each station, the availability of commercial activities in the area served by each station and their connection with other public transport means, such as buses, which will contribute to the sustainable growth of Dubai. The same year also witnessed the construction of several pedestrian bridges and cycling tracks in the implementation of the directives of His Highness Sheikh Hamdan bin Mohammed bin Rashid Al Maktoum to make Dubai a bicycle-friendly city, which requires encouraging people to practice cycling. It is also part of RTA's efforts to improve the wellbeing of the city to make people happier and transform it into sustainable and less polluting transport. It also echoes Dubai's Traffic Safety Strategy calling for zero fatalities to make Dubai the best city in the world in the field of traffic safety in 2021. In the context of cooperation to provide innovative solutions to develop future transport networks, RTA signed a memorandum of understanding with Zhong Tang Sky Railway, one of the leading companies in the field of suspended transport systems, to develop advanced future transport systems and improve the sustainable transport network and systems in Dubai to encourage residents and visitors to use mass transportation. The signing of the memorandum was part of the RTA's efforts to raise the percentage of trips by mass transportation to 26% by 2030.

As part of its role in shaping the future of sustainable transport, RTA endorsed a long-term roadmap that aims to achieve zero-emission from public transport in Dubai by 2050. In the process, RTA assumes a leading role as the first government entity in the Middle East and North Africa to develop an integrated roadmap targeting public transport and its infrastructure.

In the context of achieving a leading role in environmental sustainability, and in line with its 5th strategic goal: "Safety and Environmental Sustainability", RTA has implemented 36 energy and green economy initiatives that contributed to achieving record savings in 2021 exceeding 68 million kilowatt-hours of electricity, 43 million litres of fuel, eliminating emissions of approximately 155,000 tons of carbon dioxide equivalent and diverting about 450,000 tons of waste from landfill through effective waste management practices.

Mass transit means and shared mobility in Dubai (Dubai Metro, Dubai Tram, public buses, marine transport means, e-hail rides, smart rental cars and taxis) lifted about 461 million riders in 2021, compared with 346 million riders served in 2020. The daily average ridership of public transport means and taxis last year clocked 1.3 million riders, compared to 948 thousand riders in 2020. It underscores the success of RTA's efforts that contributed to the fast recovery of the public transport sector and restoring the situation to the pre-pandemic levels. Such a drive enhanced the confidence of riders in the public transport means and the efficient health measures and preventive controls for protecting public transport riders as well as employees and workers deployed on public transport means and related stations and facilities.

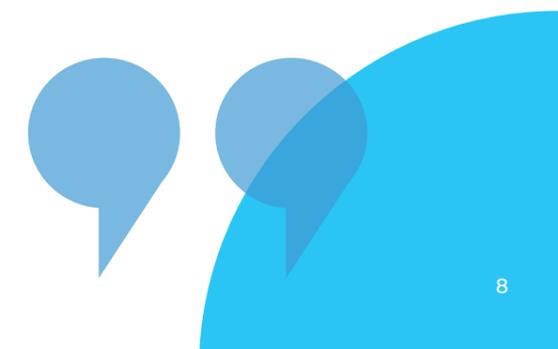
From a social perspective and in a show of RTA's social responsibility and engaging with the community, the cost of RTA's social responsibility amounted to about AED5.8 million (beneficiaries) through 43 initiatives undertaken within RTA, in the local community and abroad in sisterly and friendly countries.

The community's satisfaction rating with RTA's services amounted to 91.3% in 2021, and RTA finished second in the customers' happiness index. The satisfaction rating of the on-demand bus service reached 86% and the service witnessed significant growth in the number of riders reaching 603,052 from the launch of the service in February 2020 till the end of 2021.

In conclusion, and as His Highness Sheikh Mohammed bin Rashid Al Maktoum, Vice-President, Prime Minister of the UAE, Ruler of Dubai, says: "The future belongs to those who can imagine it, design it, and execute it. It isn't something you await, but rather create", we pledge to His Highness not to wait but to continue translating this vision so that Dubai will always remain at the top. We renew our commitment to ensuring RTA's sustainability in light of the present challenges facing the world. We will highlight the importance of envisioning the future in providing strategic support to ensure continuous improvement of our policies and operations, which requires promoting public awareness of the importance of the future as a concept leading to sustainable development.

**HE Mattar Mohammed Al Tayer**

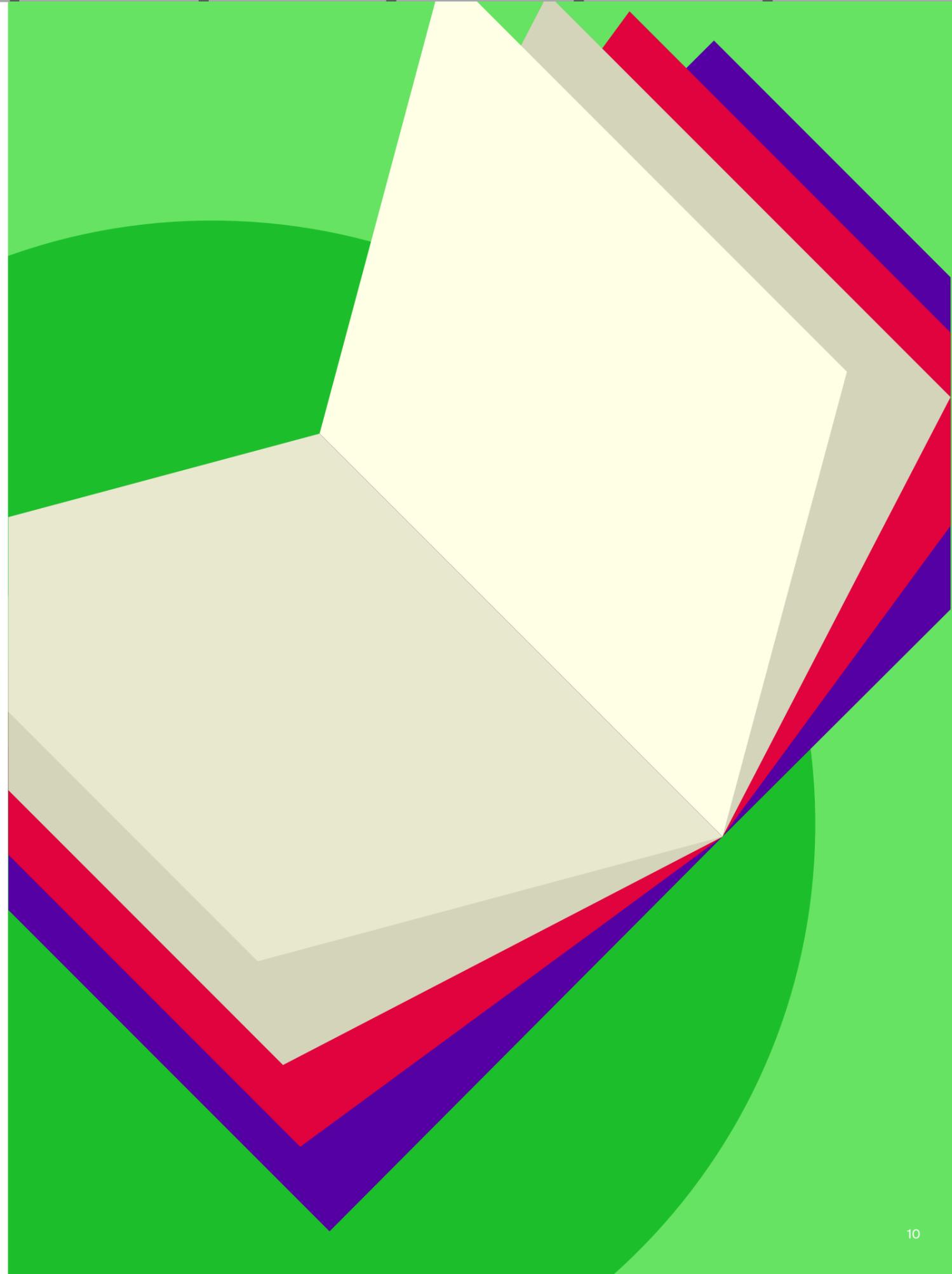
Director General, Chairman of the Board of Executive Directors,  
Roads and Transport Authority





# About this Report

This is the seventh sustainability report issued by the Roads and Transport Authority (RTA). The report demonstrates RTA's ESG performance, progress and initiatives from 1 January to 31 December 2021.



# RTA's approach to shaping the future of sustainable mobility

This year's report presents how RTA has been approaching the future journey for sustainable mobility in Dubai. RTA has worked consistently to create a culture of shaping the future playing a leading role in preparing Dubai for the next 50 years and supporting the pioneering of Dubai in enhancing the quality of life of its residents.



## Information Covered

The core sections include RTA's efforts and commitment towards economic prosperity, social stewardship, and environmental stewardship.

## Reporting Framework

RTA's 2021 Sustainability Report has been prepared in accordance with the Global Reporting Initiative (GRI) Standards: which is the most widely used and recognized global reporting framework. The report also aligns with the United Nations Sustainable Development Goals (UN SDGs), United Nations Global Compact (UNGC) Principles, UAE Vision 2021, Dubai Plan 2021, and RTA strategy.

This report has been submitted for external assurance (reasonable level) to an independent assurance provider in accordance with the International Assurance Standard 3000 (ISAE 3000).

## Material Topics

At RTA, we conduct a comprehensive materiality assessment every two years; our last materiality session was conducted for the year 2020 engaging with RTA's stakeholders to identify the topics that were of significant impact across RTA's business operations in 2020. For the year 2021, we had a materiality refresher from our Sustainability Criteria Committee and Higher Sustainability Committee. The most material topics form the focus of RTA's 2021 Sustainability Report.

## Reporting Topics Boundaries

The material topics' boundaries include entities within RTA's direct control. These include direct employees, owned assets, RTA's sectors, four agencies, and one subsidiary. For certain topics, reporting boundaries take into consideration RTA's indirect influence over entities with which RTA has business relationships, such as contractors, suppliers, customers, and vendors for different business activities and operations.

## Feedback and Suggestions

We welcome all feedback and suggestions on any of our activities and operations, including our sustainability performance and commitments. Please direct all your feedback to [ask@rta.ae](mailto:ask@rta.ae).

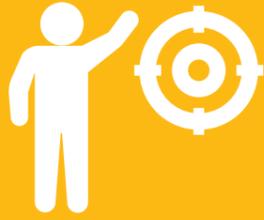




# About Us

The Roads and Transport Authority (RTA) emerged in November 2005 as a public entity with an independent corporate body and a full legal capacity to perform all business operations and actions needed to achieve its objectives. RTA is a government-owned entity and based in Dubai. RTA plans and provides the requirements of transport, roads, and traffic in Dubai, between Dubai and other emirates of the UAE, and between Dubai and neighbouring countries, in order to provide an effective and integrated transport system that achieves Dubai's vision and serves its vital interests.





## Our Mission

Develop and manage integrated and sustainable roads and transportation systems at a world-class level and provide pioneered services to all stakeholders, and support Dubai's vision by shaping the future, developing policies and legislations, adopting technologies, innovations, and world-class practices and standards.



## Our Role

RTA's roles include developing and implementing policies necessary for achieving optimal utilisation of existing transport and traffic elements. It studies and endorses the privatisation of related businesses, and establishes, manages, and commissions an integrated transport system that provides services customised to community needs. It sets up regulations, and administrative and operational systems relating to its core business. It compiles and implements findings of studies conducted for fixing and introducing fees to traffic and roads, including proposing fares for using roads network, licensing drivers and vehicles, and setting fare structure for mass transit routes. It works to upgrade legislations and procedures of drivers and vehicles registration and licensing to realise the strategic objectives of Dubai's transport system, conducting a licensing process for mass transit routes and all RTA business-related activities.



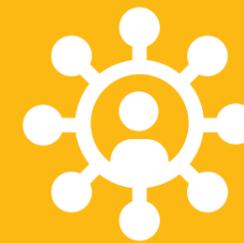
## Our Vision

The world leader in seamless and sustainable mobility



## Corporate Values

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



## Our Responsibilities

- Traffic Safety
- Roads and Parking
- Roads Engineering
- Taxis
- Commercial Ads on the Right of Way
- Registration and Licensing
- Inter-City Transport
- Dubai Metro and Tram
- Marine Transport
- Roads Beautification





## Our Goals and Objectives

RTA has set 8 strategic business goals and 24 corresponding objectives that act as a compass in ensuring that RTA delivers on its commitments to Dubai as a city and its community. Our goals have been developed to meet and adapt to emerging market changes and consider economic, environmental, and social dimensions to ensure alignment with local and federal development plans.

# 01

**Pioneer digital transformation**  
**Become a data-driven mobility organisation**

Smart Dubai

# 02

**Enhance integration between transportation planning and urban planning**  
**Make roads and transport systems friendly for all**  
**Improve and enhance integration between public transport modes**

Integrated Dubai

# 03

**Pioneer people happiness**  
**Foster social responsibility**

People Happiness

# 04

**Encourage shared mobility and public transport**  
**Develop and enhance sustainable networks, systems and smart solutions for roads, traffic, and transportation**  
**Manage travel demand and congestion**  
**Improve effective policies and legislation for transport, roads, and traffic**

Smooth Transport for All

# 05

**Enhance transport and traffic safety to reduce accidents and fatalities**  
**Foster environment sustainability for transportation**  
**Ensure health and safety sustainability**  
**Foster security sustainability**

Safety and Environmental Sustainability

# 06

**Maximise and diversify revenues**  
**Enhance financial efficiency**

Financial Sustainability

# 07

Advance RTA

**Attract, develop, and retain talent**  
**Foster excellence and knowledge management**  
**Enhance policies, processes, and corporate governance**  
**Pioneer in RandD, innovation and shaping the future**  
**Enhance integrations and optimise systems**

# 08

Assets  
Sustainability

**Optimise asset lifecycle utilisation**  
**Enhance return on assets investment**  
**Digital Transformation and 4th Industrial Revolution**  
**Sel-driving Mobility (for passengers and goods)**  
**Personalised services**  
**Automation and future skills**

## Future Trends (2020 – 2024)

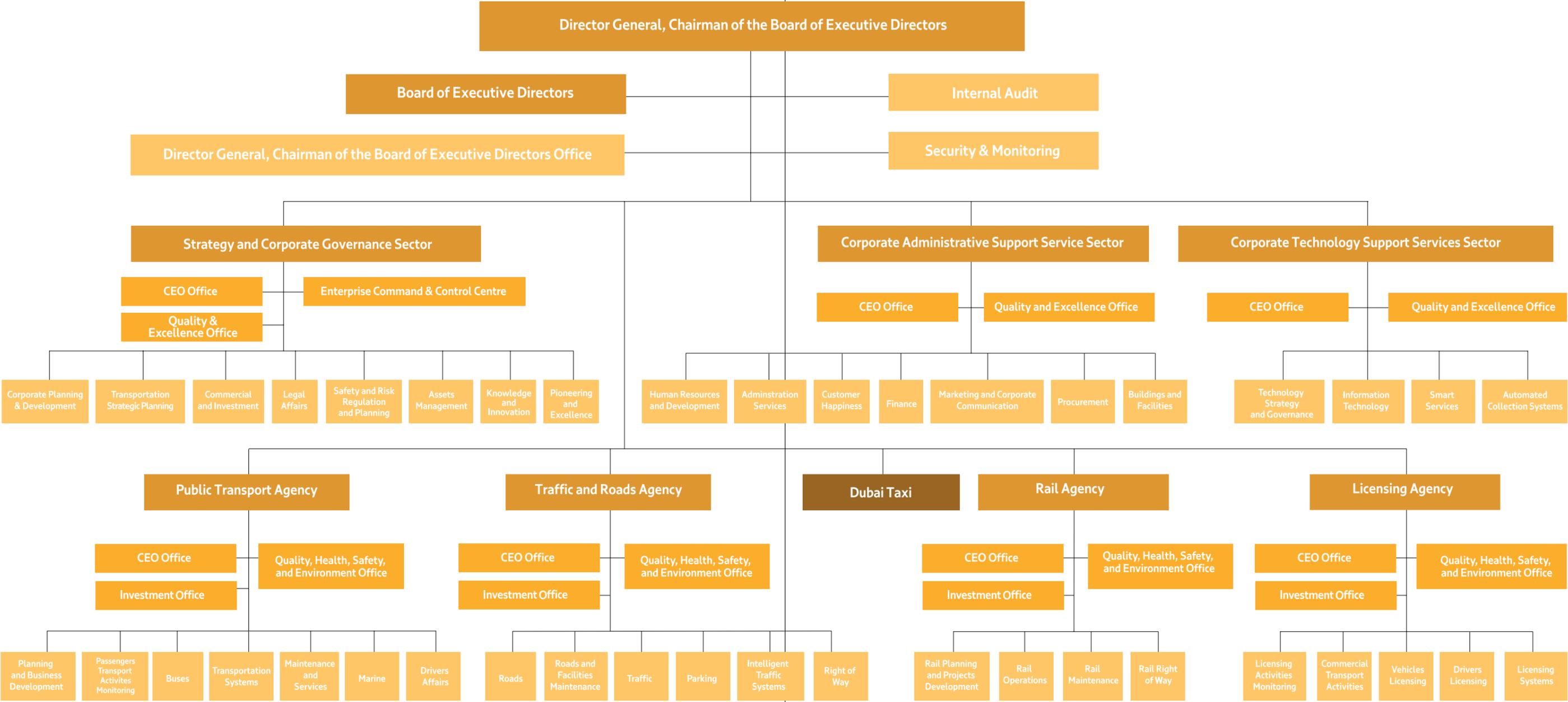


## 3.1 Our Governance Structure

RTA follows a corporate governance and operational functional model that helps in simplifying the distribution of responsibilities and facilitates structured decision-making within RTA.

Our business operations are comprised of three corporate sectors for overall governance, four operating agencies, and one subsidiary (Dubai Taxi). Sectors are responsible for RTA's overall corporate management, performance, and monitoring, as well as for providing and managing commercially viable services to the people of Dubai, such as nol card services and Smart Apps, among others. Agencies are also responsible for delivering on-ground operations and services.

# Sectors, Agencies and Departments



# RTA's Board of Executive Directors



**HE Mattar Mohammed Al Tayer**

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

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

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

Our corporate governance structure is managed by the board of executive directors, which upholds RTA's integrity and accountability towards stakeholders. Each sector/agency is chaired and managed by an appointed CEO, who is responsible for managing the respective business operations.



**Mohammed Obaid AL Mulla**

Board Member, Board of the Executive Directors



**Ahmed Hashem Bahrozyan**

Chief Executive Officer, Public Transport Agency



**Nasser BuShehab**

Chief Executive Officer, Strategy and Corporate Governance Sector



**Ahmed Al Kaabi**

Executive Director, Finance Department



**Eng. Maitha bin Adi**

Chief Executive Officer, Traffic and Roads Agency



**Abdulla Yousef Al Ali**

Chief Executive Officer, Licensing Agency



**Mohammed Al Mudharreb**

Chief Executive Officer, Corporate Technology Support Services Sector



**Shehab Bu Shehab**

Director, Legal Affairs Department



**Abdul Mohsin Ibrahim Younes**

Chief Executive Officer, Rail Agency



**Yousef Ahmed Al Redha**

Chief Executive Officer, Corporate Administrative Support Services Sector



**Moaza Saeed Al Marri**

Executive Director of the Director General's office



## 3.2. Our Certifications and Accreditations

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

01

ISO 9001

Quality Management System

02

ISO 26000

Guidance on Social Responsibility

03

ISO 45001

Occupational Health and Safety Management System

04

ISO 14001

Environmental Management System

05

ISO 20400

Sustainable Procurement

06

ISO 22301

Business Continuity Management System

07

ISO 50001

Energy Management System

08

ISO 31000

Risk Management System

09

BS 11200

Crisis Management Guidance and Good Practice

10

ISO/IEC 20000

IT Service Management Standard

11

ISO/IEC 27000

Information Security Management System

12

ISO 39001

Road and Traffic Safety Management System

13

ISO 55001

Asset Management

14

10001

Quality Management Customer Satisfaction Guidelines for Codes of Conduct for Organisations

15

10002

Customer Satisfaction Management System

16

ISO 19650 Part 1 and 2 PAS 1192 Part 3 and 5

Building Information Modelling

17

ISO 41001

Facility Management System

18

ISO 38500

IT Governance Management System

19

ISO 29993

Learning Services Outside Formal Education - Service Requirements

20

ISO 19600

Compliance Management System

17

BS 13500

Code of Practice for Delivering Effective Governance of Organisations

18

ISO 37001

Code of Practice for Delivering Effective Governance of Organisations

19

ISO 10004

Anti-Bribery Management System

20

ISO 10004

Quality Management - Customer Satisfaction - Guidelines for Monitoring and Measuring

21

ISO 21001

Educational Organisations - Management Systems for Educational Organisations - Requirements with Guidance for use

22

ISO 18788

Management System for Orivate Security Operations - Requirements with Guidance for Use

23

ISO 20252

Corporate Research Management

24

ISO 44001

Management of Local Partnership

25

ISO 44001

Management of Local Partnership

26

ISO 30401

Knowledge Management

27

ISO 56002

Innovation Management System

28

ISO 30408

Human Resource Management – Guidelines on Human Governance

29

ISO 10014

Guidelines for Realising Financial and Economic Benefits

30

BS EN 15341

Maintenance Key Performance Indicators

31

GHGEV

Carbon Footprint Verification

32

ISO 21504

Project Programme and Portfolio Management – Guidance on Portfolio Management

33

ISO 37000

Guidance for the Governance of Organisations



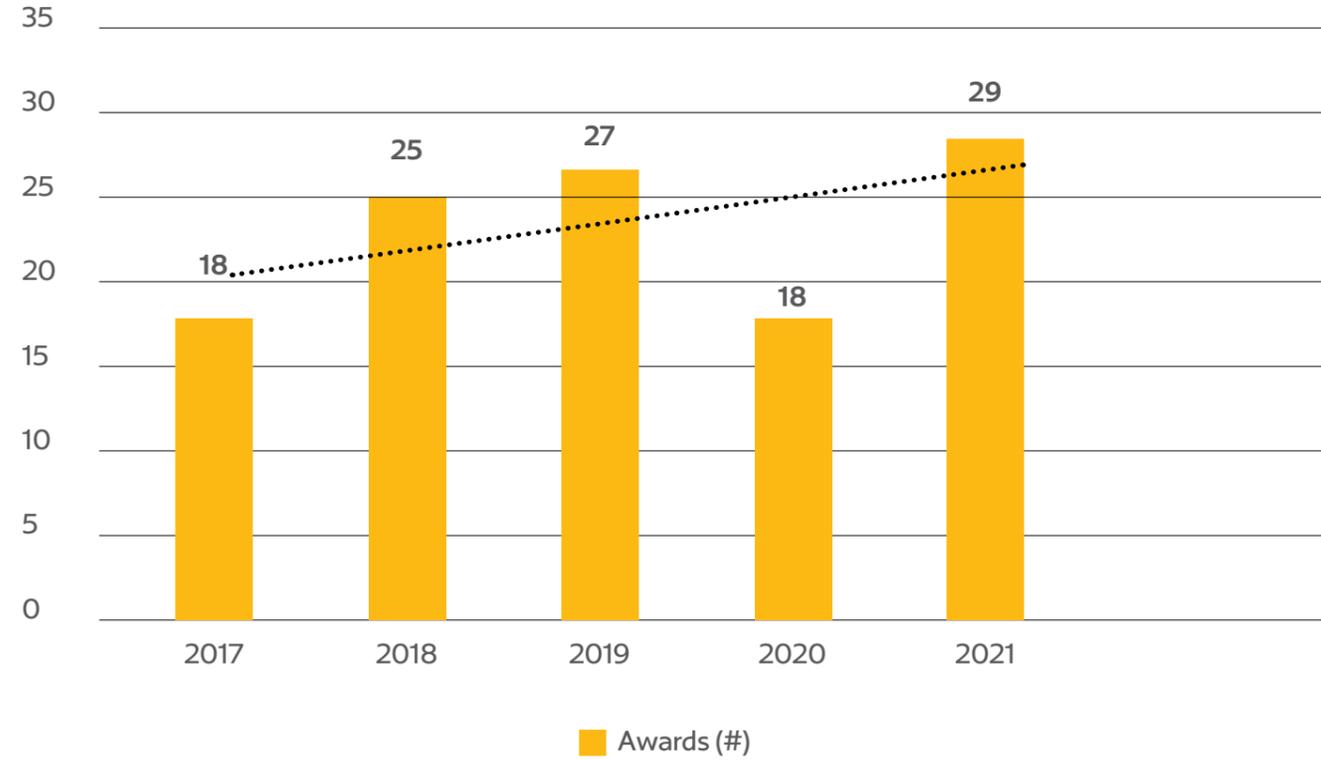
### 3.3 Major Awards and Recognition

Our efforts towards excellence, innovation, and sustainable transportation have been recognised at different forums internationally, regionally, and locally within the UAE. In 2021, we were bestowed a total of 29 awards and recognitions.

Over the past five years, RTA has been awarded a record | **117** awards.



RTA awards (2017-2021)



2021 **29** awards

“Out of all the awards won by RTA in 2021, 72% were awarded in international forums.”

01

**Awards and Recognition**  
International Safety Award  
Competitive Advantage and Recognition – Industry/Sector Level  
**Type**  
International

02

**Awards and Recognition**  
Global Good Awards  
Circular Economy Award  
**Type**  
International

03

**Awards and Recognition**  
Stevie Awards – International Business Awards  
Digital Process Automation Solution – Status: Silver Stevie Winner  
**Type**  
International

04

**Awards and Recognition**  
Stevie Awards – International Business Awards  
Best Technical Support Solution – Computer Services  
**Type**  
International

07

**Awards and Recognition**  
Stevie Awards for Great Employers  
Achievement in Certification Programs  
**Type**  
International

10

**Awards and Recognition**  
Harvard Business Council International Award  
Dealing with COVID-19  
**Type**  
International

13

**Awards and Recognition**  
Ideas America  
Breakthrough Innovation  
**Type**  
International

05

**Awards and Recognition**  
Stevie Awards – International Business Awards  
Product and Service Categories Transportation  
**Type**  
International

08

**Awards and Recognition**  
Stevie Awards for Great Employers  
Best Leadership Development Program  
**Type**  
International

11

**Awards and Recognition**  
GESS Education Awards  
Best CSR Programme for Education  
**Type**  
International

14

**Awards and Recognition**  
Effie 2021  
Brand Experience  
**Type**  
International

06

**Awards and Recognition**  
Stevie Awards – International Business Awards  
Information Technology Category  
**Type**  
International

09

**Awards and Recognition**  
IRF Global Road Achievement Awards  
Traffic Management and ITS  
**Type**  
International

12

**Awards and Recognition**  
Ideas America  
Safety idea of the year  
**Type**  
International

15

**Awards and Recognition**  
Ideas UK  
Idea of the year  
**Type**  
International

# 16

**Awards and Recognition**  
GovTech Innovation Awards  
Smart City Initiative Of The Year

**Type**  
International

# 17

**Awards and Recognition**  
Milestone Systems  
Outstanding Achievement Award

**Type**  
International

# 18

**Awards and Recognition**  
International Safety Award  
Team of Year Award

**Type**  
International

# 28

**Awards and Recognition**  
Insights Middle East Call Centre/  
Cx Awards 2021  
Helpdesk of the Year

**Type**  
Local

# 29

**Awards and Recognition**  
7th Global Business Outlook  
Awards  
Best Digital Transformation

**Type**  
Local

# 19

**Awards and Recognition**  
big projects award  
Smart Project of the Year

**Type**  
Regional

# 20

**Awards and Recognition**  
Middle East and North Africa Stevie  
Awards / HUMAN RESOURCES  
AWARDS CATEGORIES  
Award for Innovation in Human  
Resources Management, Planning and  
Practice e. Government

**Type**  
Regional

# 21

**Awards and Recognition**  
Middle East and North Africa Stevie  
Awards  
Innovative Achievement in Growth

**Type**  
Regional

# 22

**Awards and Recognition**  
Insights Middle East Call Centre/  
Cx Awards 2021s  
Best Large Call Centre

**Type**  
Regional

# 23

**Awards and Recognition**  
Insights Middle East Call Centre/  
Cx Awards 2021  
Best Government (Non-Commercial)  
Call Center (Life Style).

**Type**  
Regional

# 24

**Awards and Recognition**  
GCC GOV HR Awards  
Employee Experience Practice

**Type**  
Regional

# 25

**Awards and Recognition**  
SEAMLESS AWARDS  
Most Innovative Card of the Year

**Type**  
Local

# 26

**Awards and Recognition**  
Insights Middle East Call Centre/  
Cx Awards 2021  
Best Medium Call Centre

**Type**  
Local

# 27

**Awards and Recognition**  
Insights Middle East Call Centre/  
Cx Awards 2021  
Best Government Helpdesk

**Type**  
Local





# Our Approach to Sustainability



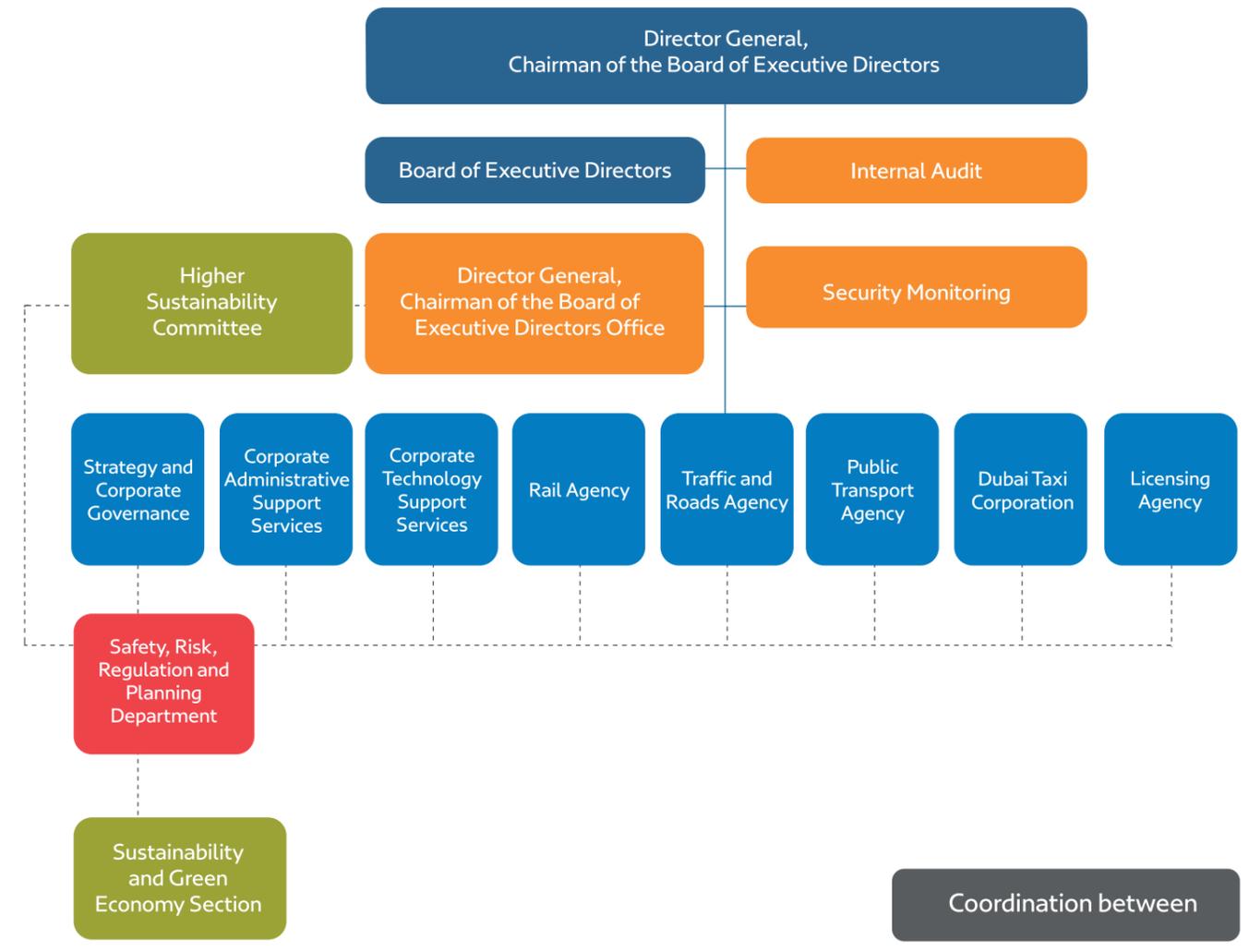
In 2018, RTA introduced a sustainability governance structure as part of RTA's sustainability framework and policy. A Higher Sustainability Committee was formed, with representatives from RTA's executive level, to instill awareness on RTA's sustainability topics, and ensure ownership and the effective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

The Higher Sustainability Committee also provides input and recommendations to the Board of Executive Directors on the progress of sustainability initiatives. RTA's newly introduced sustainability governance takes into consideration the following requirements within RTA's organisational structure:

**01** In 2018, RTA introduced a new sustainability unit to drive the sustainability framework across RTA and oversee the day-to-day implementation of sustainability measures by the concerned departments that are defined in RTA's sustainability framework.

**02** The central focal unit is supported by two committees:  
 The Sustainability Criteria Committee (chaired by director level) that facilitates operational control and support between the sustainability function and other concerned departments to manage day-to-day activities; and  
 The Higher Sustainability Committee (chaired by CEO level) that facilitates governance control and support for the sustainability function and Sustainability Criteria Committee, and reports to the director general and chairman of the Board of Executive Directors.

**03** The departments which provide the most substantial contribution towards the sustainability pillars in RTA (social, economic, and environmental) are the main operational focus area of RTA for all sustainability-related activities.



## 4.1 RTA's Sustainability Roadmap

In order to deliver RTA's commitments through its vision to be the world leader in seamless and sustainable mobility and in alignment with Dubai's sustainability vision, RTA started its sustainability roadmap back in 2005 by forming the RTA organisation to support sustainability pillars and requirements.

2005

### RTA Establishment

with a mission to develop integrated and sustainable transportation systems and provide distinguished services to all stakeholders

2009 - 2011

- Activation of abras
- Introduction of Dubai ferry
- Dubai Metro inauguration 2009 (Target: 21% share of public transport rideship by end of 2021)

2012 - 2014

- Dubai Metro was named as the world's largest fully automated driverless metor system
- Inauguration of Green Bus
- First 20 hybrid taxis (Target: of 50% of taxis to be hybrid by end of 2021)
- Dubai tram startup

2015

Dubai Autonomous Transportation strategy (Target: 25% of all transportation trips in Dubai will be smart and driverless)

2016 - 2017

- Air pods pilot
- Sustainability reporting
- EC3 centre
- Cycle tracks

2018 - 2020

- 17 electrical abras
- Testing of hydrogen taxis
- Sustainability framework

2020 - 2021

- RTA's sustainability integrated plan 2021 - 2025
- RTA's roadmap towards zero emissions public transport by 2050
- RTA's sustainability framework update
- RTA's sustainability commitments



## 4.2 RTA's Sustainability Framework

In 2021, we revamped our sustainability framework including its 3 pillars: social stewardship, environmental stewardship, and economic prosperity, ensuring its alignment with the United Nations Global Compact (UNGC) principles and the UN 2030 agenda for sustainable development by mapping our sustainability elements to the 17 SDGs. Moreover, our sustainability framework helps us formalise our alignment with international, federal, and local strategies.

Our sustainability framework update also came to give a focused highlight on climate change resilience through a separate focus area under the environmental pillar. This comes as a reflection of the current world focus on combating climate change as the defining issue of our time. At RTA, we are committed to shine the spotlight on the pioneering role Dubai is playing in shaping the global response to climate change, especially in the transportation field.

We also pledge our efforts to supporting the entire local, federal, and international community in accelerating our combined efforts to overcome the threat of climate change, as the UNFCCC selected the United Arab Emirates to host the UN Climate Change Conference in 2023.



## 4.3 Mapping with UNGC Principles

RTA has signed the United Nations Global Compact to comply with its 10 principles by having robust practices for human rights, labour, environment, and anti-corruption practices, and promoting a corporate culture of responsible business towards all its stakeholders. The achievement was made following the full alignment of RTA's sustainability reports with the 10 principles of UNGC and RTA's contribution to UN goals that address global challenges, such as poverty, inequality, environment, justice, human rights, and the fight against corruption, etc.



## 4.4 UNGC SDG Benchmarks

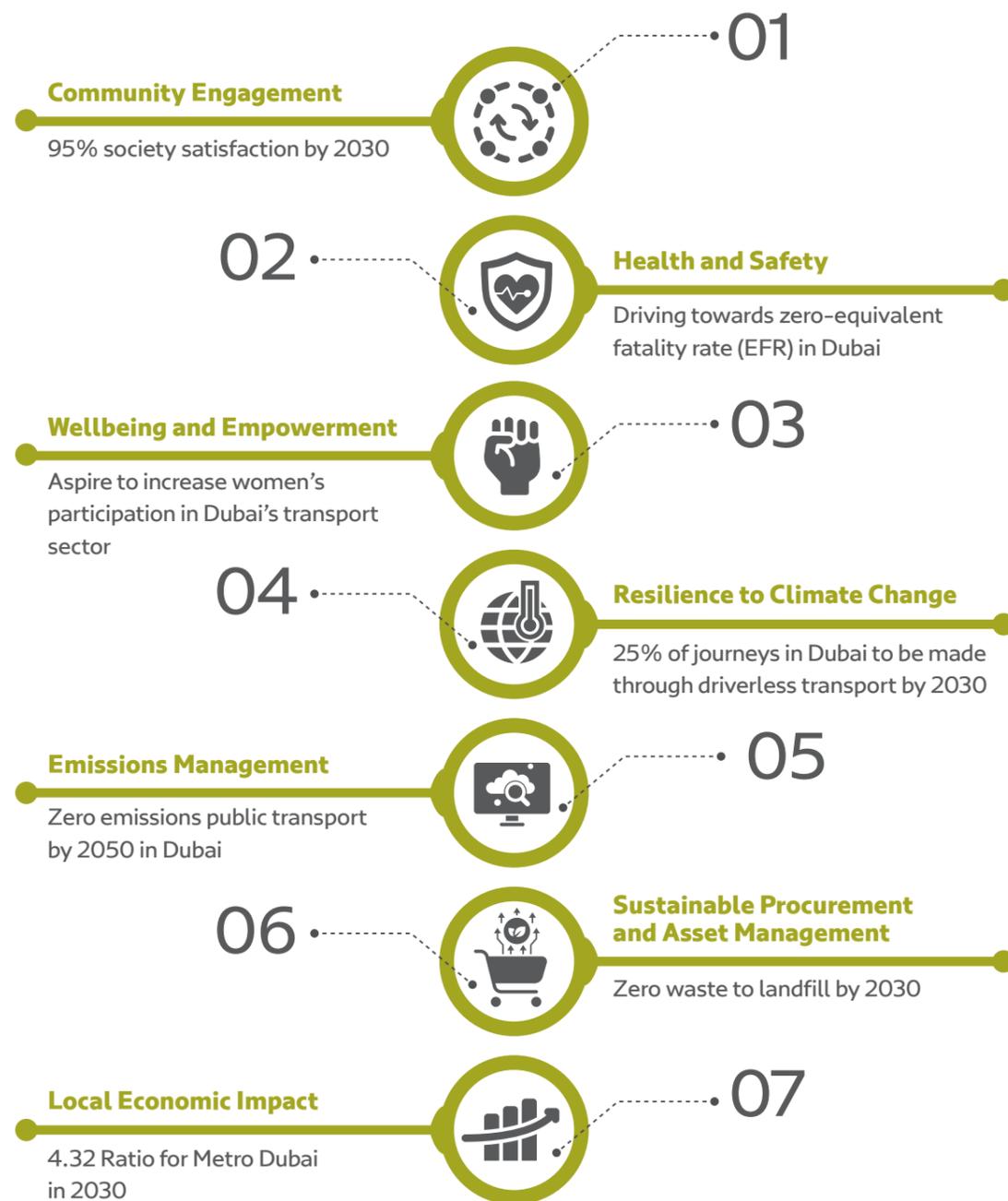
As part of our participation in the UNGC's SDG acceleration ambition program, a UNGC-led program that aims to support participating companies of the UN Global Compact in setting ambitious corporate targets and accelerating integration of the 17 Sustainable Development Goals (SDGs) into core business management, we have captured a mapping of RTA's performance with the ten UNGC SDG benchmarks including gender balance and women empowerment at RTA, RTA's "zero waste to landfill", and RTA's emissions reduction in line with a 1.5C pathway.

This exercise has succeeded in further enhancing RTA's contribution towards the achievement of the UN's 17 SDGs.



## 4.5 RTA Sustainability Commitments

In 2021, we have worked towards defining RTA's long-term sustainability commitments through the 7 focus areas within our sustainability framework, supporting RTA's role in shaping the future of sustainability mobility as follows:



## Stakeholder Engagement

Our stakeholders are at the core of our eight strategic goals, which were established to ensure that our activities and operations are driven by what matters most to them and to contribute towards meeting People Happiness.

RTA's stakeholder engagement process is holistic and structured in nature, wherein we have identified and prioritised the groups that can reasonably impact or be impacted by RTA's activities and operations. Through different levels and platforms of on-going communication and engagement with our stakeholders, we have four groups of stakeholders, namely employees, customers, vendors, and strategic partners. We engage with them from time to time depending on the nature of our work and our relationship with a given stakeholder group.

Our strategic partners are UAE government entities, some of whom we interact with regularly including Dubai Police, Dubai Municipality, Dubai Electricity & Water Authority, Federal Transport Authority - Land & Marine, Dubai Civil Defence, Dubai Government Human Resources Department, Dubai Health Authority, Land Department, Department of Finance, and Ministry of Interior.





## Employees

Stakeholder

What matters to our stakeholders	How we respond	Frequency
Better work environment	Within boundaries of Dubai Government HR Law	Yearly
Career growth	quarterly hr open day	Quarterly
Quality training programmes	Regular communication on updates to policies, code of conduct, and roles and responsibilities	As and when required
	Satisfaction survey	
	Benefits like nursery, health club, and gym	
	Establishment of a dedicated training centre	
	Whistle-blowing scheme and grievance mechanism	
	Employee service centre that facilitates the process of performance appraisals, feedback, and any other matter related to RTA's HR Services	



## Vendors

Stakeholder

What matters to our stakeholders	How we respond	Frequency
Improved communication	Open communication channels (dedicated email, helpline, and help centre)	Ongoing
	Online services	
	Streamlined process for payment and documentation	
	Launch of the e-tendering system	
	Automated process for pre-qualification on sustainability criteria	
	Training on RTA's procurement systems and procedures	
	Workshops and tendering processes targeting SMEs	



## Customers

Stakeholder

What matters to our stakeholders	How we respond	Frequency
Timeliness and responsiveness	Customer Happiness Centres	Ongoing
Accessibility and availability	Agreements with customers, customer service charter, multi-channel service delivery options	
Security and privacy	Implementation of 24/7 functional Smart centres, call centre, ivr, chatbot, smart apps, self-service kiosks, valet services at Customer Happiness Centres	
Service quality		
	Implementation of international standards and best practices (i.e., ISO 27000 Information Security Management System)	
	Implementation of the Service Quality Framework and Service Excellence Standards	



## Strategic Partner

Stakeholder

What matters to our stakeholders	How we respond	Frequency
Enhancing partnership in relation to strategic directions	Coordination with strategic partners on roles, responsibilities, and the level contribution of each entity in achieving joint strategic objectives	Ongoing
Execution of shared initiatives		

# Materiality Assessment

At RTA, we conduct a comprehensive materiality assessment every two years by engaging with our key stakeholders to assess our key focus areas and respond to any changes in the local market's needs. Following the materiality assessment exercise for 2020 that RTA has done with its stakeholders, our sustainability teams conducted a refresher in 2021 updating RTA's material topics by identifying a list of potential material topics, for RTA and our stakeholders, based on the current market trends, past performance, and observations gathered from the stakeholder engagement exercises, which were done through an online digital tool that records and consolidates feedback from stakeholders anonymously and instantaneously.

The materiality assessment for 2021 is reflected in the matrix below:



# Material Topics and their Boundaries

Material Topics Prioritised Based on Materiality Assessment	Rank in 2021	Rank in 2020	Boundary
Occupational Health & Safety	1 —	1	Within RTA
Energy & Emissions	2 ↑ 5	7	Inside and Outside RTA
People Happiness	3 ↓ 1	2	Inside and Outside RTA
Local Community	4 ↑ 2	6	Inside and Outside RTA
Waste	5 ↑ 11	16	Inside and Outside RTA
Innovation	6 ↓ 3	3	Inside and Outside RTA
Economic Performance	7 ↓ 3	4	Inside and Outside RTA
Training & Education	8 ↑ 1	9	Within RTA
Indirect Economic Impacts	9 ↑ 4	13	Inside and Outside RTA
Responding to Changing Market Needs	10 ↓ 5	5	Inside and Outside RTA
Diversity & Equal Opportunity	11 ↑ 1	12	Within RTA
Biodiversity	12 ↑ 7	19	Inside and Outside RTA
Employment	13 ↓ 2	11	Within RTA
Market Presence	14 —	14	Inside and Outside RTA
Water and Effluents	15 —	15	Inside and Outside RTA
Compliance	16 ↓ 6	10	Inside and Outside RTA
Procurement Practices	17 ↑ 1	18	Within RTA
Anti-Corruption Practices	18 ↓ 1	17	Within RTA
Customer Privacy	19 ↓ 11	8	Inside and Outside RTA

\*The column highlights the material topic ranking for 2021 as well as the change seen compared to 2020. Green arrows pointing up indicate an upward shift, red arrows pointing down indicate a downward shift, and orange dashes represent no change.



# RTA Future Foresight



RTA stepped up the pace of its foresight activity in 2018 and amplified its capability by creating scenarios for the future of mobility in Dubai in 2030 and 2071, being the first Dubai government entity to undertake an in-depth study looking at more than 50 years into the future. The scenarios take into consideration the government's directions as well as external drivers of change and provide an input for RTA's strategies and planning.

The scenario study also identified global and local trends in mobility and a set of initiatives and projects that will enable Dubai to take the lead in shaping the future of mobility. Many of these are being currently implemented, including the self-driving vehicle strategy, aerial taxi, and creating infrastructures that encourage users to opt for active and sustainable modes (walking, cycling, e-scooter).

Climate change is considered within the environmental trends' category as an important factor shaping RTA's plan. In response to this trend, RTA takes mitigation measures, such as encouraging the uptake of vehicles and modes with zero or low carbon emissions and developing an infrastructure that is resilient to climate change.

Climate factors are also considered when analysing macro-level future mobility trends and formulating RTA's objectives, challenges, emerging risks, and opportunities.

## Future Strategies

At RTA, we are honoured that H.H. Sheikh Mohammad Bin Rashid announced the autonomous transport strategy for Dubai, which seeks to turn 25% of all trips into autonomous ones by 2030. This is the most ambitious figure proposed by a government entity in the field of autonomous transportation worldwide.



## RTA's Future Projects

Examples of Future Projects



Aerial Taxi Piloted 2017



WiPower wireless charging world-first prototype tested in 2019



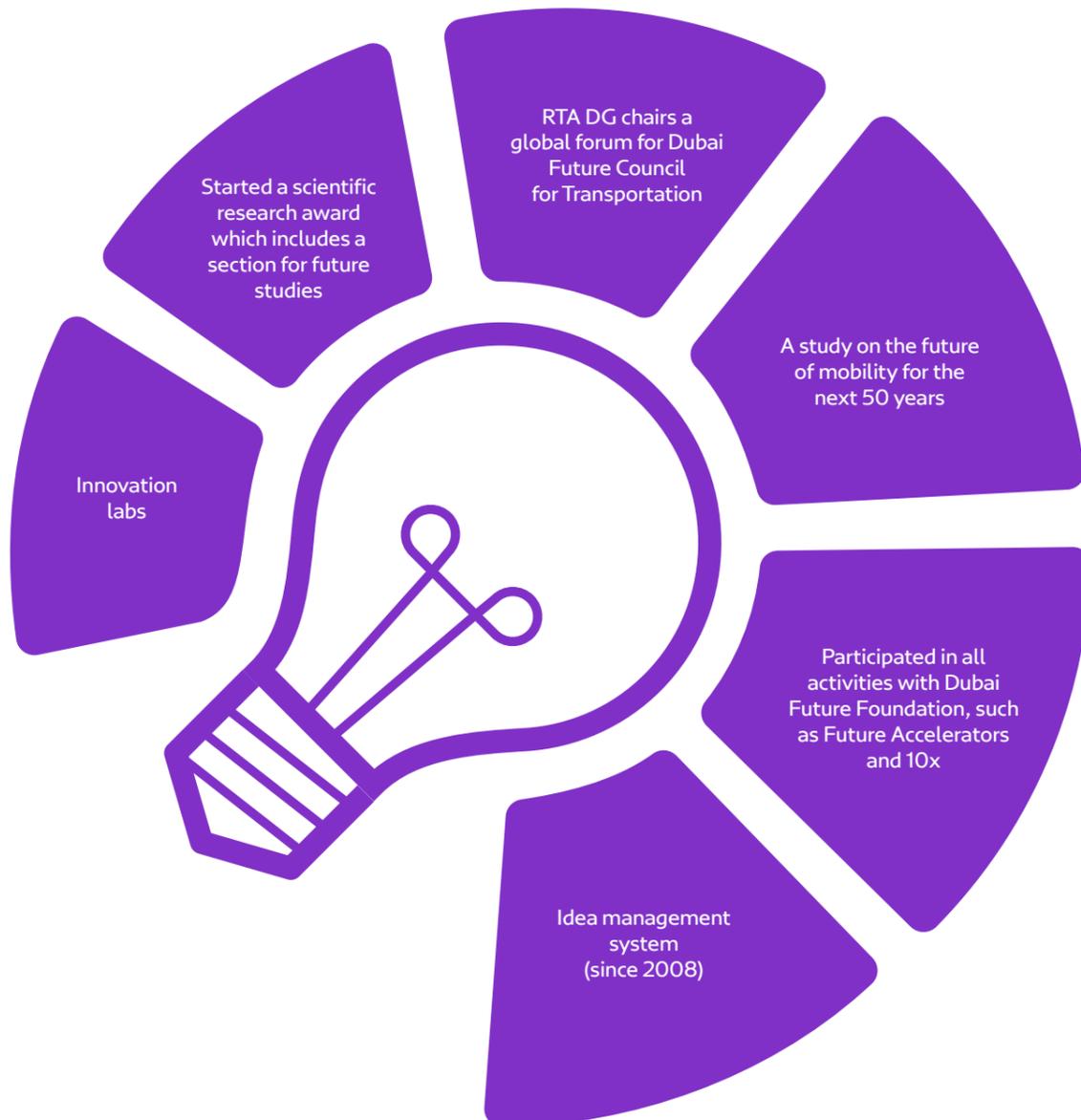
Self-driving vehicles & related infrastructure



Nano technology protection materials on facade of metro station



Dubai Skypods masterplan completed, in route study phase



## First Last Mile Strategy and Policy

The FLM Strategy was approved in 2020. It aims to achieve leadership in FLM services at a regional level based on three pillars: sustainability, shared mobility, and users' safety.

The strategy has clear targets to increase the maturity of FLM modes to specific targets by 2026. Since the announcement of the FLM strategy, RTA launched the operations of shared bikes, bus on demand, and pilot shared e-scooters.

RTA also prepared to permanently operate and expand different modes of transportation. In order to achieve the FLM strategy targets, the FLM policy aims at governing and enabling the first and last mile modes in Dubai, while introducing new modes within an integrated "ecosystem".



# 06

## Economic Prosperity



RTA Sustainability Focus Areas	The 10 Principles of the UN Global Compact	The Sustainable Development Goals	GRI Standards	RTA Material Topics
Local Economic Impact	Human Rights Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights Principle 2: Businesses must not be complicit in human rights abuses.		GRI 201: Economic Performance 2016	<ul style="list-style-type: none"> <li>Economic performance</li> <li>Responding to changing market needs</li> <li>Compliance</li> <li>Indirect economic impact</li> <li>Market t</li> <li>Anti-corruption practices</li> </ul>
Sustainable Procurement and Asset Management	Anti-Corruption: Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery.		GRI 204: Procurement Practices 2016	<ul style="list-style-type: none"> <li>Procurement practices</li> <li>Compliance</li> <li>Anti-corruption practices</li> </ul>

\*All the material topics are mapped out in GRI Content Index

RTA's vision and strategic goals are aligned with the Eight Principles, 50 Year Charter, and Vision of Dubai and has experienced tremendous growth in its service portfolio and assets since its inception in 2005. RTA prepares a 5-year financial plan that gets revisited and updated on a yearly basis. The plan takes into consideration RTA's core strategies, and agencies/sectors execution plans that get revisited and updated on a yearly basis as well. To ensure financial sustainability and achieve operational efficiency, RTA sets an annual target for cost rationalisation and revenue maximisation.

## 6.1 Local Economic Impact

RTA is one of the largest government entities in the emirate of Dubai, and one of its main strategic objectives is financial sustainability. Since its establishment, RTA accomplished great success in achieving operating surplus and continuous financial growth through stabilising expense and increasing revenues. We understand the need to continuously develop and enhance our financial systems to contribute to cost efficiency for internal processes and maintain financial sustainability.

### Ahmed Al Kaabi

Executive Director,  
Finance Department (FD)

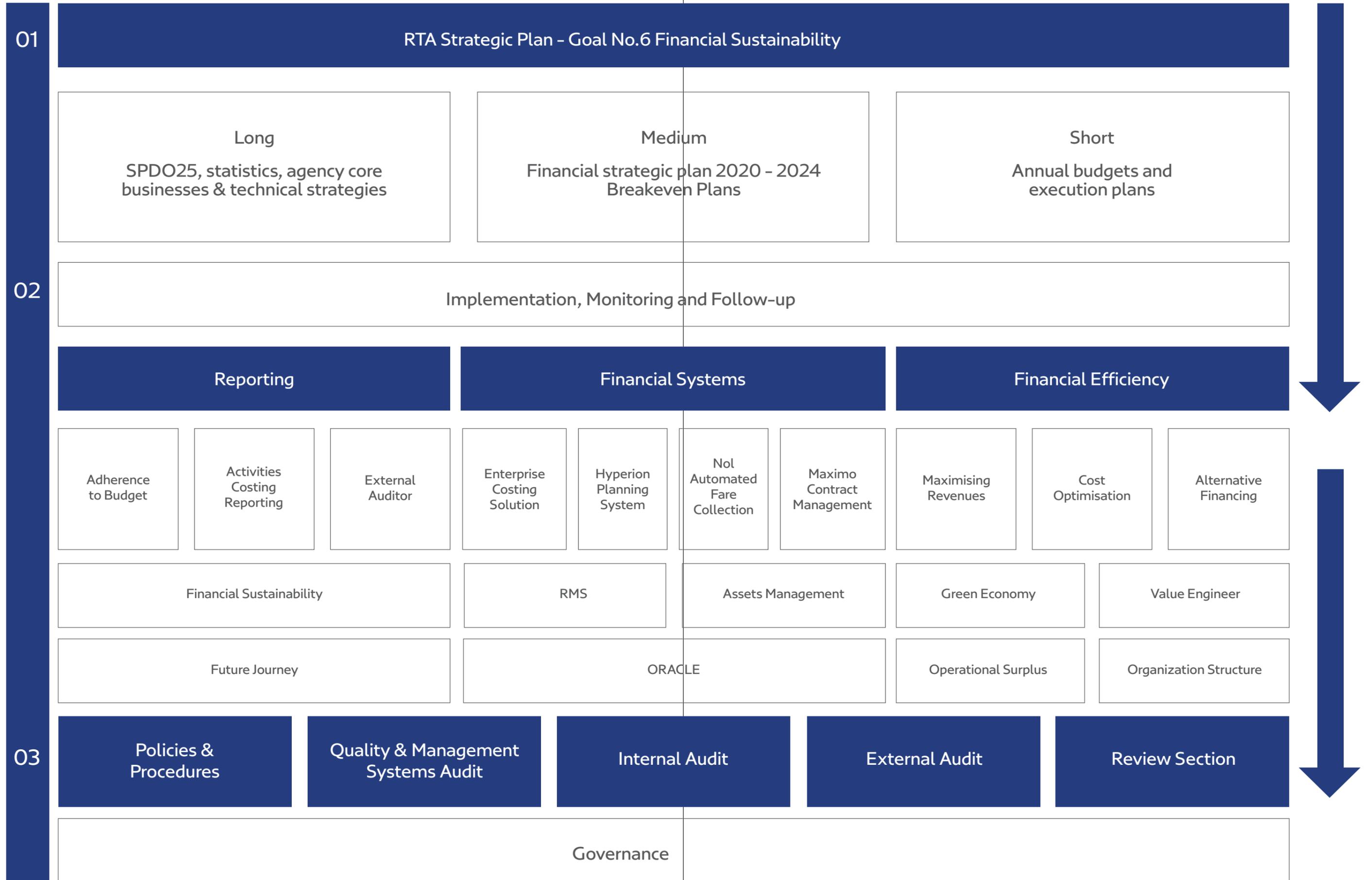


## RTA's Financial Management Framework

RTA has a robust financial management framework which is aligned with RTA's strategic plan that subsequently drives the short, medium, and long-term objectives and plans. A comprehensive governance system to ensure proper planning, implementation, monitoring, and reporting have been established, further supported by multifarious initiatives and programmes. The framework which is based on the continual improvement model and strong governance, guarantees its success. Under RTA's financial management framework:

Plan type	Duration
Short term	1 year – Annual budgets and execution plans
Medium term	5 years – Financial strategic plan (2020-2024)
Long term	RTA 2030 sustainability plan

# Financial Management Framework



## RTA's Major Commitments and Achievements in 2021



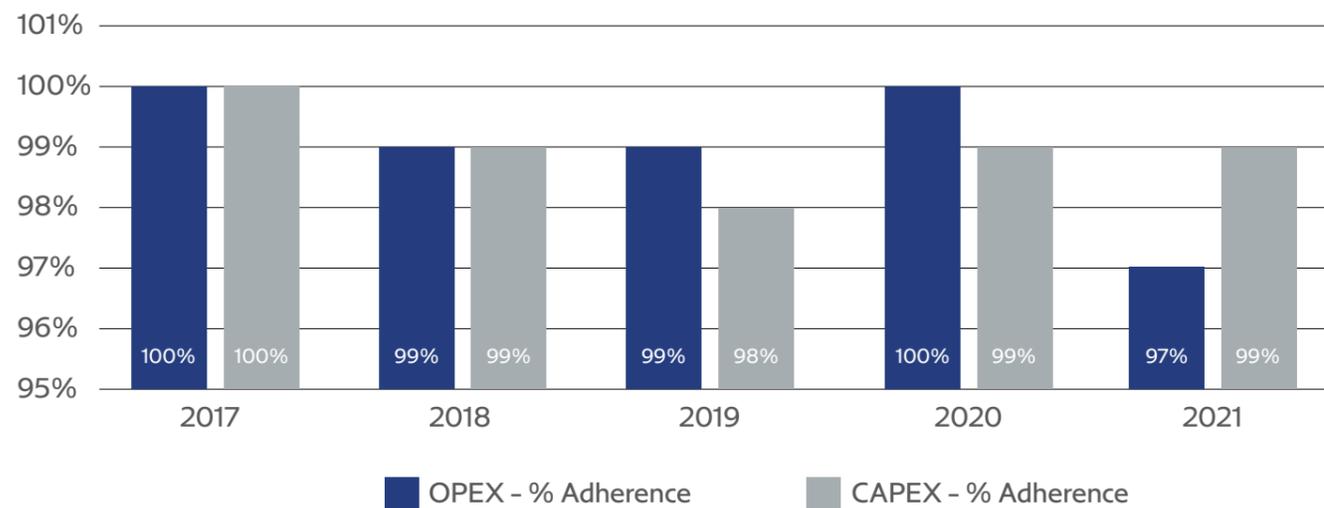
## Some other important financial performance measures are provided below:

Financial Metrics	Unit	2017	2018	2019	2020	2021
Cost rationalisation	%	116%	147%	182%	104%	161%
Adherence to planned revenue budget	%	105%	104%	97%	105%	103%
% Operational surplus attained	%	57%	56%	61%	56%	44%

## Major Economic Performance Measures

Capital Expenditure (CAPEX) and Operational Expenditure (OPEX) ensure RTA's financial planning is comprehensive and robust. As a result, RTA has been consistently able to meet its CAPEX and OPEX target.

Adherence to planned CAPEX and OPEX (2017-2021)



## Revenue Streams

		2016	2017	2018	2019	2020	2021
RTA revenue stream percentage contribution - Fare box	%	43%	43%	41%	41%	32%	84%
RTA revenue stream percentage contribution - Non Fare box	%	19%	16%	14%	12%	82%	117%
RTA revenue stream percentage contribution - Statutory revenue	%	38%	41%	45%	47%	61%	100%
Revenue maximisation (Target - 4% increase from approved budget)	%					105%	100%

# 6.2 RTA's Commercial Investment Approach

"RTA is solemnly committed to economic and as asset sustainability by adopting them as strategic objectives for the future.

Devising the investment strategy shall remain key to achieve Dubai's ambitious investment strategic plan as well as to make RTA self-reliant for the future."

## Ibrahim Al Haddad

Director – Commercial & Investment Department (CID)



RTA remains committed to discovering various means that enhance its funding and financing capacity. Key initiatives launched under both these categories remain:

## Alternate Revenue Generation Opportunities



Tourism opportunities



Create first/last mile connectivity



Provide capacity management initiatives



Provide third party solutions



Enable digital solutions



Exploit advertising initiatives



Real estate commercialisation

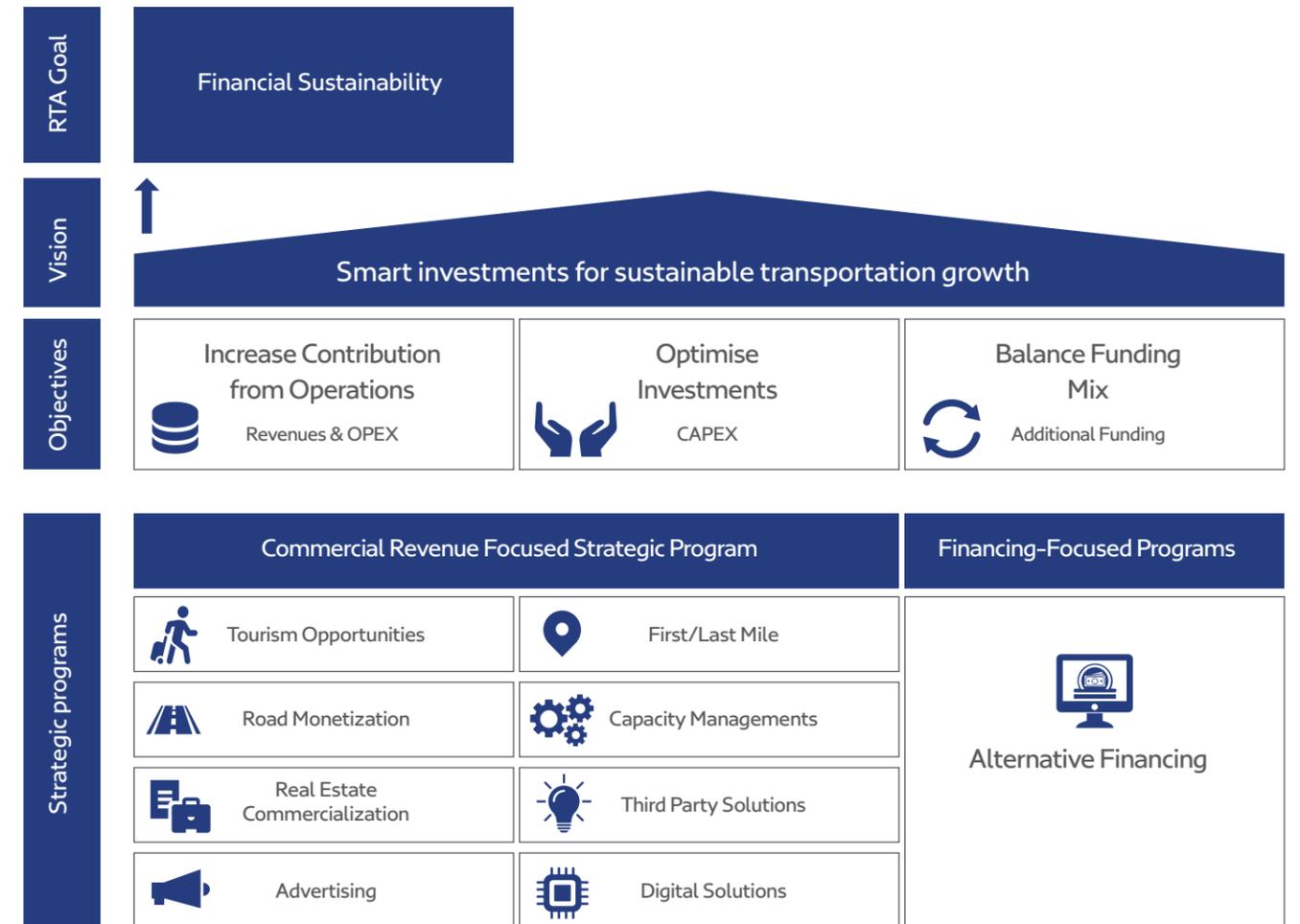


Road monetization



Alternate financing focused programs

## RTA Investment Strategy

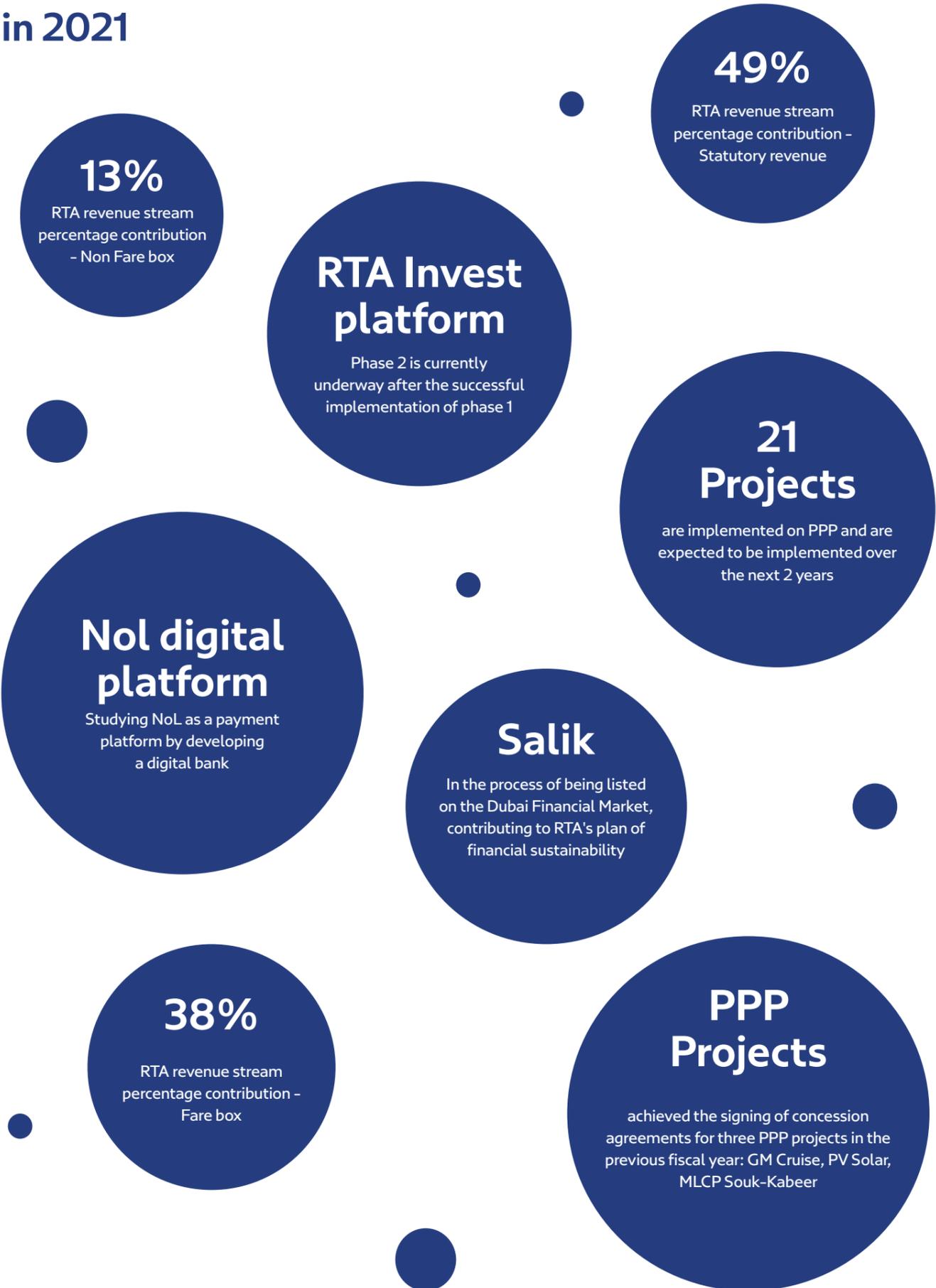


The commercial and investment department (CID) at RTA ensures that all initiatives are economically sustainable while accruing commercial returns to project stakeholders. In addition, many of the future projects envisage increasing the share of public transportation, reducing pollution, and enhancing the quality of life in Dubai, as can be observed from the existing project pipeline, such as the PV Solar project, Smart Lighting, and RTA Smart IOT solutions.

CID also ensures that all its initiatives create a positive impact thereby enhancing the quality of life of Dubai's residents. In addition, it also envisages smart and futuristic solutions (aerial autonomous taxi) or aesthetically beautiful but economically viable projects (Sunset Beach, Hanging Gardens) which help enhance social equity in the emirate of Dubai.



# RTA's Major Commitments and Achievements in 2021



# Shaping the Future of Sustainable Mobility

To support Dubai's plans of becoming one of the world's greatest cities and competitive economies, RTA will make additional investments to build transport capacity in the emirate of Dubai, guided and supported by RTA's long-term investment strategy.

In line with the formulated Dubai Autonomous Transportation Strategy (formulated as part of 'shaping the future of mobility'), CID endeavours to research and provide support to the relevant sectors in undertaking feasibility studies and assessing the viability of various initiatives that will ultimately shape the future of mobility. Moreover, CID has also evaluated initiatives pertaining to autonomous vehicles, skyway, sky pods, delivery drones, flying taxis, etc.

CID developed an 'Investment Pillar' within its future road map that is aligned with the overall strategic goals of RTA, as well as the 8 principles of Dubai, which demonstrates our commitment in supporting the growth of RTA as well as Dubai's. The investment pillar has four strategic directions identified:

- 01**  
 Improving business environment
- 02**  
 Driving growth
- 03**  
 Diversifying revenue
- 04**  
 Building sustainable partnerships

**RTA is the first entity in the region to be certified with ISO 10014 outlining the 'Guidelines for realizing Economic and Financial Benefits', which attests that RTA's commercial and investment practices are aligned with global best practices.**

## Case Study – Autonomous Taxi (GM Cruise)

The project involves operating a fleet of autonomous (self-driving taxis) in Dubai, which would also offer e-hail services.

RTA has signed a partnership agreement with Cruise Company (subsidiary of General Motors) to operate Cruise autonomous vehicles in Dubai. Trials and preparation of digital maps needed for the cruise autonomous vehicles are being prepared for the service's launch in 2023.

Deployment of these vehicles is expected to improve road safety levels as around 90% of accidents are due to human errors. The vehicles to be introduced are environmentally friendly and are capable of servicing various community segments including senior citizens and People Of Determination.

This initiative supports Dubai's 2030 vision for self-driving technology through which transportation costs are estimated to decrease by AED 900 million, saving AED 1.5 billion a year by reducing environmental pollution by 12% as well as generating AED 18 billion in annual economic returns by increasing the efficiency of the transportation sector in Dubai



# Case study

RTA Invest

RTA launched its digital investment platform – 'RTA Invest' to serve investors and entrepreneurs. It aims to offer investors a package of smart and streamlined services and showcase RTA's investment opportunities amongst a wider spectrum of local and global businesses. It also facilitates the response and interaction of bidders to call for RTA investment tenders.

The platform is dedicated to serving investors and entrepreneurs interested in engaging with RTA on projects. Such projects are based on public-private partnerships (PPP) and tailored to deliver services to all spectrums of the community.

Moreover, the platform creates interactive investment channels with investors for sharing ideas and proposing innovative business solutions. The platform offers equitable opportunities all over the globe for investors who will be able to source instant information about RTA's projects and opportunities. It constitutes a new channel for exploring and enticing global firms and attracting foreign investments that cement Dubai's standing as an attractive investment environment.



## 6.3 Asset Sustainability

The asset management department in RTA was established in March 2009 with its main responsibility being the development and follow-up of the corporate framework of asset sustainability with high efficiency and effectiveness according to advanced international standards.

### Eng. Saeed Alramsi

Director, Asset Management Department (AMD)



At RTA, we provide integrated transport services across roads, rail, and marine modes, which are vital to the economic development and social well-being of the Emirate of Dubai embracing ISO 55001:2014 – “Asset Management System” – to align with international best practices and standard.

Our asset management approach is developed to deliver stakeholder value by optimising cost, risk and sustainable outcomes on a whole life, system, and portfolio basis. This approach comes in line with the external business context, RTA’s Strategic Plan, and Dubai strategies. RTA’s asset management planning and decision-making is evidence-based, data-driven, and enabled by the latest innovative digital technologies.

RTA’s asset management system has 9 main components which are supported by 45 processes, enablers, or capability areas. Environmental, social, and governance (ESG) considerations are part of the sustainable asset criteria through element F (as one of the 9 major components of asset management system), which supports the assets’ safety, risk, and sustainability.

In 2021, the asset management department had different initiatives to prioritise sustainable asset management.

## The main ones are:



## Shaping the Future of Sustainable Mobility

In 2021, we worked on building a new strategy for 2030 supported by a road map. The roadmap supports RTA in reaching the highest ranking of 5.0 in asset management maturity level as per asset management institute definition in UK. It will help shape the future of asset management for mobility in Dubai.

The roadmap includes 58 initiatives categorised over 3 time periods, with each targeting the achievement of a maturity level until 5.0 is reached. Our asset management roadmap 2030 supports RTA in shaping of the future of sustainable mobility by:



# RTA's Major Commitments and Achievements in 2021

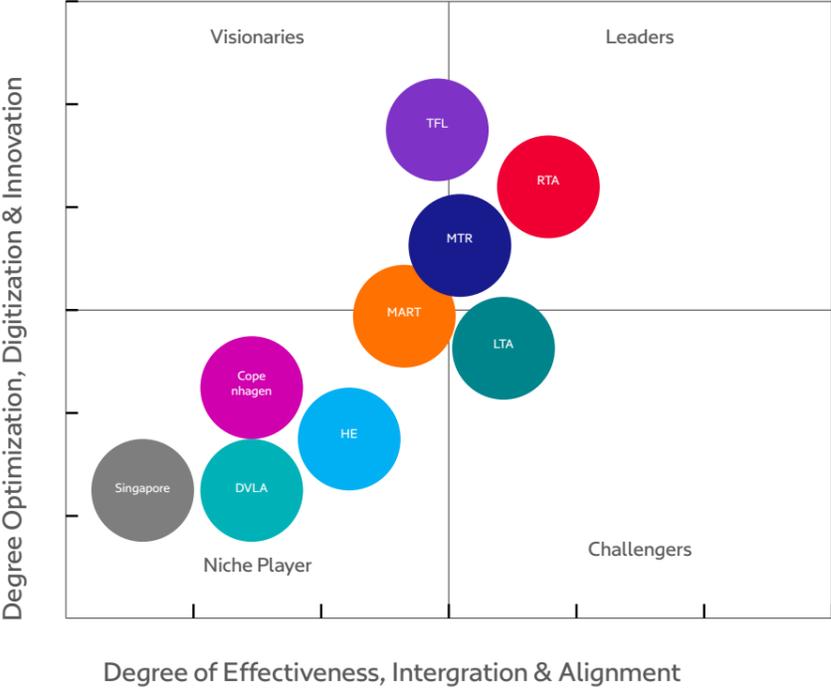
To support RTA's asset management system, AMD initiated multiple initiatives to enhance the maturity of its assets.



# Asset Management Benchmarking

In 2021, we held a benchmarking assessment covering London TFL, Singapore LTA, Hong Kong MTR, Highways England, Atlanta Marta, Copenhagen Municipality, DVLA (UK), and Singapore MOT. The Current State Assessment Report was used as a baseline to benchmark RTA against the selected benchmarking organisations.

The diagram shows the relative ranking of these organisations, using the AM Excellence Quadrant aggregating maturity across the 14 IAM capability areas considered, and places RTA in a leader level compared to others.



# Major Asset Performance Measures

Asset management devised new measures in 2021 to ascertain the performance of its assets. Major asset management metrics are shown below:

## Value of optimised assets

Asset Management Metrics	Unit	2016	2017	2018	2019	2020	2021
% Value of optimised assets	%	96%	102%	99%	100.93%	109.34%	110%



# Case study

## Railway Crack Detection using Near Field Microwaves, Autonomous Robotics, and Machine Learning

At RTA, we utilised robotics and machine innovation by detecting the railway cracks using field microwaves through sensors, allowing us to further enhance the safety of metro users while optimally managing our assets and replacing the traditional difficult way of manual checking and physical inspection.

### Major benefits:

**1** Predicting internal cracks within the tracks and their potential propagation

**2** New technology which makes RTA a pioneer in using it for rail

**3** Reduction in maintenance cost as the system is locally produced

**4** Leveraging robotics technology and an autonomous system

**5** IP award and potential commercial production in conjunction with AUS



# Case study

## Circular Economy Global Award

In December 2019, thanks to our higher management's directions and support, RTA adopted the circular economy principles and practices as one of the first entities in the United Arab Emirates. A team has been formed to capture the current practices and promote its implementation across all RTA departments.

RTA follows the Ellen MacArthur Foundation's RESOLVE Framework for Circular Economy to evaluate its practices. In 2021, RTA has 8 main projects, 240 current applications, and 128 future initiatives supporting circular economy concepts.



### Major benefits –

- Recognizing RTA's efforts in the asset management field as RTA was awarded the bronze Global Good Award for adopting a circular economy.

# 6.4 Sustainable Procurement



Sustainability is not just about adopting the latest energy-efficient technologies or turning to renewable sources of power. Sustainability is the responsibility of every individual every day.

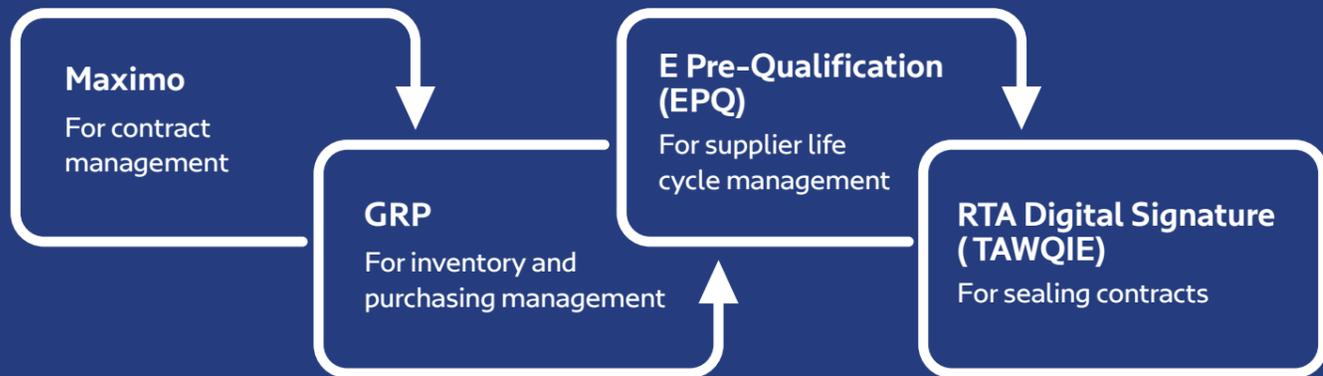
It is about changing our behaviour and mindset to reduce power and water consumption to help save government resources”.

**Saeed Mohammed Al Marri**  
Director – Procurement Department



RTA is the first government entity in the transportation industry to be awarded ISO20400 for sustainable procurement. RTA is committed to supporting local businesses and small and medium-level enterprises (SMEs) in the region. To achieve this, RTA gives preference to major contractors / vendors who support local businesses or SMEs by hiring them as sub-contractors during their work on RTA projects. RTA has also implemented a ‘Code of Vendor and Investor Conduct’ to ensure streamlining of all vendor and investor behaviour and conduct principles mandated by RTA for these external parties.

RTA has three major systems for managing “contract” and “procurement” and added the RTA digital signature to them in 2021, paving the way to the future through the digitalisation of contracts.



RTA ensures that all activities conducted across those systems are managed in line with the overall business code of conduct and strategic objectives of the organisation.

# Local Business and Small and Medium-Level Enterprises (SMEs) Support

RTA is committed to supporting local businesses and small and medium-level enterprises (SMEs) in the region. To achieve this, RTA gives preference to major contractors/vendors who support local businesses or SMEs by hiring them as sub-contractors during their work on RTA projects. We also have reduced payment time and new terms implemented to support local businesses. SMEs are excluded from certain conditions in the EPQ system. Some of our SME initiatives include:

## RTA initiatives for SME

**01**

Exempt all SME companies from bid bond for tender values below than AED 500,00

**02**

50% reduction in tender document fees

**03**

Prioritise allocation of non-critical projects to SMEs only

**04**

Reward the sector/agency in RTA that supports SMEs in its projects, during the vendor rewards' ceremony

**05**

Reward large businesses/ enterprises, applying for RTA tenders, who demonstrate support to SMEs by choosing them as sub-contractors as part of the larger project

**06**

Formation of SME committee within RTA's procurement department

**07**

Developed a special channel ‘SME-procurement email’ to communicate with SMEs and provide the necessary support and all possible facilities to increase their participation in RTA tenders



# Environmental, Social, Governance (ESG) Considerations

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

- 01 Environmental Policy (or equivalent) for the organisation

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- 02 Environmental Management system for the organisation

---

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

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- 04 Organisation compliance with any international standard or requirement for environmental, energy, sustainability, or carbon reduction management system (example: certification for ISO 14001)

---

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

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- 06 Eco-labelling / environmental labelling scheme for the product(s) offered to RTA (examples: ISO 14021, ISO 14024, ISO 14025, etc.)

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- 07 Qualified environmentalist in the organisation, provision of environmental training and awareness programs for employees and stakeholders

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

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- 09 Offence to any legal requirements relevant to the service/product

# Shaping the Future of Sustainable Mobility

As part of the P&C department in helping RTA shape the future of sustainable mobility, we have established RTA's Roadmap for Contracts and Procurement Management 2021-2025

In 2021, the roadmap was updated and approved in accordance with RTA's updated strategic plan and as a part of aligning RTA's procurement plans and directions with international, local, and national strategies and directions.

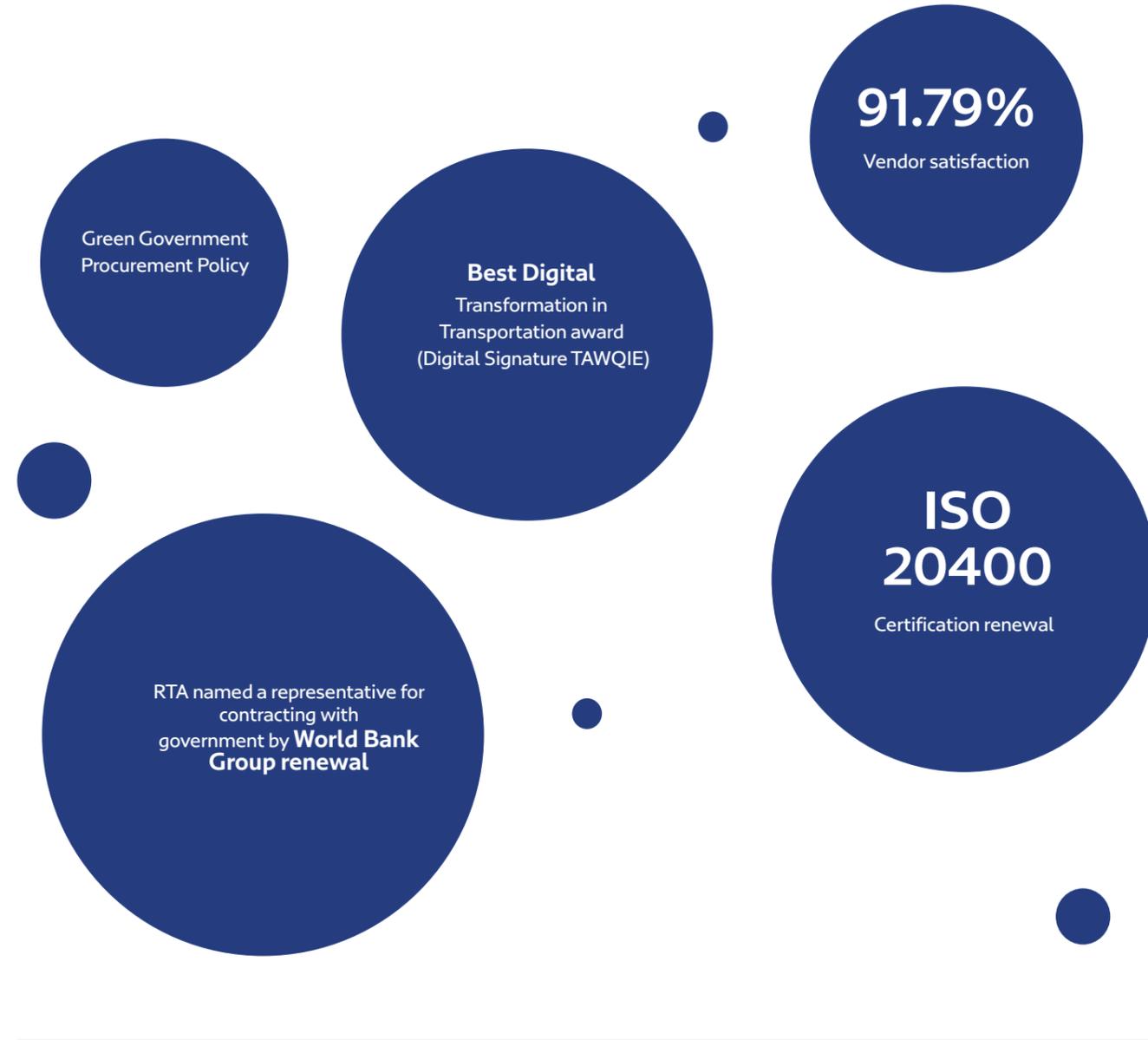
RTA's Roadmap for Contracts and Procurement Management 2021-2025 is based on future foresight by including:



Within the roadmap, we have planned to implement the following activities for the upcoming 5 years.



## RTA's Major Commitments and Achievements in 2021



## Circular Economy

We have introduced circular economy requirements into our contracts and purchase processes. The Procurement Department encourages both its internal and external stakeholders to reduce waste generation and responsibly use resources.

## Ensuring Supplier, Labour, and Human Rights Compliance

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

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

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

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

Use voluntary labour only

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

Maintain proper employment contracts as per the requirements of the Dubai Government and the UAE Ministry of Labour

RTA provides necessary training and sessions, as required, to suppliers and vendors on using RTA's procurement systems and complying with all RTA supplier requirements, including the worker welfare policies, code of conduct, and other performance requirements before starting work on any project

## Vendor Non-Compliance, Feedback and Grievance Mechanism

The RTA customer-relationship management (CRM) system is used for receiving and communicating vendor-related complaints and suggestions as well as resolving complaints and responding to ideas within the signed service line agreement (SLA).

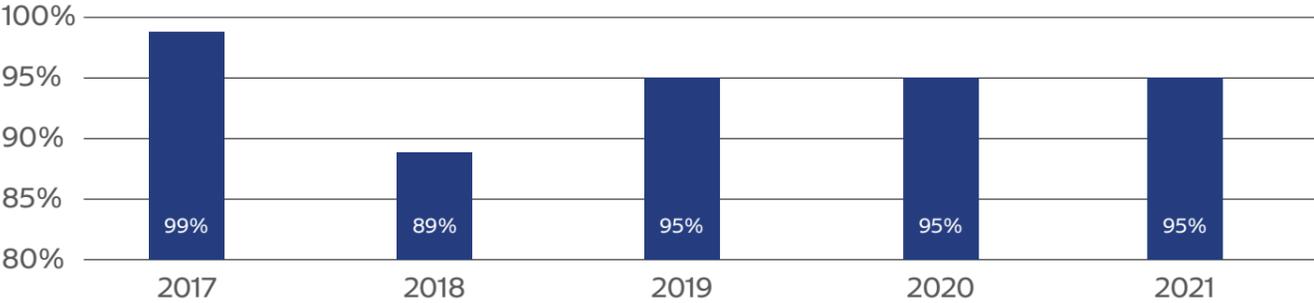
During the pre-qualification stage, vendors participating in the tendering process can contact RTA for any queries or issues through a dedicated email, helpline, or the help centre located in RTA's headquarters. Post-contract being awarded, the vendor is sent a signed letter of agreement. Any issues, suggestions, or queries are communicated with the nominated point of contact. We submit periodic reports to the director general on the functioning of the tendering committee and the supplier participation proportion, if any, for all tenders and bids released by RTA.

# Major Sustainable Procurements Performance Measures

## Supporting Local Suppliers

We have embedded a strong system within our procurement processes that allows us to support local businesses and select them as vendors, contractors, or sub-contractors for different RTA projects wherever feasible.

Percentage of the procurement budget used on local spending in comparison to the total budget in RTA (2017-2021)



## Supplier Screening Using Environmental and Social Criteria

Since the attainment of ISO 20400 - Sustainable Procurement Standard and Implementation of Sustainability Framework of RTA, a robust supplier screening mechanism has been put in place. Since 2018, RTA has been carefully screening all the new vendors/suppliers for the social and environmental criteria.

Indicator	Unit	2017	2018	2019	2020	2021
Percentage of new suppliers screened using environmental and social criteria	%	35%	100%	100%	100%	100%
Total number of new suppliers	#	407	458	406	680	433
New suppliers screened	#	144	458	406	680	433



# Case study

## Honouring best contractors and vendors in 2020

His Excellency Mattar Al Tayer, Director-General, Chairman of the Board of Executive Directors of the Roads and Transport Authority (RTA) has honoured the best-performing contractors and vendors working with RTA in 2020.

The move was made in recognition of the substantial support given by these companies to RTA in its efforts and achievements in public transport, infrastructure, and other services.

His Excellency also honoured the agencies, sectors, and companies supporting SMEs and investors, reiterating RTA's commitment to boost relationships with private entities considering them strategic partners in supporting the delivery of various RTA projects.



# 07

## Environmental stewardship



RTA Sustainability Focus Areas	The 10 Principles of the UN Global Compact	The Sustainable Development Goals	GRI Standards	RTA Material Topics
Resilience to Climate Change	<p>Environment</p> <p>Principle 7: Businesses should support a precautionary approach to environmental challenges.</p> <p>Principle 8: Undertake initiatives to promote greater environmental responsibility</p>		GRI 305: Emissions 2016	<ul style="list-style-type: none"> <li>• Energy and emissions</li> <li>• Innovation</li> <li>• Compliance</li> </ul>
Emissions' Management	<p>Principle 9: Encourage the development and diffusion of environmentally friendly technologies</p>		<p>GRI 305: Emissions 2016</p> <p>GRI 302: Energy 2016</p>	<ul style="list-style-type: none"> <li>• Water and effluents</li> <li>• Waste</li> <li>• Biodiversity</li> </ul>

\*All the material topics are mapped out in GRI Content Index

## Climate resilience

Climate resilience is the ability to anticipate, prepare for, and respond to hazardous events, trends, or disturbances related to climate. At RTA, we prepare for climate resilience by incorporating climate change adaptation and mitigation strategies, risks and opportunities that form the basis of developing action plans, policies, projects, and initiatives that support climate-resilient infrastructure and operations across our scope in Dubai. Further climate change adaptation and mitigation related projects will be also discussed in 7.2: Emissions management.

## 7.1 Resilience to Climate Change

“An infrastructure resilient to climate change is essential to achieving RTA's vision of seamless and sustainable mobility. TSPD has continued to support the prioritisation of sustainable and resilient infrastructure and modes during 2021, such as cycle paths, bike sharing, and e-scooter schemes, and developing new concepts, such as mobility hubs, while planning for ambitious sustainable mode share in 2030 and beyond.

We also embarked on a major shift in transportation modelling moving from Tour Based Model to Agent based models, reflecting the increased importance of new modes (bus-on-demand, e-scooter) and the introduction of future modes (such as self-driving vehicles) during the next few years.”

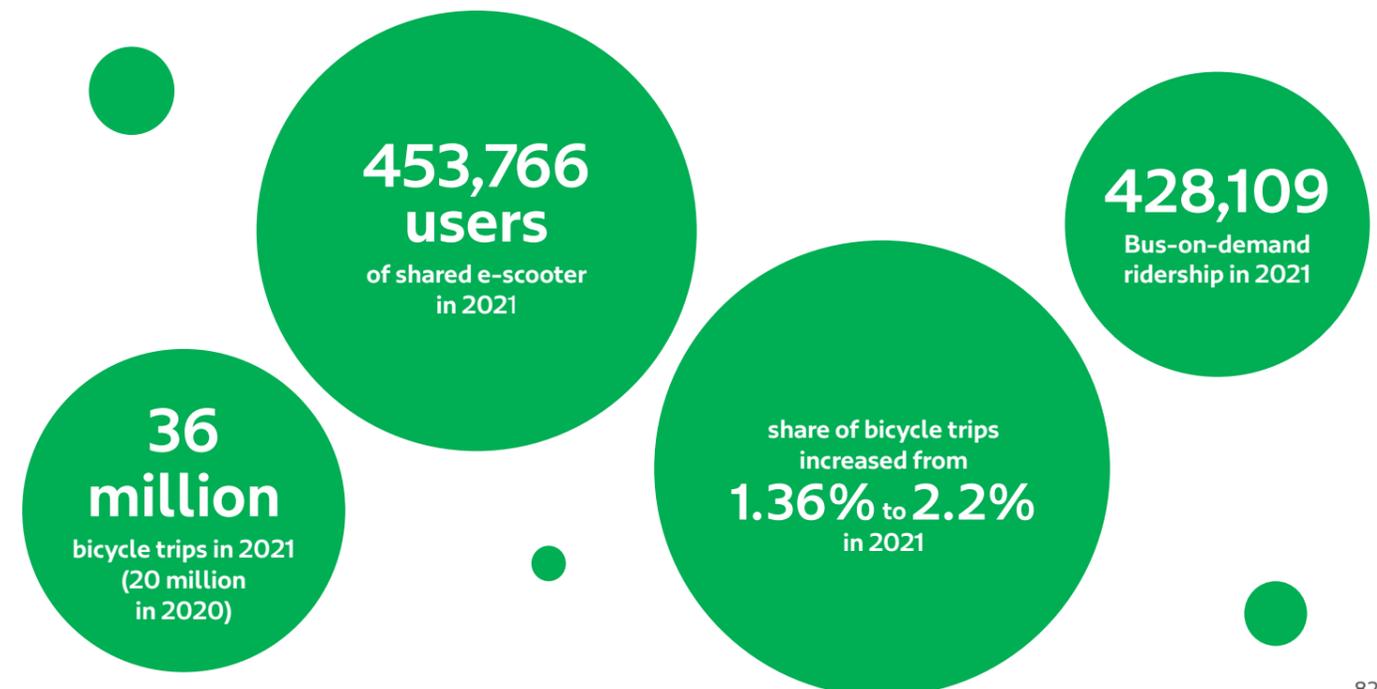
### Muna Al Osaimi

Director, Transportation Strategic Planning Department (TSPD)



## Climate Resilience

During 2021, the work to enhance pedestrian and soft mobility access to 28 public transport stations was completed and was near completion in five other stations. RTA's cycling infrastructure was also extended significantly.



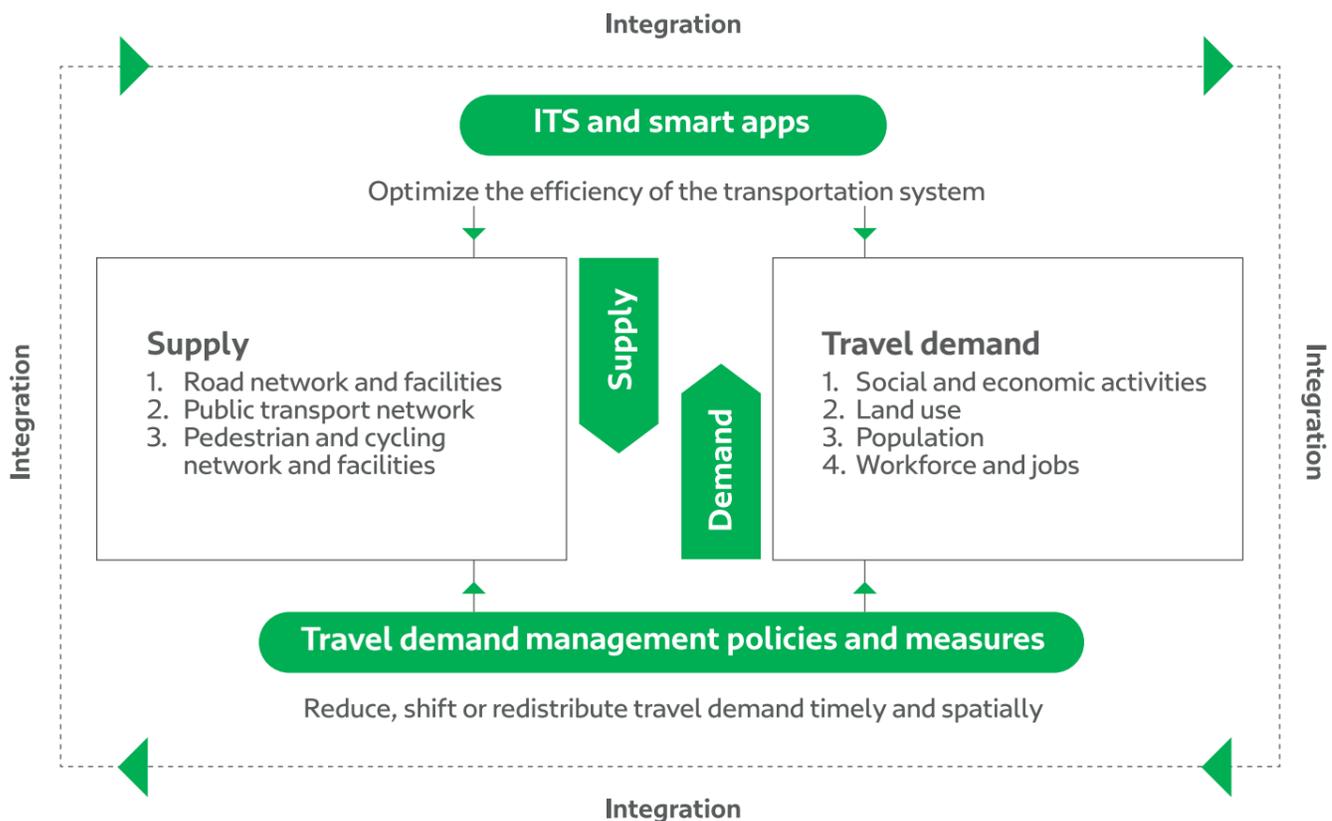
In a study conducted by RTA, it was found that 279 million kilometres are spent on bikes annually, which saves 81 thousand tons of CO<sub>2</sub> emissions per year. It was also estimated that these trips save around AED 54 million worth of fuel.

## RTA's Sustainable and Resilient Infrastructure and Transport Strategy

RTA's sustainable and resilient infrastructure and transport strategy is based on the 'Dubai Transportation Planning Framework' and 'Project Prioritization Framework'. While the former embraces the dynamic integration of supply, demand, technology and travel management policy measures, the latter outlines the centralised management of one or more projects that RTA undertakes to achieve its strategic goal.

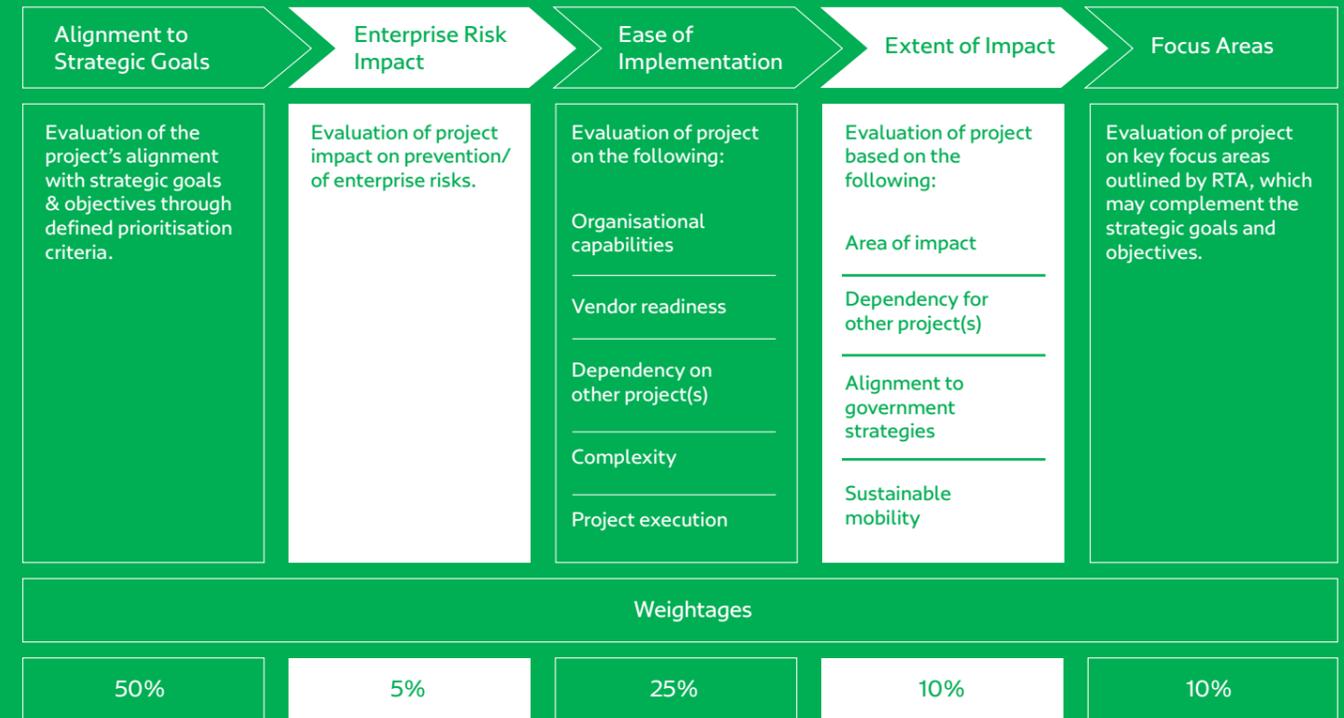
## Dubai Transport Planning

RTA's approach to sustainable and resilient infrastructure begins with the transport planning process, which is used to determine ways to maximise the use of public and shared modes in achieving seamless mobility for Dubai residents and visitors.



## Projects Portfolio Management Framework

During 2021, the work to enhance pedestrian and soft mobility access to 28 public transport stations was completed and was near completion in five other stations. RTA's cycling infrastructure was also extended significantly.



It is an approach to manage initiatives in an integrated manner, to assist in optimising current and future investments and balancing the value from those investments with the risks involved. RTA project selection and budget allocation sub-criteria include:

- 01** Energy consumption and clean energy such as renewables and clean fuel
- 02** Product lifecycle, considering reduce, reuse, and recyclability
- 03** Reduce environmental impact
- 04** Quality of working environment

# Some examples of prioritised projects that were completed in 2021



## Green Roads as a Service

The Initiative developed a green road as a service pilot project in coordination with Dubai Electricity and Water Authority



## Dubai World Challenge for Self-Driving Transport 2021

The Dubai World Challenge is an international competition aiming to encourage leading industry players, innovators, and start-ups in the field of self-driving (autonomous) transport to create the mobility market of tomorrow, while tackling transport-related challenges faced by global cities



## RTA Invest Big Data Platform

Provide an enterprise capability to store and manage data at high volume, velocity and variety to support business objectives related to 'Smart City', Dubai data and traveller information.



# Case study

## Operation of E-Scooters in 10 Dubai Districts

The site works have started for the electric scooter in preparation of the project's phase 1 launch in 10 Dubai districts. Operations will start in the first quarter of 2022.

This project follows the executive council's endorsement of the Dubai shared mobility plan and support of the e-scooter policy, as RTA expands the use of e-scooters and accompanying infrastructure to residential areas and 23 new districts.

These districts were selected based on their high population density, special development areas, locations served by metro stations and mass transportation, availability of integrated infrastructure, and high-level of traffic safety.

e-scooter operation is part of our Government's efforts to improve quality of life and make residents happier, shift towards sustainable transport, and make Dubai the preferred place to live and work and the preferred, safest destination for visitors.



## RTA's statistics

The roads and public transport network has grown significantly since the establishment of RTA, where the metro network reached 89.3 km in 2021 comprising of 53 stations and an exponential growth in Dubai's marine transport network length was marked with 85.81 km in 2021 compared to 2006's 1.35 km.

The public bus system today operates 1,628 bus fleets in a robust network as opposed to the 620 buses in 2006.

**The share of public transport and shared mobility in people's journeys grew from 6% in 2006 to 18.49% in 2021, Dubai PT and taxi ridership increased to reach 461.49 million passengers in 2021**



Rail	2006	2019	2020	2021
Metro Network Length (km)	0	74.25	74.25	89.3
Number of Metro Stations	0	47	47	53
Tram Network Length (km)	0	10.6	10.6	10.6
Number of Stations	0	11	11	11



Bus	2006	2019	2020	2021
Network Length (km)	2,095	3,810	3,810	3,810
Bus Routes	74	161	156	162
Bus Fleet	620	1,663	1,726	1,628



Marine	2006	2019	2020	2021
Network Length (km)	1.35	79	79	85.81
Number of Lines	2	16	16	18
Number of Stations	4	50	50	53
Marine Fleet	148	198	203	205



Shared Mobility	2006	2019	2020	2021
Taxi Fleet	5,944	10,909	11,006	10,845
Car Share Vehicles	0	400	400	379
Bicycle Network Length (km)	9	425	463	502.17
Shared Bicycles	0	780	780	780
Bus on Demand Areas	0	5	5	4



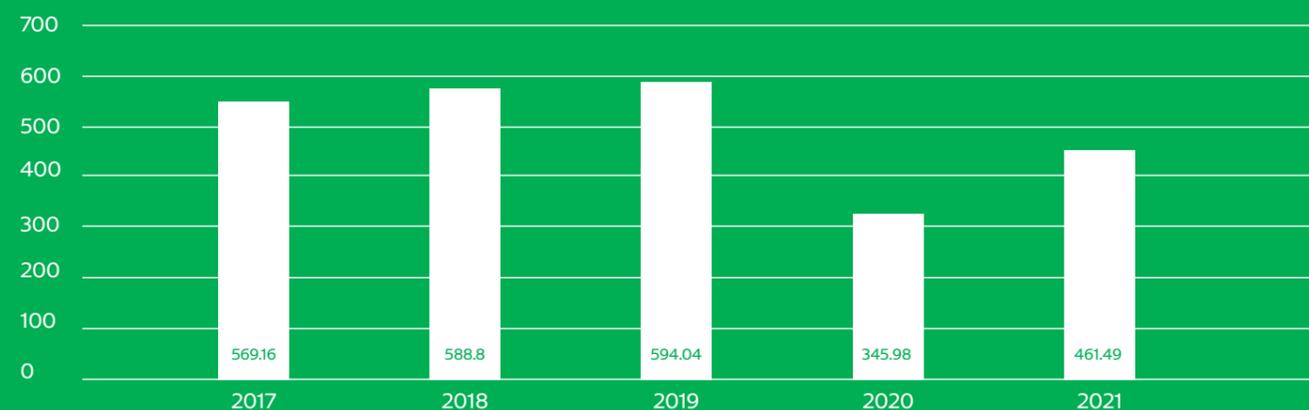
Road	2006	2019	2020	2021
Road Network Length (Lane-km)	8,715	17,920	18,255	18,475

In 2021, after having witnessed a massive fall in the usage of the public transportations due to the global pandemic that took place in 2020, ridership returned as strong as ever with an extensive total of 461,49 passengers carried (see below)

Ridership	Unit	2017	2018	2019	2020	2021
Public Transport Ridership in Metro	Million Passengers	200.75	204.41	202.98	113.63	151.26
Public Transport Ridership in Tram	Million Passengers	6.23	6.40	6.51	3.65	5.34
Public Transport Ridership in Public Buses	Million Passengers	155.32	167.93	157.10	95.42	116.32
Public Transport Ridership in Marine Transport	Million passengers	13.76	14.14	14.36	8.05	10.94
Ridership in Dubai Taxi & Franchise Taxi	Million Passengers	175.61	173.77	179.85	109.94	154.71
Shared Mobility Ridership (e-hailing and car-sharing)	Million Passengers	17.49	22.16	33.24	15.29	22.92
<b>Total Public Transportation with Shared Mobility and Taxi Passengers</b>	<b>Million Passengers</b>	<b>569.16</b>	<b>588.81</b>	<b>594.04</b>	<b>345.98</b>	<b>461.49</b>

**From 9 km in 2006, the bicycle network length was marked at 502 km in 2021**

Public Transport Ridership (Million Passengers)\*



\*The numbers represent the overall number of public transportation users, including those who use shared mobility and taxis.



# Case study

## MoU with Zhong Tang Sky Railway Group to explore developing suspended transport network

As part of its endeavours to come up with innovative solutions for developing a futuristic, suspended transport network in Dubai, RTA signed a Memorandum of Understanding (MoU) with Zhong Tang Sky Railway Group, a leading company in suspended railways.

The signing of this MoU is part of RTA's ongoing efforts to increase public transportation trips to 26% by 2030. Realising this objective requires developing advanced futuristic transport systems and improving the sustainable transport network in Dubai to encourage people and visitors to use public transport. RTA is seeking to consolidate the integration among mass transit means to realise its vision of becoming 'The world leader in seamless and sustainable mobility'. It also contributes to realising the Dubai Self-Driving Transport Strategy aimed to convert 25% of the total mobility journeys in Dubai into self-driving transport by 2030.



# Case study

## 188% surge in the marine transport network by 2030

RTA's marine transport network is planned to expand by 188% to span 158 km. Accordingly, the number of scheduled passenger lines is expected to witness a 400% upswing to 35 lines, under a master plan running up to 2030. Under the plan, the marine transit fleet would be expanded by up to 32% to reach 258 means, and the number of marine transport stations would see a 65% rise to encompass 79 stations by 2030.

RTA also started the trial run of five traditional abras powered by Biodiesel 5, which is officially approved in the UAE. The initiative, which was run in collaboration with ENOC, yielded extremely positive results.

Biodiesel 5 is efficient in recycling waste, reducing gas emissions, and conserving the environment; thus, it contributes to Dubai's Clean Energy Strategy. RTA had also launched a new generation of wooden traditional abras replicating the same design as the existing abras with high security and safety standards.



## 7.2 Emissions Management

“Our vision is to become the world leader in seamless and sustainable mobility. We aim to lead the ‘roads and public transport sector’ globally to reach to the ambition of net zero emissions.

We strive to reduce our carbon footprint through innovative, energy-efficient projects and climate-resilient technologies, which are lined with the international, national, and local directions under RTA's environmental sustainability strategic goal and objectives”.

### Eng. Nada Jasim

Director – Safety, Risk, Regulation and Planning Department



RTA is continuously deploying enormous efforts to achieve effective low carbon economy with an energy-efficient management to protect the environment.



**RTA is the first governmental entity in the region that established a Green Economy Strategy that has a dedicated framework to monitor and navigate all green economy related projects and activities**



The Green economy framework aligns with international, national, and local directions and is established based on the Environmental Management ISO 14001, Energy Management ISO 50001, and Greenhouse Gas Emissions Management ISO 14064.

The Safety, Risk, Regulation, and Planning Department (SRRPD) at RTA has adopted the latest developments related to scientific technologies and innovations to support its Sustainability and Green Green economy framework through six supporting programs:

### Green economy framework through six supporting programs



Renewable energy



Waste management



Fuel efficiency



Water efficiency

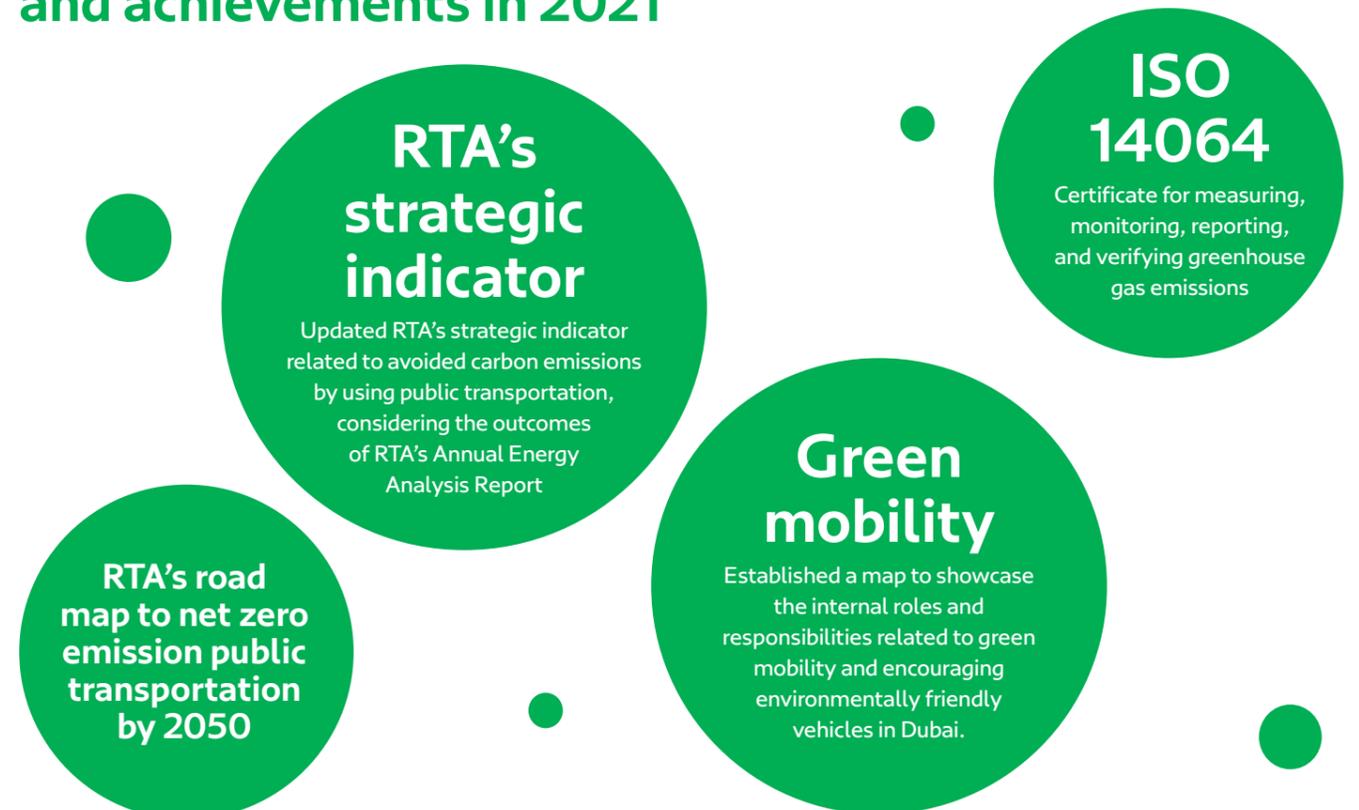


Electricity efficiency



Study and awareness.

### RTA's major commitments and achievements in 2021



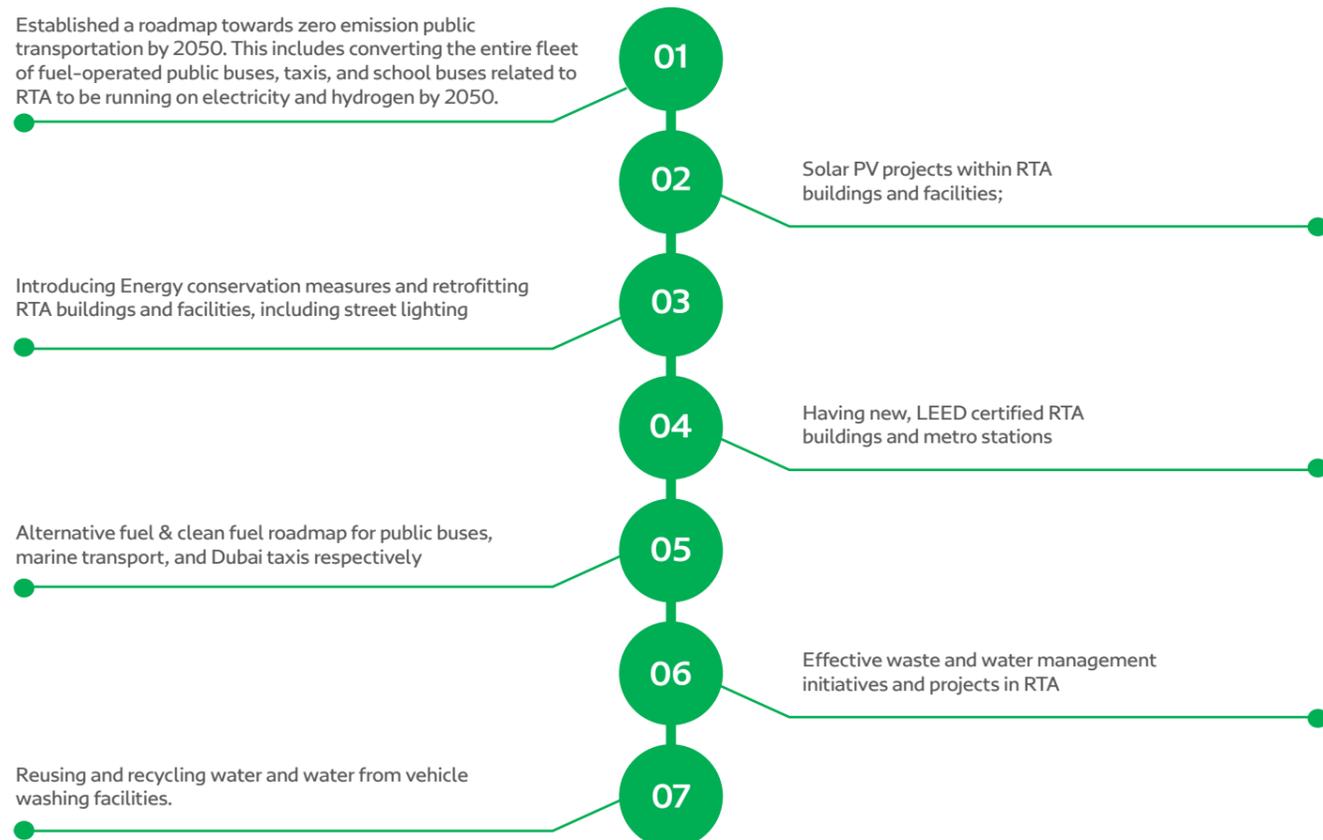
## Climate Change Adaptation and Climate Risks

Adaptation measures for identified climate risks are included within RTA's infrastructure, road, and building design, as well as its public transport related projects such as 'Route 2020 Metro line', which was supplemented by 'Weather Precautions and Emergency Response' documents to prepare for extreme weather events, including increases in temperature, flooding, sand storms, sea level rise, heavy rain, and extreme wind.

RTA's Climate Change Adaptation Plan is vital for having resilient infrastructure in the city, which also contains social, environmental, and economic benefits to the Emirate by having an infrastructure that is ready to adapt to the expected changes in climate and extreme weather scenarios. This plan feeds into the Dubai-wide climate adaptation plan that is supervised by the Dubai Executive Council, which identifies and addresses the key climate change risks in Dubai in the long term. RTA's climate risk assessment is a comprehensive process that involves a collaborative multi-stakeholder group consultation. RTA undertakes a SWOT to analyse the risk and opportunities and outline the effective strategies for climate resilience.

## Climate Change Mitigation

Climate Mitigation and the reduction of RTA's carbon footprint takes into consideration energy management including clean energy projects, i.e. solar PV projects and adoption of clean fuels in RTA fleets. RTA undertook the following as part of its mitigation steps to contribute to its sustainable performance and curb carbon emission:



# Case study

## Zero Emission Public Transportation in Dubai by 2050

RTA endorsed a long-term plan to achieve a carbon-neutral transport sector by 2050 supporting RTA's vision in achieving global leadership in seamless and sustainable mobility. The vision is supported by its sustainability framework that integrates the concept of sustainability into its daily operations, services, and relevant systems.

The Zero Emission Roadmap 2050 is coherent with RTA's strategic objectives and aims at achieving sustainability across all levels of the roads and transportation sector in Dubai.

**8 million tonnes**

Reduction in carbon dioxide equivalent

**3 million dirhams**

Saving by 2030

The Zero Emission Roadmap 2050 is benchmarked against the best international practices, in line with global trend, and aligned with key federal policies and local policies in Dubai, such as the UAE Green Agenda 2030, The National Climate Change Plan 2050, the UAE Energy Strategy 2050, The Dubai Integrated Energy strategy 2030, The Dubai Clean Energy Strategy 2050, Dubai Air Quality Strategy, Carbon Emission Abatement Strategy, and many more.

RTA is the first government body in the MENA region to carry out such a comprehensive plan for the public transport and its related infrastructure. The plan aids RTA's efforts to predict and shape the future, contributes to climate change reduction, supports the long-term national initiative rolled out by His Highness Sheikh Mohammed Bin Rashid Al Maktoum to encourage a green economy in the UAE, endorse Dubai's vision of becoming the most climate-resilient city in the world, and support RTA's strategic goal of becoming a world leader in seamless and sustainable mobility.

#	Pillar	Initiatives	2020	2025	2030	2035	2040	2045	2050
1	Green Mobility	Electric & Hydrogen Public Buses	0%	0%	10%	20%	40%	80%	100%
2		Expansion of Electric & Hydrogen Taxis and Limousine – Taxi Dubai	3.5%	10%	20%	40%	60%	80%	100%
3		Expansion of Electric & Hydrogen Taxis and Limousine – Other Taxi companies	0%	10%	20%	40%	60%	80%	100%
4		Electric & Hydrogen School Buses	0%	0%	10%	30%	50%	80%	100%
5	Infrastructure	Renewable Energy (Solar PV) in buildings and facilities – 24 Buildings		100%	Expanding the scope of application to the rest of RTA's buildings, facilities and infrastructure				
6		Retrofitting existing buildings – 115 buildings	9%	35%	74%	83%	91%	100%	
7		Near Zero Energy buildings – all new buildings	0%	100%	Continuous implementation on all new projects				
8		Energy efficient street lighting	17%	35%	70%	100%	Continuous implementation on all new projects		
9	Circular Economy	Recycling of Municipal waste	65%	75%	100%	Continuous implementation			
10		Recycling and reuse of water	12%	15%	20%	26%	30%	36%	40%

## Emissions Accounting

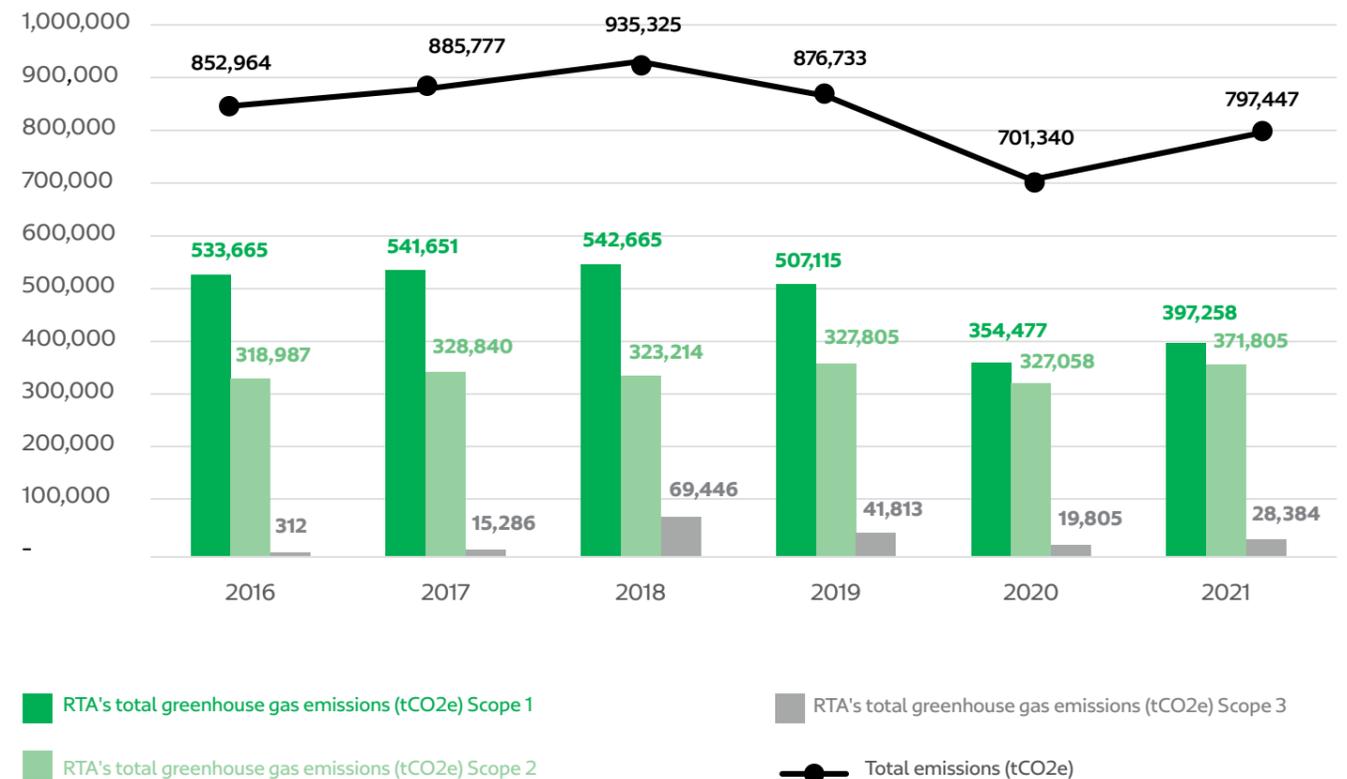
RTA plans to reduce the amount of emissions released and combat the impact of climate change through the implementation and monitoring of the current and future planned projects and initiatives through its accounting and management system, which goes in line with ISO 14064 standards for Greenhouse Gas (GHG) accounting and verification to measure, monitor, and report on GHG emissions.

Part of the key projects and initiatives that support emissions' management at RTA include:

- 01** Moving towards a paperless system
- 02** Atomisation of processes and digital services
- 03** Alternative fuel for Buses, Taxis, and Abras
- 04** Moving towards zero emission mobility like cycling and walking
- 05** Adopting clean renewable energy sources i.e. the solar PV systems

RTA's emission scope covers the fuel used for core road transport activities, electricity and water used in buildings, and other RTA assets including rail operations, emissions from projects, waste, etc.

RTA's Emissions by scope (2016-2021)



## Scope 1

emissions include petrol and diesel consumption in the vehicles' fleet, refrigerants from A/C units, diesel generators, and fire extinguishers.

## Scope 2

emissions include electricity and water consumption.

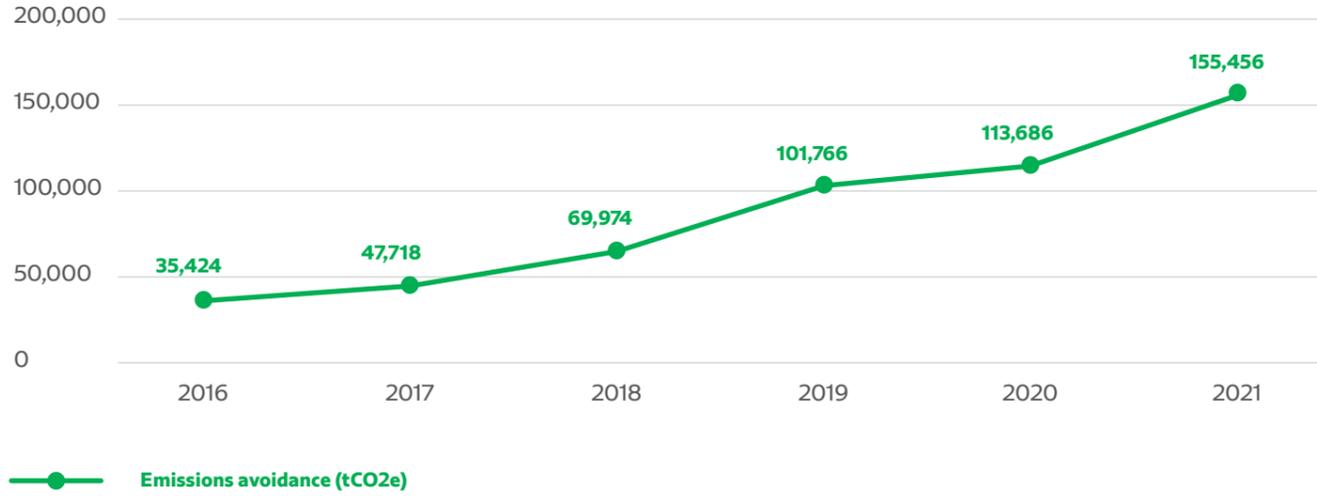
## Scope 3

emissions include business travel, waste from RTA sites, as well as the consumption of electricity, water fleet fuel, diesel generator, refrigerants, and fire extinguishers in RTA projects.

# Emissions Avoided

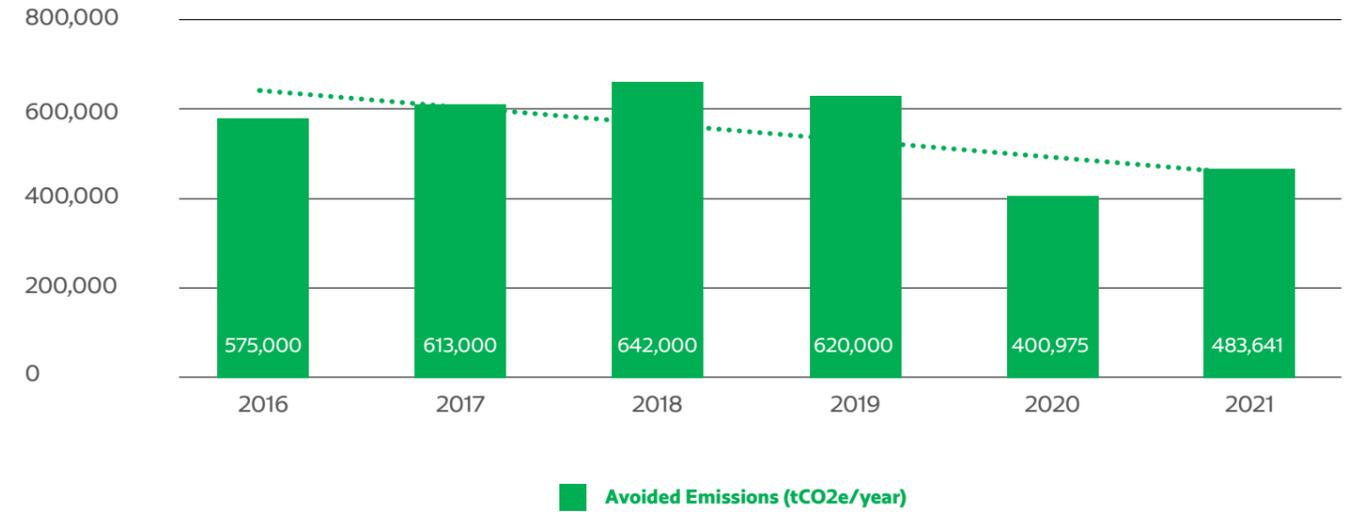
In the year 2021, RTA sectors/agencies undertook 36 Energy and Green Economy initiatives that resulted in a cumulative avoided emission of 155,465 tCO<sub>2</sub>e, with a percentage increase of 37% from 2020.

RTA's emissions avoidance due to E&GE initiatives (2016-2021)



Additionally, RTA encourages its customers to shift from private to public transport, which further helps in reducing on-road congestion and avoiding emissions. The below graph depicts the estimated carbon emissions emitted from Dubai roads when shifting to public transport (Dubai Metro, Dubai Tram and Buses) (tCO<sub>2</sub>e/year):

RTA's avoided Emissions (2016-2021) due to shifting from Private to Public Transport



\*The figures include the avoided emissions caused by customers using online smart services instead of visiting RTA Service Centres in person.

RTA has achieved 340% increase in its emissions avoidance since the baseline year of 2016

Since 2016, RTA managed to avoid the emissions of more than 3 million tCO<sub>2</sub>e



# Case study

## ISO 14064 certification for organisational carbon footprint verification

RTA is doing enormous efforts to support its strategic goal of becoming a world leader in seamless and sustainable mobility.

RTA obtained the ISO 14064 certification, which provides clarity and consistency for quantifying, monitoring, reporting, and validating GHG emissions. Agencies and sectors within the organization worked closely and were involved to obtain the certificate.

The process contained two phases; stage 1 audit was held for 2 days, and stage 2 audit was held for 4 days. As part of the certification process, RTA's greenhouse gas emissions from January 1st until December 31st of the year 2020 were verified for all data related to scope 1, 2, and 3.

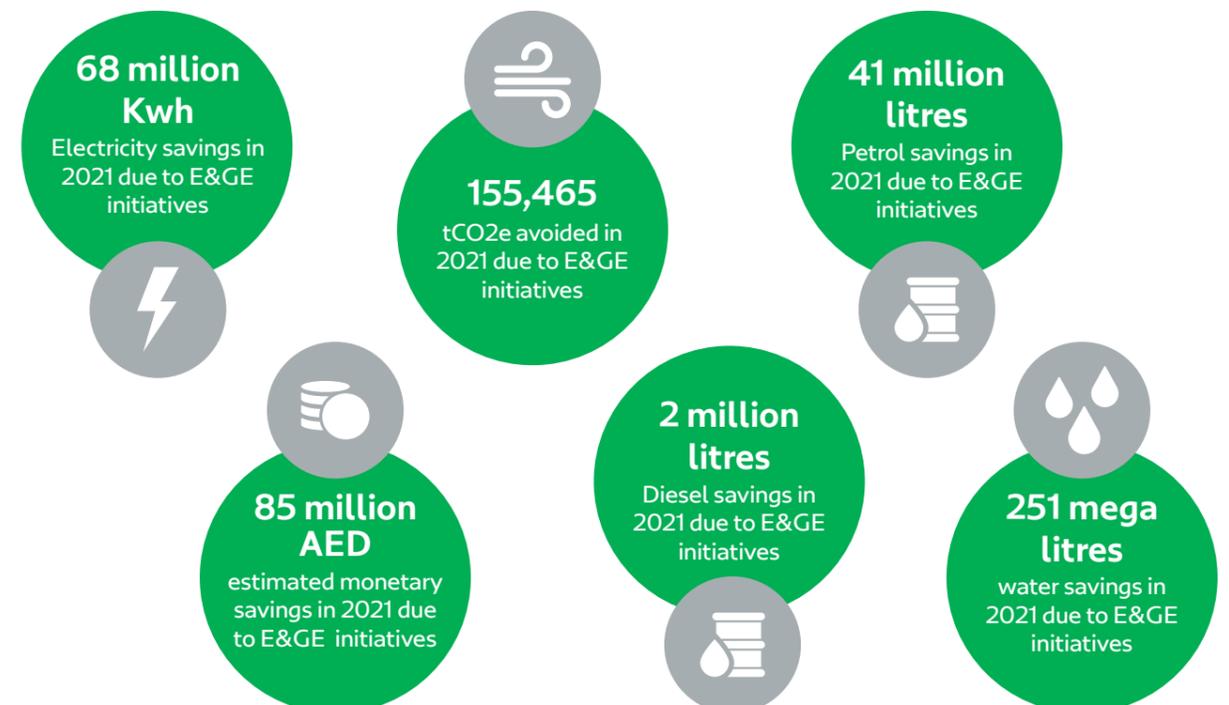


## The major elements under the focus area of emissions' management in RTA's sustainability framework include



To support the directions from RTA's Green economy framework (GEF), Environment Management requirement based on ISO 14001, Energy Management System requirements based on ISO 50001 and ISO 14064 for GHG Emissions Management, sectors and agencies undertake multiple Energy & Green Economy (E&GE) initiatives every year. Some of the key statistics for the E&GE projects and initiatives for 2021 are:

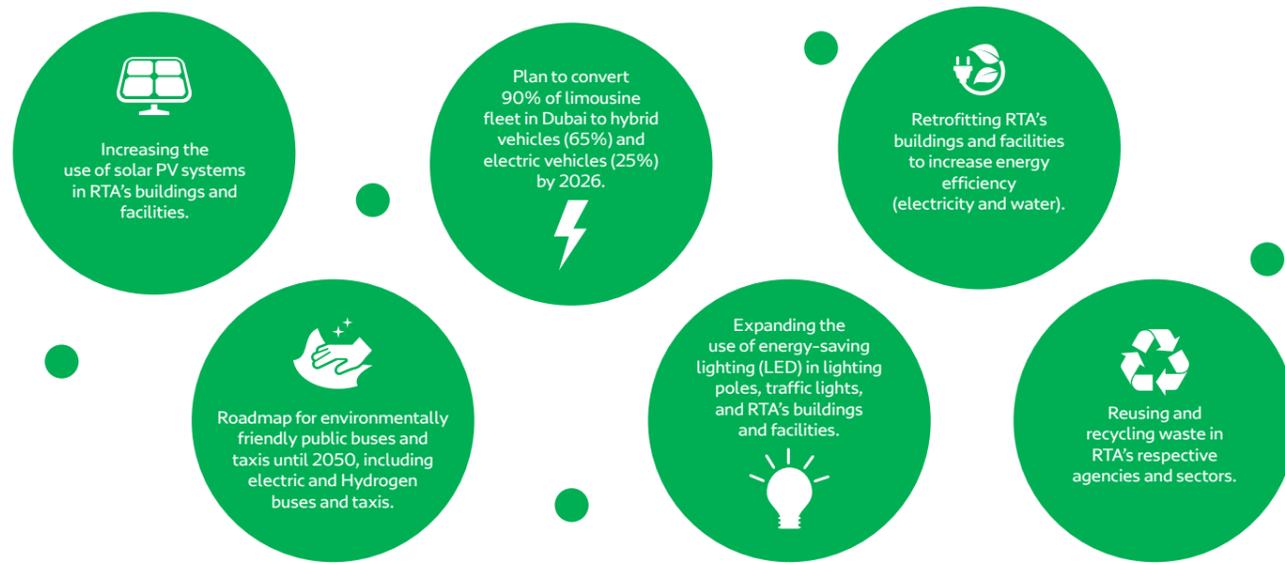
### 36 energy and green economy projects and initiatives in 2021



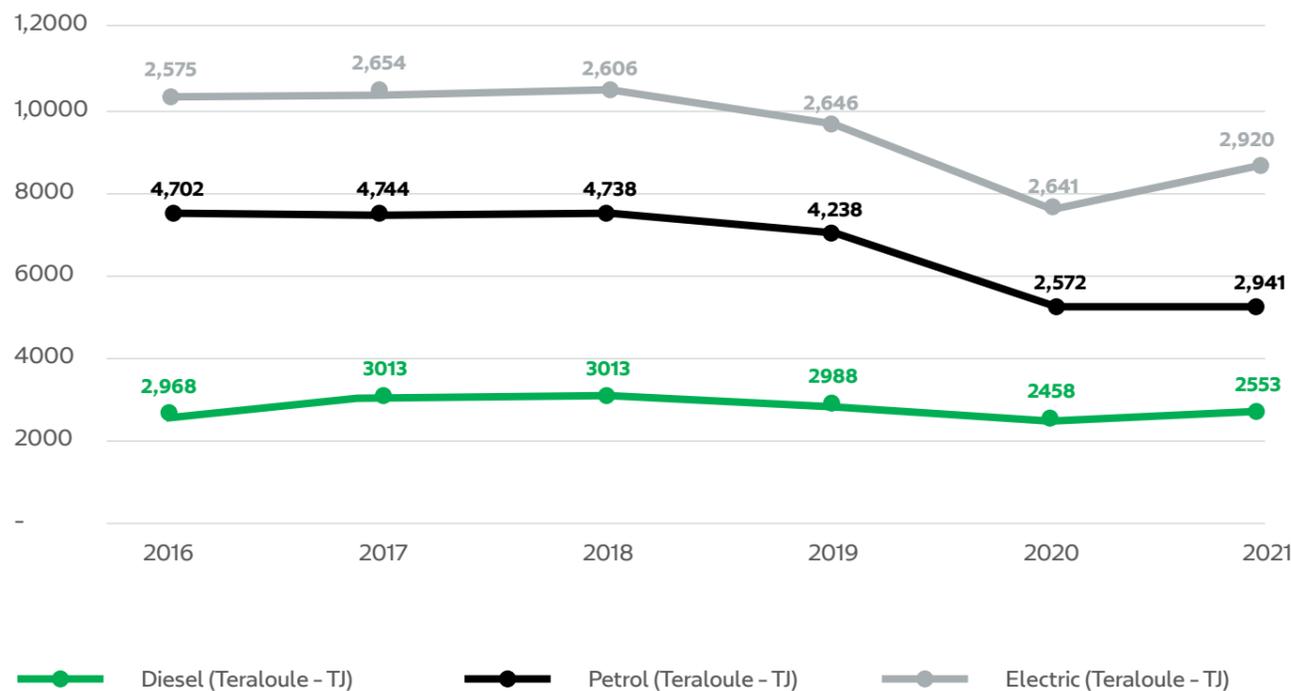
# Management of Energy

In line with ISO 50001, RTA has an Energy Management Policy that addresses the requirements of identifying, prioritising, and continually improving the processes or activities having significant energy impact on the overall energy performance across RTA operations. Legal register is maintained with all legal requirements/obligations related to energy management and compliance is monitored through the interim audits/inspections.

A compliance evaluation report is presented to His Excellency the Director General and Chairman of the Board of Directors on an annual basis. Some of the key projects and initiatives that support Energy Management in RTA include:

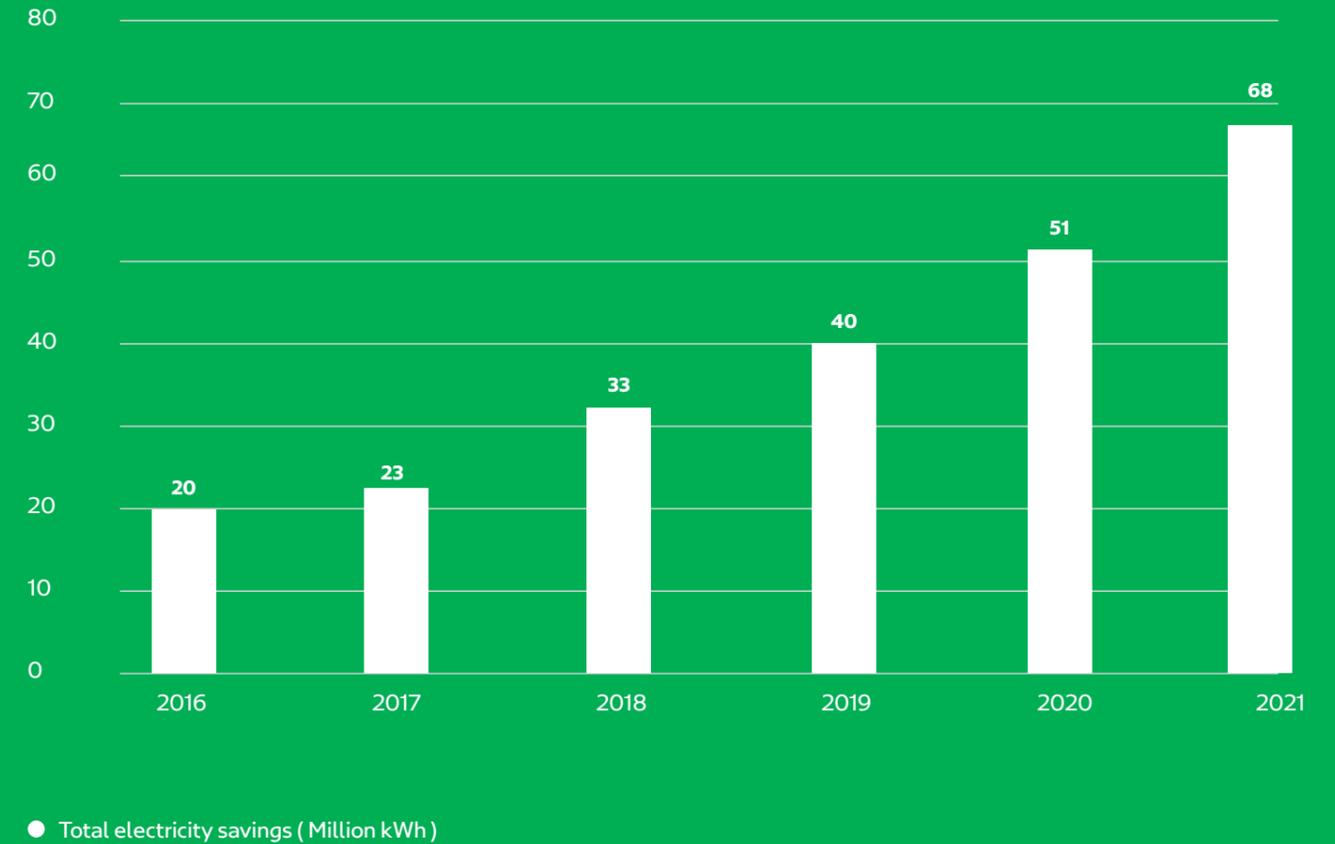


RTA's total Energy Consumption (2016-2021)



In the year 2021, RTA's total energy consumption was reduced by 18% compared to the average recorded from 2016 until 2019 (the year 2020 was excluded from the calculations due to the COVID situation). This is mainly due to the initiatives to reduce petrol and diesel consumption in the taxi and public bus fleets.

RTA's total electricity savings from E&GE initiatives (2016-2021)



Electricity savings increased by nearly 33% with major savings attributed to energy efficient LED street lighting initiatives and initiatives in Dubai metro and tram stations.

E&GE initiatives contribute to RTA's strategic goal no. 5, i.e., safety and environmental sustainability. In 2021, no non-compliance was recorded concerning RTA's environmental performance.

# Management of Water

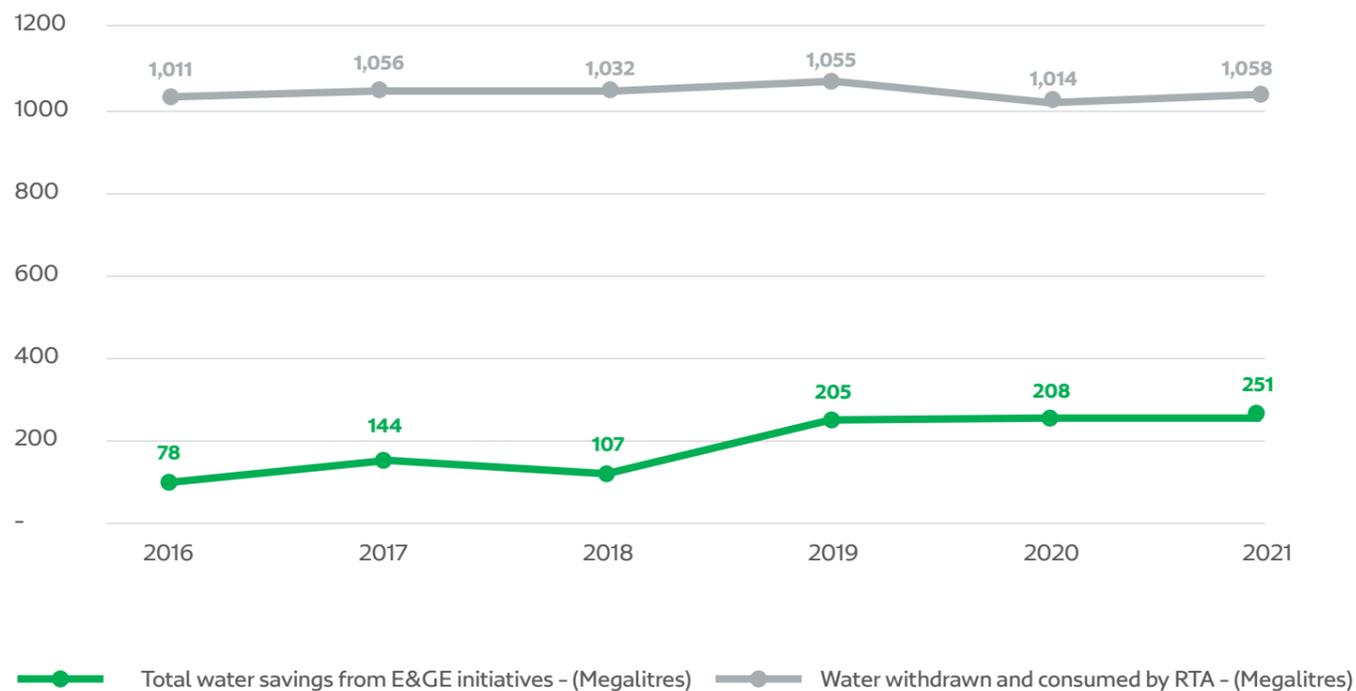
Water management is embedded as an integral part of 'RTA's Green economy framework'. In order to ascertain effective water management, we have established KPIs, projects, and initiatives to reduce water consumption in relevant RTA buildings and facilities as well as promote water recycling, water reuse, and wastewater treatment.

RTA targets efficient water management by implementing and monitoring current and future planned projects and initiatives undertaken by agencies and sectors in the organisation.

Part of the key projects and initiatives that support Water Management in RTA include:



Total water savings and consumption at RTA (2016-2021)

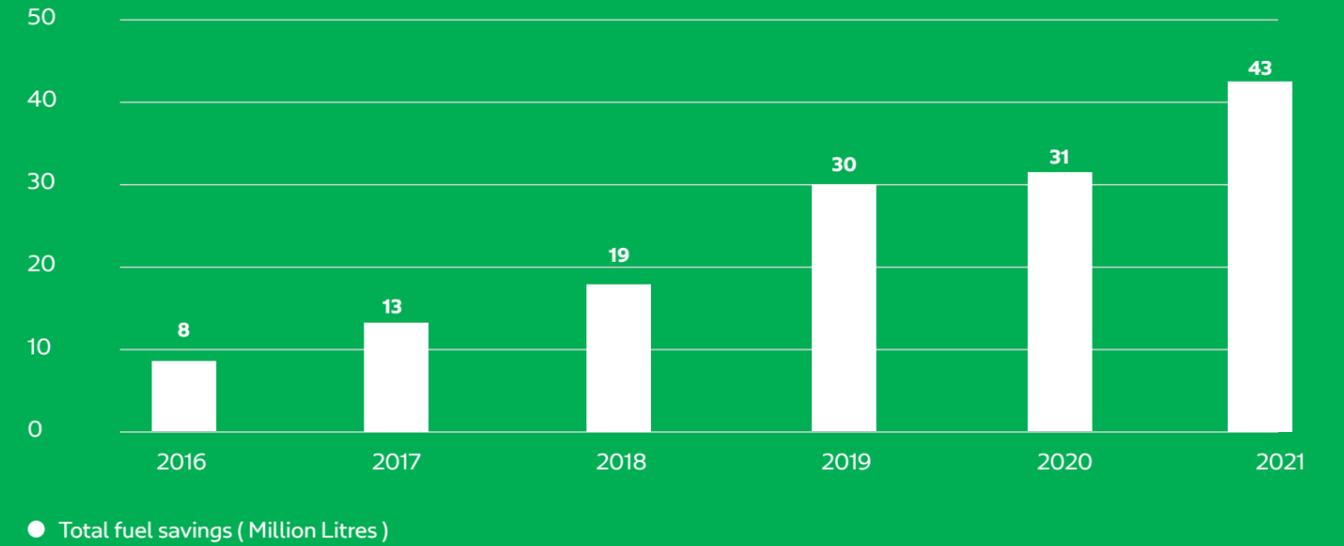


RTA has been committed towards the efficient usage of water. RTA's initiatives in 2021 have helped save 251 mega litres of water. This value is 21% higher than the savings achieved in 2020 and 220% higher than the savings achieved in 2016.

# Management of Fuel

RTA's initiatives in 2021 supported the saving of 41 million litres of petrol, and nearly 2 million litres of Diesel, mainly by using hybrid and electric taxis and more energy efficient public buses. Additionally, RTA's online services contributed to reducing the number of visits made to customer centres, therefore reducing the number of trips done by customers in their vehicles.

Total fuel savings from E&GE initiatives (2016-2021)



## Awareness

RTA ensures a comprehensive awareness plan is in place to support and reinforce RTA's overall environmental sustainability objectives, by engaging employees and changing workplace behaviors. RTA is also always keen on participating in external events that help raising the communication between RTA and its stakeholders on RTA's efforts in the environmental sustainability field.



احتفاءً بفعالية **ساعة الأرض 2021**، ندعوكم إلى الانضمام للمشاركة بإحدى أكبر المبادرات البيئية العالمية، من خلال إطفاء الإضاءة والأجهزة الكهربائية غير الضرورية في المكاتب والمنزل لمدة ساعة كاملة، ابتداءً من الساعة **8:30 وحتى 9:30 مساءً في يوم السبت 27 مارس**، بهدف توفير الطاقة وتقليل الانبعاثات الكربونية في دولة الإمارات.

انضم إلى الحدث الافتراضي لساعة الأرض يوم الأربعاء، 24 مارس الساعة 4:30 مساءً وسجل مشاركتك عن طريق [www.earthhour.ae](http://www.earthhour.ae)

In celebration of **Earth Hour 2021** event, we invite you to join one of the largest global environmental initiatives by switching off lights and unnecessary electrical appliances in offices and homes for an hour, from **8:30PM - 9:30PM on Saturday 27<sup>th</sup> March**, to help reduce energy consumption and carbon emissions in the UAE.

Join the official earth hour virtual event on Wednesday, 24<sup>th</sup> March at 4:30PM by registering on [www.earthhour.ae](http://www.earthhour.ae)

إدارة تنظيم وتخطيط السلامة والمخاطر  
Safety, Risk, Regulation & Planning Department

**يوم الطاقة العالمي** هو حدث عالمي يتم الاحتفال به سنوياً في 22 أكتوبر لنشر الوعي عن أهمية استخدام أنظمة الطاقة ذات كفاءة عالية وزيادة نسبة إنتاج الكهرباء من مصادر الطاقة المتجددة مثل الطاقة الشمسية وطاقة الرياح والطاقة النووية. وتماشياً مع متطلبات معيار ISO50001 لإدارة الطاقة، تلتزم الهيئة بتطبيق العديد من المشاريع والمبادرات ذات كفاءة في استخدام الطاقة والتي بدورها تحقق وفورات كبيرة.

**World Energy Day** is an international event celebrated annually on 22<sup>nd</sup> October to raise awareness on the importance of deploying efficient energy systems and increasing power generation from renewable energy sources such as solar, wind and nuclear. Aligning with the requirements of ISO50001 standard for Energy Management, RTA is committed to implementing various energy efficient projects and initiatives which result in significant savings.

الوفورات التي حققتها الهيئة في العام 2020	الوفورات التي حققتها الهيئة في العام 2020
45.8 million liter of water	45.8 مليون ليتر من المياه
51.2 million kWh of electricity	51.2 مليون كيلوواط ساعة من الكهرباء
113,686 tCO2e avoided emissions	تجنب 113,686 طن من انبعاثات الكربون
31.3 million liter of fuel	31.3 مليون ليتر من الوقود

## RTA ساعة الأرض 2021 Earth Hour 2021

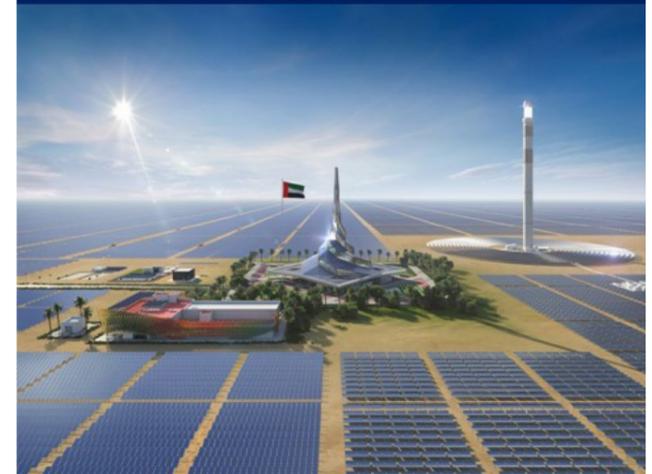
"تتحد جميعاً ضد التغير المناخي والاحتباس الحراري"  
"We Are All United Against Climate Change & Global Warming"



## RTA يوم الطاقة العالمي 22 أكتوبر 2021 كفاءة الطاقة والطاقة المتجددة

**World Energy Day**  
22 October 2021  
Energy Efficiency & Renewable Energy

إدارة تنظيم وتخطيط السلامة والمخاطر  
قطاع الاستراتيجية والحوكمة المؤسسية  
Safety, Risk, Regulation and Planning Department  
Strategy and Corporate Governance





# Case study

## Launching trial operation of electric buses fitted with Opportunity Charging technology

RTA has launched a trial run of two electric buses, branded Volvo 7900. The two buses will shuttle on a specific path in both directions between La Mer South, King Salman bin Abdul Aziz Street, and Al Sufouh Tram Station. The launch is coordinated with Dubai Electricity and Water Authority (DEWA), Volvo Bus Company, Meraas Real Estate, and ABB Group - leader in the electric bus charging industry. The step reflects RTA's efforts to provide sustainable and environmentally friendly mass transit means.

The two buses are fitted with Opportunity Charging technology, which was experimented for the first time in Dubai. Buses are charged by a standing electric charger supplied by ABB Group at La Mer South. A night electric charger is provided at Al Quoz Bus Depot to run the night charging when the two buses are out of service. Therefore, buses can be electrically charged either through Pantograph using a standing arm under which the bus is parked at La Mer, or cables connecting direct and alternate currents (DC and AC).

Each bus is equipped with modern batteries that enable it to travel 200 km when fully charged.

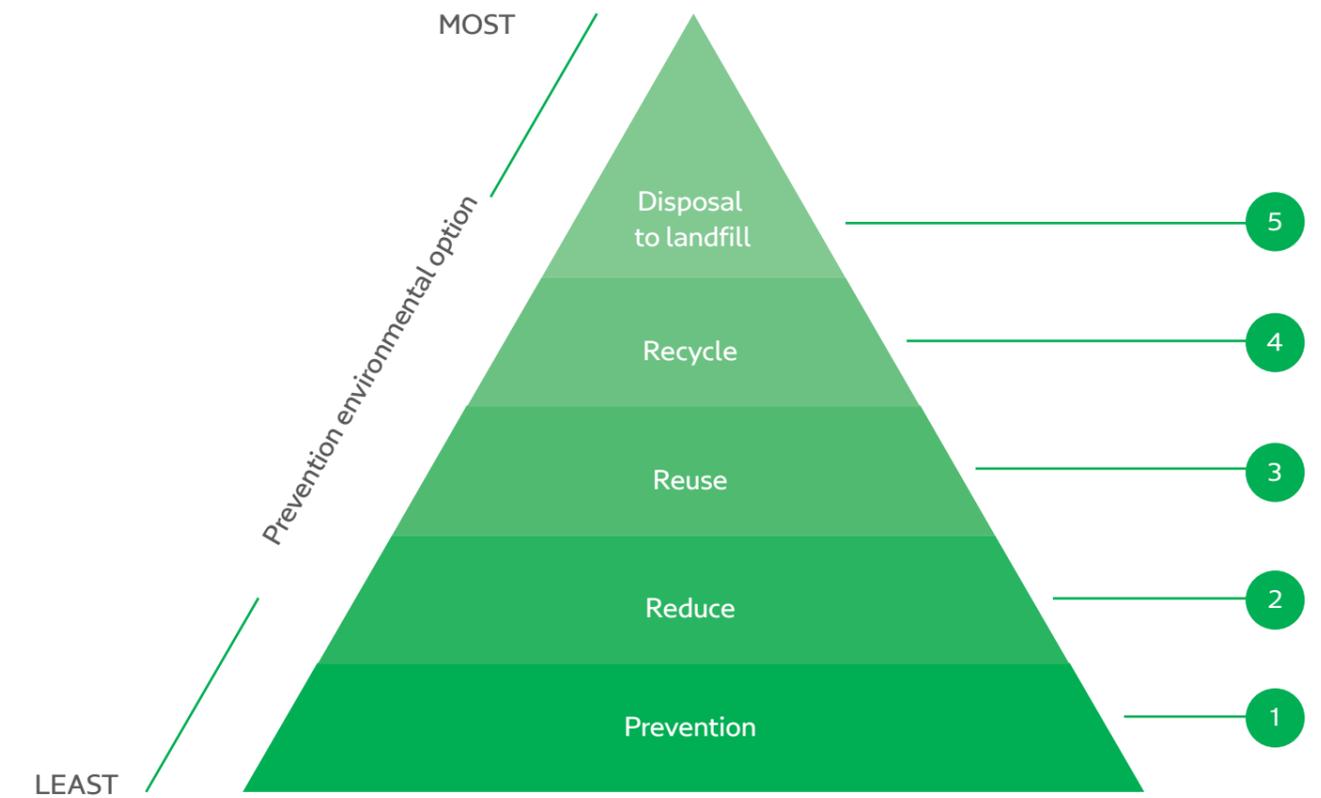


## Management of Waste

RTA's approach to waste management follows the 'waste hierarchy' to ensure that all available alternatives are considered to prevent waste from reaching landfills to the maximum extent possible. Based on this principle, RTA designed a waste management system to appropriately manage hazardous and non-hazardous waste, including sludge produced from the treatment of wastewater at RTA facilities, which is entirely recycled.

We have also introduced circular economy requirements into our contracts and procurement process. We are working towards being a zero-paper entity by 2021 and recycling all wastewater generated from RTA Activities and operations.

At RTA, we implement a hierarchy approach to waste management.



RTA also pursues a challenging objective of having zero landfills by 2030, which goes in line with its leading status in environmental performance.

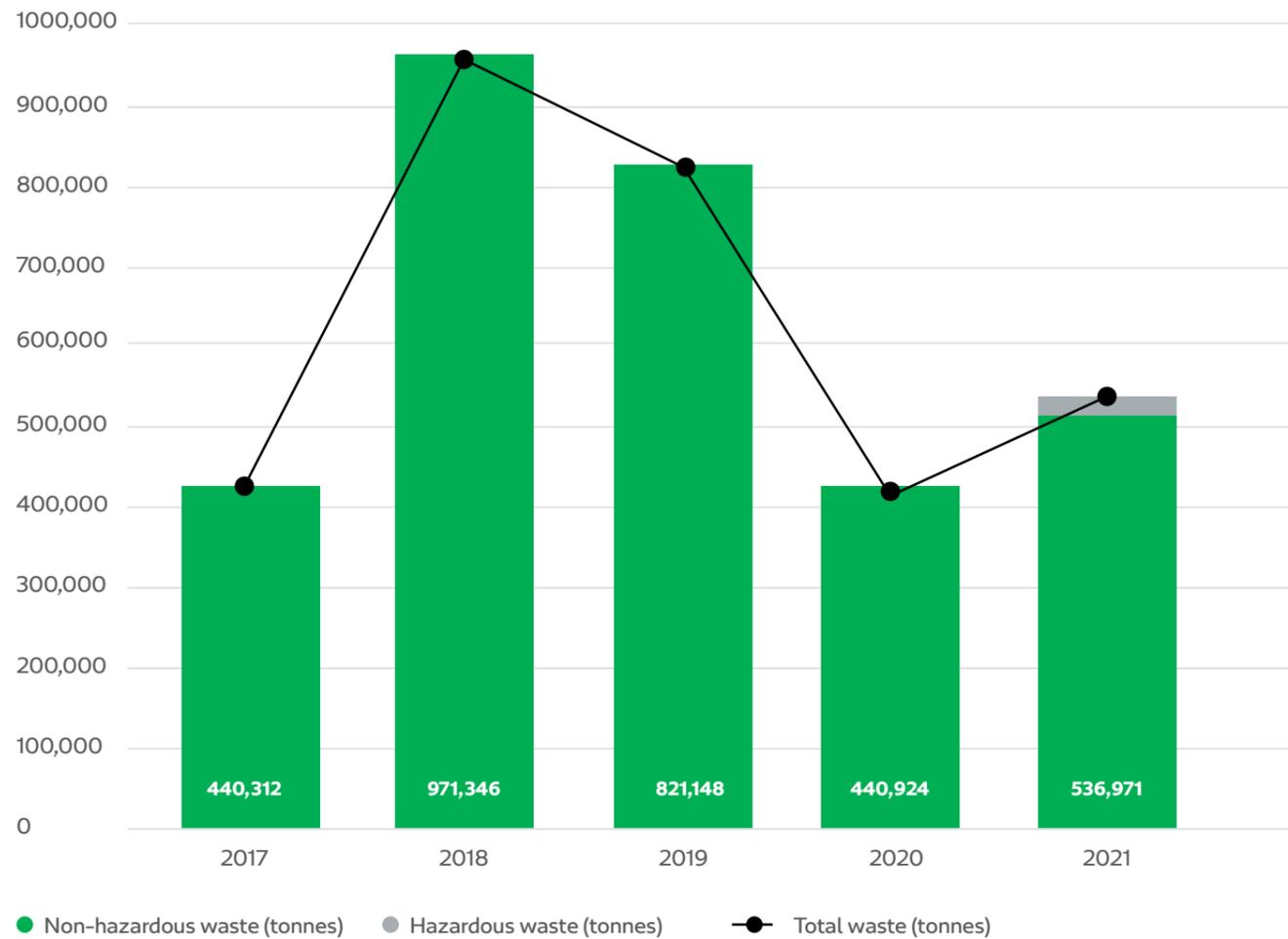
# Monitoring waste

Appropriately monitoring waste management data across RTA's sectors and agencies is a process implemented across all sectors and agencies on a quarterly basis.

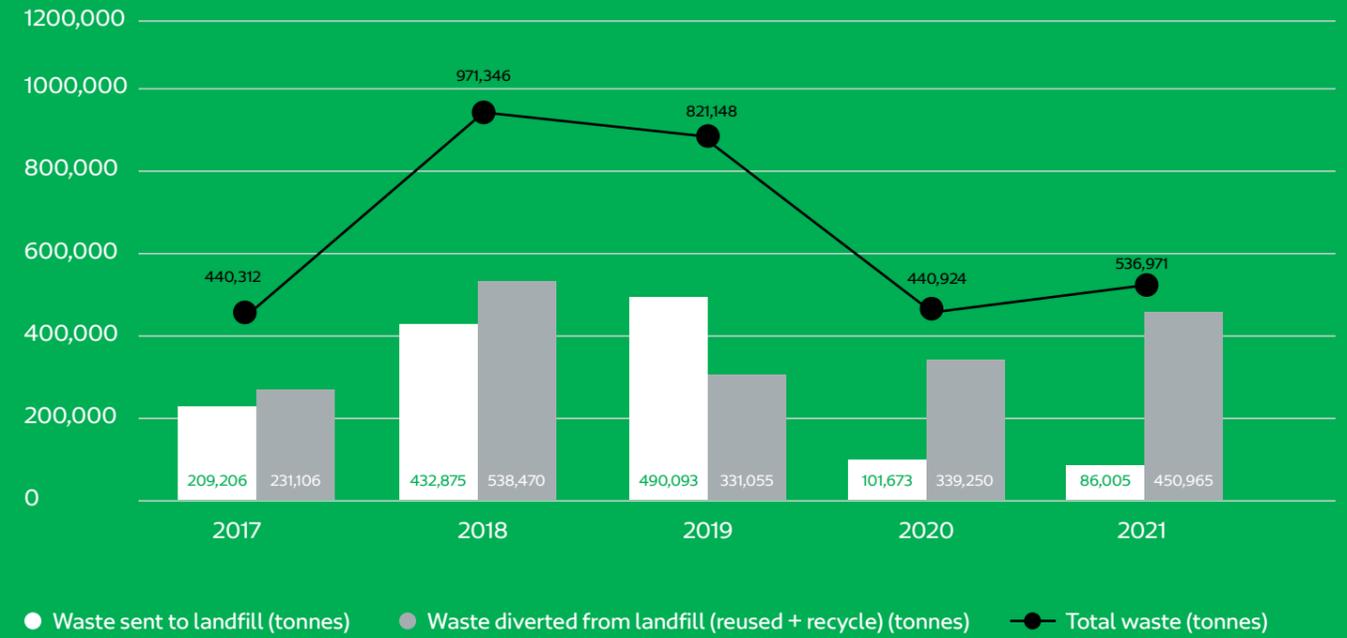
- 01** Baseline set in 2017 streamlines the segregation, collection, and reporting of waste.
- 02** Reported data comprises of all streams and all processes of RTA including contracted services.
- 03** Study conducted in 2018 in RTA's waste streams and generation patterns including recommendations for the upcoming years.
- 04** External stakeholder meetings carried out with recycling facilities, landfill operators, and a regulator (Dubai Municipality) towards improving waste management performance in RTA.
- 03** 2030 zero landfill objective roadmap was developed to identify the key milestones needed to achieve this objective.

RTA has not been legally prosecuted or fined for any HSE related matters until date.

RTA's total waste generation by waste type (2017-2021)



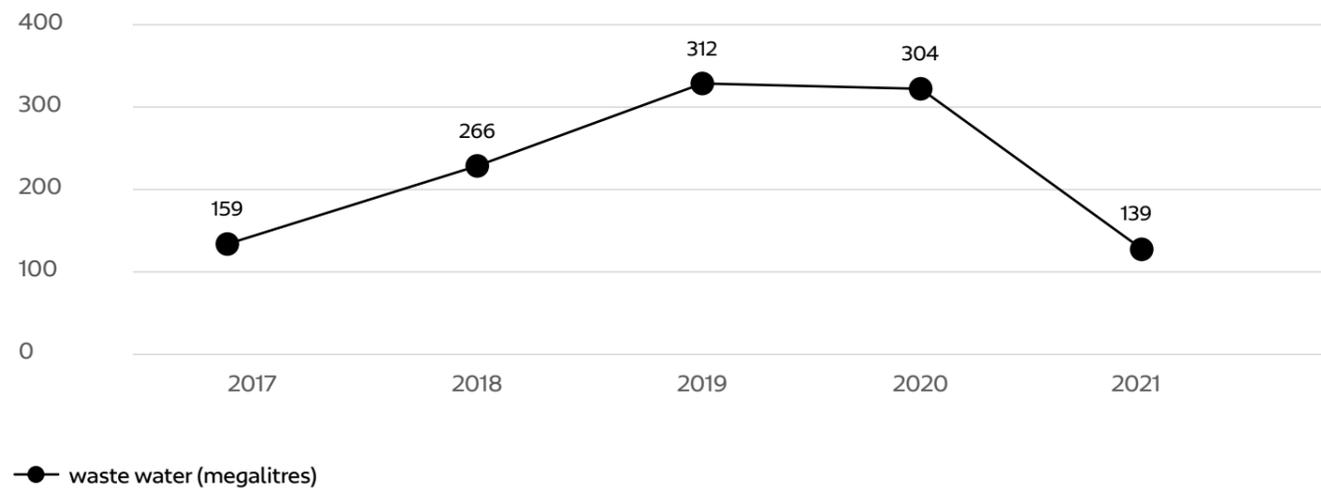
RTA's waste disposal (2017-2021)



“The year 2021 witnessed a 33% increase in diverted waste compared to 2020.”

## Waste water at RTA (2017-2021)

At RTA, we place utmost importance on water management and its responsible consumption. Water management is embedded as an integral part of ‘Green economy framework’ of RTA. In order to ascertain effective water management, we have established KPIs, projects and initiatives to reduce water consumption in the relevant RTA's buildings and facilities as well as promote water recycling, water reuse and wastewater treatment.



2021 also marked a huge drop in RTA's wastewater generation with a 117% decrease compared to 2020. The decrease was mainly in: Users (employees, customers, visitors) in RTA buildings and facilities. Users of public transport services (buses, taxis, metro, tram, marine transportation)

## Biodiversity

The state of biodiversity in Dubai reflects its desert environment and its maritime location on one hand, and the rapid pace of development and high population density on the other.

Hence, Dubai's terrestrial and marine environments faces a variety of pressures and threats, including; economic and urban development, land use and increased consumption of groundwater resources, over-exploitation of living marine resources, pollution from land and marine sources, and climate change.

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



## 7.3 Knowledge and Innovation

“RTA’s ambition is to be the innovative and future-shaping leader across all regional and global transport entities by providing excellent innovative products / services while delivering safe and smooth transport for all.”

### Prof. Amair Saleem

Director, Knowledge & Innovation Department (KID)



RTA conducts regular training courses, workshops, and events, such as Knowledge Week, Innovation Month, Start-ups Challenge, Accelerator Program, and more, to spread the idea and culture of innovation in the authority and promote a work environment that stimulates creativity and innovation.

This comes as a part of RTA’s commitment to be an innovative and future-shaping leader across transport entities regionally and globally while achieving its vision of becoming “the world leader in seamless and sustainable mobility”.

One of RTA’s Innovation Strategy objectives is to create a social, financial, and environmental impact by solving the challenges that arise in the process of delivering “safe and smooth transport for all”.

RTA engages with all stakeholders during various activities, such as Innovation Labs, Workshops, Meetings, etc., to take advantage of previous experiences and understand the needs and expectations of stakeholders (employees, government entities, suppliers, partners, and customers).

## RTA's Innovation Strategy

RTA developed its first Innovation Strategy in 2015, which was later updated in 2018 and 2021 by taking advantage of previous experiences and understanding the needs of stakeholders.



### Innovation Pillars



RTA also established a comprehensive Innovation and Future Framework (IFF), which complies with international standards, specifications, guidelines, and best practices, and supports RTA in achieving its vision of “Becoming the world leader in seamless and sustainable transport”.

As part of its constant effort to pioneer in R&D and innovation and to shape the future, RTA was the first entity in the Middle East and the first transport entity in the world to be able to obtain the fourth level of innovation Maturity (GIMI 4), the highest level of organisational maturity as per Global Innovation Management Institute (GIMI).

### Innovation Focus Area



The above Innovation focus areas will soon include ‘Bio-Safety’ to reflect the changes in customers’ mindset regarding public transportation and the expectations moving forward to avoid future viral pandemics.

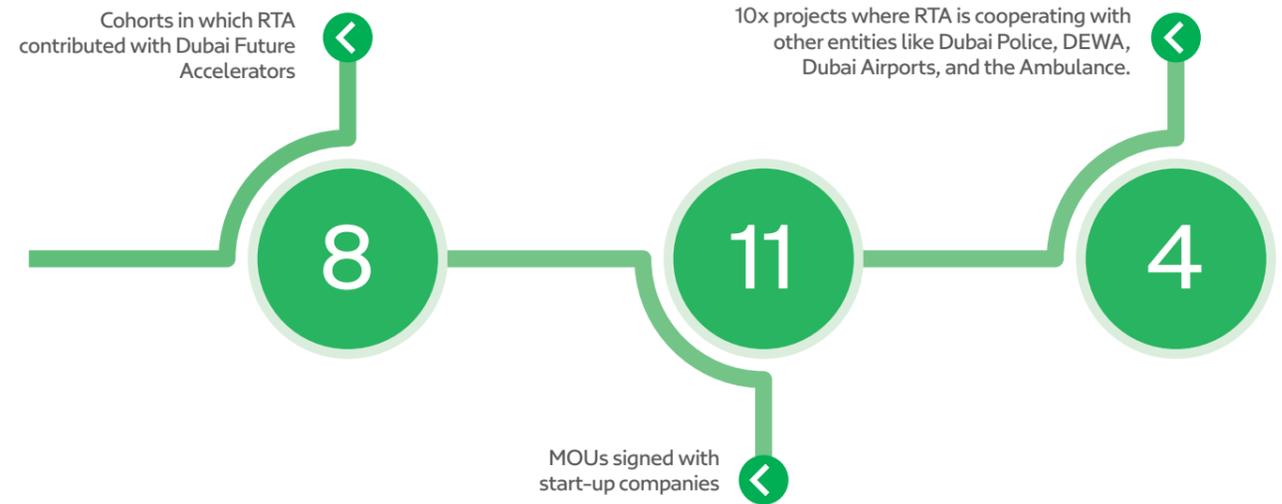
# Shaping the future of sustainable mobility

RTA plays a key role in shaping the future of Dubai by incorporating Knowledge and Innovation across all business operations to provide advanced solutions to all stakeholders.

RTA has a policy for shaping the future of mobility, which aims to bring all RTA Agencies and sectors together to do so.

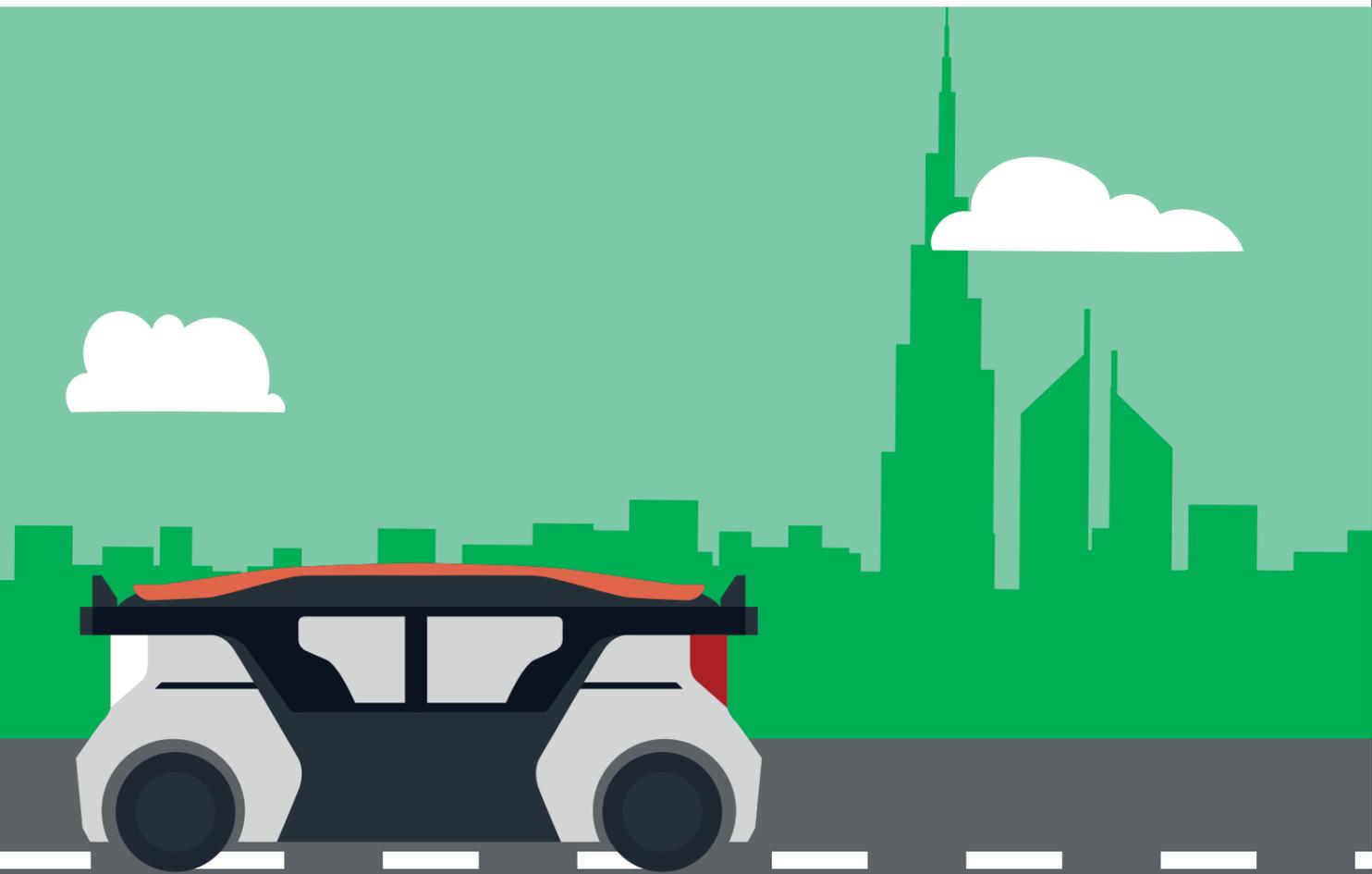
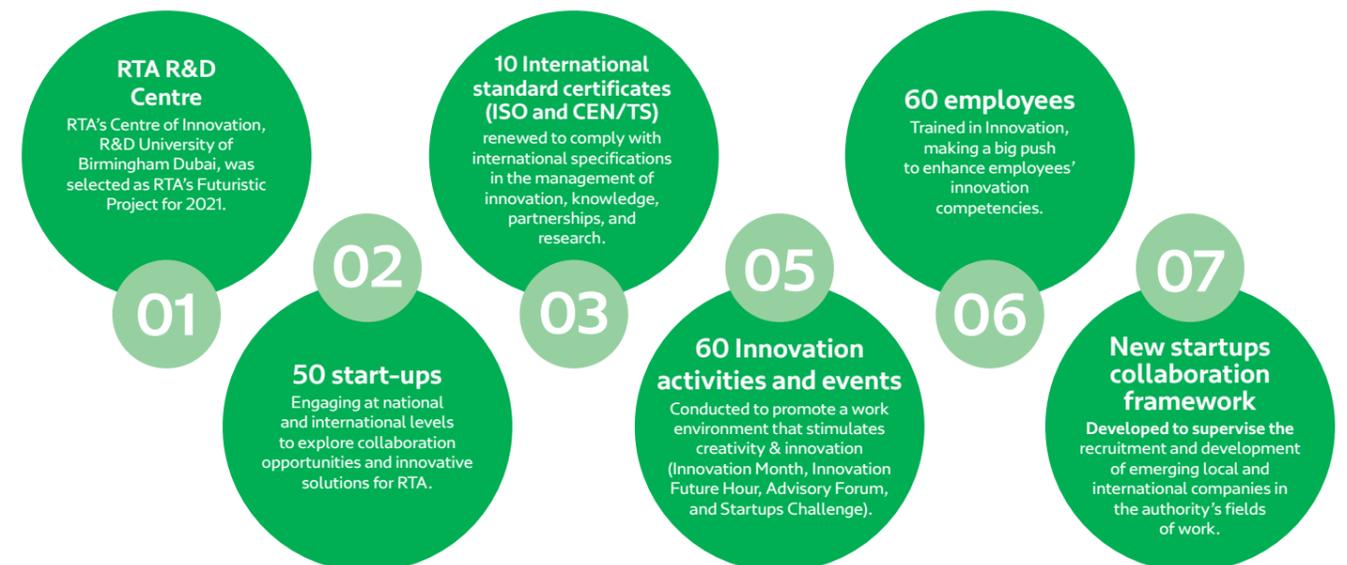
In 2018, RTA increased its foresight capability by creating scenarios for the future of mobility in Dubai for the years 2030 and 2071, becoming the first government entity to undertake an in-depth study that examines the future of transport 50 years in advance. The study also generated a list of global and local trends for mobility and identified a set of initiatives and projects to be ready for the future of mobility in Dubai.

As part of our partnership with Dubai Future Foundation, RTA contributes significantly to the Dubai Future Accelerators Program which links governmental entities to start-up companies in order to come up with innovative ideas and solutions for current and future challenges.



## RTA's major commitments and achievements

2021 was the year of many pioneering initiatives aimed at developing an innovation culture among RTA employees and engaging with the external community. Some of RTA's major commitments for 2021 are:





# Case study

## RTA's Hackathon at Expo

Inaugurated by His Excellency Mattar Mohammed Al Tayer, Director-General, Chairman of the Board of Executive Directors, Roads and Transport Authority (RTA), RTA's Hackathon at Expo 2020 witnessed the participation of 25 experts and specialists from numerous countries along with a team of RTA pioneers.

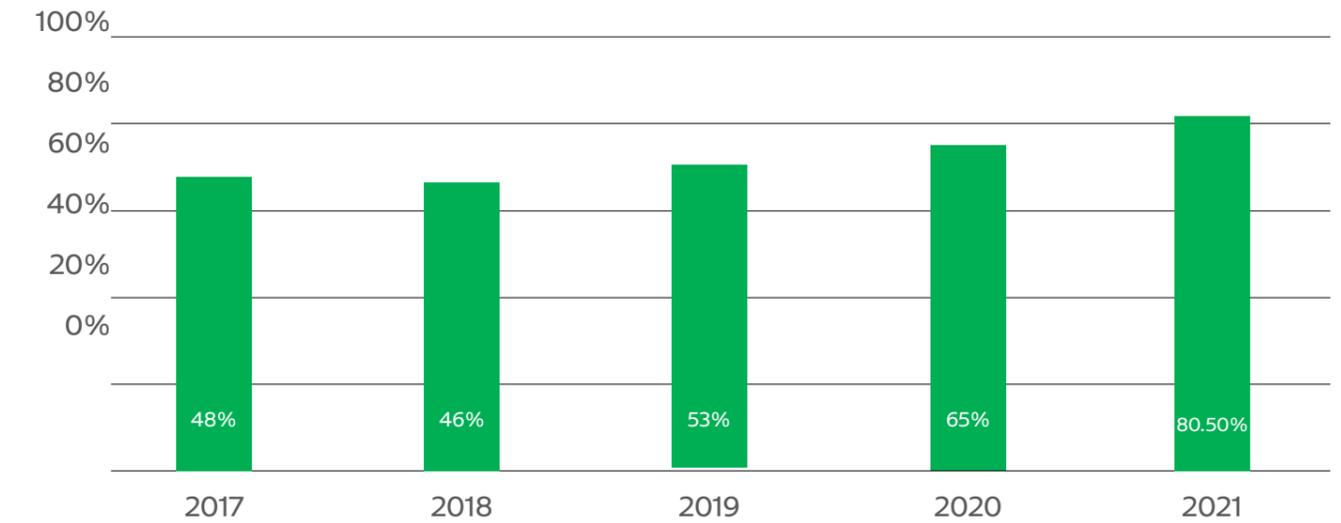
The hackathon discussed three key topics relating to economic growth, community happiness, and envisioning a future that reflects RTA's keenness to make innovation an institutional practice to build a sustainable future for upcoming generations. It also focused on enhancing the integration of RTA services and raising the profile of the emirate to become a hub for innovative technologies, research, and studies. The discussions also covered upcoming generations' needs, the community's wellbeing, infrastructure, and the future of mobility.



### Major Innovative Ideas Statistics

Rate of implementation of ideas/approved ideas in 2021 was the highest recorded within the past 5 years with an implementation percentage of 80.5% compared to 65% in 2020.

#### YoY- Ratio of Idea Implementation/Idea approved



The 2 major criteria for the approved ideas in 2021 were Areas of Innovation and Moral Impact as shown in the table below.

#	Ideas approved as per evaluation criteria in 2021	Total ideas
1	Solving Existing Problem/ Need	181
2	Areas of Innovation	193
3	Financial Impact	28
4	Moral Impact	192
5	Novelty	13
<b>Total</b>		<b>607</b>



# Case study

## Smart Track System

Deployment of smart and integrated solutions on all driver-testing vehicles in Dubai. The system is part of the driver-testing automation process as it integrates an array of smart solutions, such as advanced telematics, smart video recording systems, smart sensors, and other sophisticated smart technologies.

This innovative approach has the below implementation benefits:

**01**

Automating the preparation of trainees.

**02**

Reducing the response time for emergency road inspections from 120 minutes to 10 minutes.

**03**

10 Automated Governance Actions.

**04**

Reducing the time taken to respond to complaints by 75%.

**05**

Reducing complaints by 30%.

The system uses technologies from the fourth industrial revolution for the first time in the world and it is the first automated and practical road testing for driver license applicants worldwide.



# Case study

## Vehicle lifecycle management system

The project aims to provide car manufacturers, dealers, regulators, insurance companies, buyers, sellers, and garages with a transparent record about the vehicle's history from the manufacturer to the scrap yard.

The system has successfully recorded the following positive results:

**01**

Increasing the test pass rate by 3%, reducing operating cost by 50%, and boosting operating efficiency by 30%.

**02**

100% automation of vehicle ownership.

**03**

100% automation of new car purchases from dealerships.

**04**

Increasing the adoption of services to 80%

**05**

Reducing physical presence at reception sites by 80%.

**06**

Reducing the cost of operations by 20%.



**The world's first fully integrated platform for vehicle lifecycle management based on block chain technology.**





# Social Stewardship



RTA Sustainability Focus Areas	The 10 principles of the UN Global Compact	The Sustainable Development Goals	GRI Standards	RTA Material Topics
<p>Community Engagement</p> <p>Health and safety</p>	<p><b>Labour</b></p> <p>Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;</p> <p>Principle 4: the elimination of all forms of forced and compulsory labour;</p>		<p>GRI 413: Local Communities 2016</p>	<ul style="list-style-type: none"> <li>• People happiness</li> <li>• Local community</li> <li>• Compliance</li> </ul>
<p>Health and safety</p>	<p>Principle 5: the effective abolition of child labour; and</p>		<p>GRI 403: Occupational Health and Safety 2018</p>	<ul style="list-style-type: none"> <li>• Occupational Health and safety</li> <li>• Compliance</li> </ul>
<p>Wellbeing and Empowerment</p>	<p>Principle 6: the elimination of discrimination in respect of employment and occupation.</p>		<p>GRI 418: Customer Privacy 2016</p> <p>GRI 401: Employment 2016</p>	<ul style="list-style-type: none"> <li>• People happiness</li> <li>• Customer privacy</li> <li>• Training and education</li> <li>• Employment</li> <li>• Diversity and equal opportunity</li> <li>• Compliance</li> </ul>

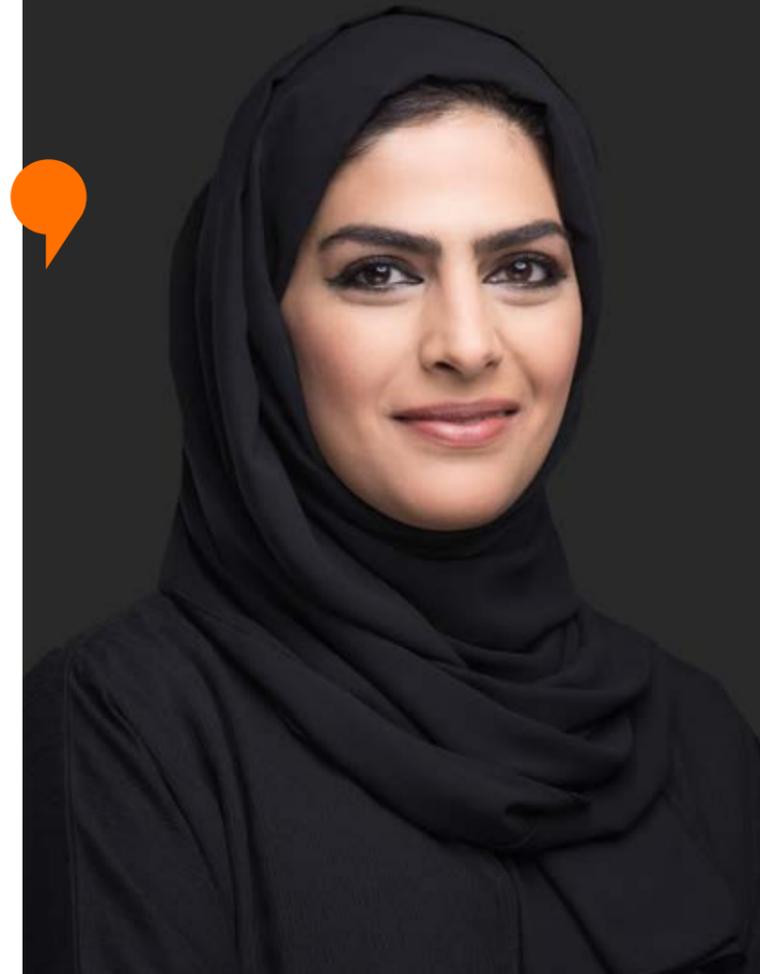
\*All the material topics are mapped out in GRI Content Index

# 8.1 Community Engagement



“At RTA, we are committed to improving our society and to adopting activities and initiatives that aim at developing the community. We actively engage in philanthropy, social volunteerism, and effective partnerships to fulfil our role as a socially committed organisation.”

**Rowdah Al Mehrizi**  
 Director, Marketing and Corporate Communication (MCC)



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

RTA has been at the forefront to relentlessly drive support to ‘people of determination’ and live up to its social responsibility. In 2021, RTA initiatives benefitted nearly 5 million people through its CSR initiatives. 200 students benefitted from home education initiatives; 150 computers and electronics were handed to Dubai Cares Foundation; 6 million AED was donated to the iconic humanitarian facility, Dr. Magdi Yaqoob Hospital, as part of the celebrations of ‘Hope Makers’, which will treat thousands of cardio patients from Egypt and other countries; ‘Meals on Wheels’ Initiative distributed Ramadan Iftar meals to families earning limited incomes and workers at their accommodations.

# RTA's CSR Strategy

RTA's CSR strategy focuses on three strategic pillars: National Identity and Tolerance and Inclusiveness, Social Mobility, and Social Progress.

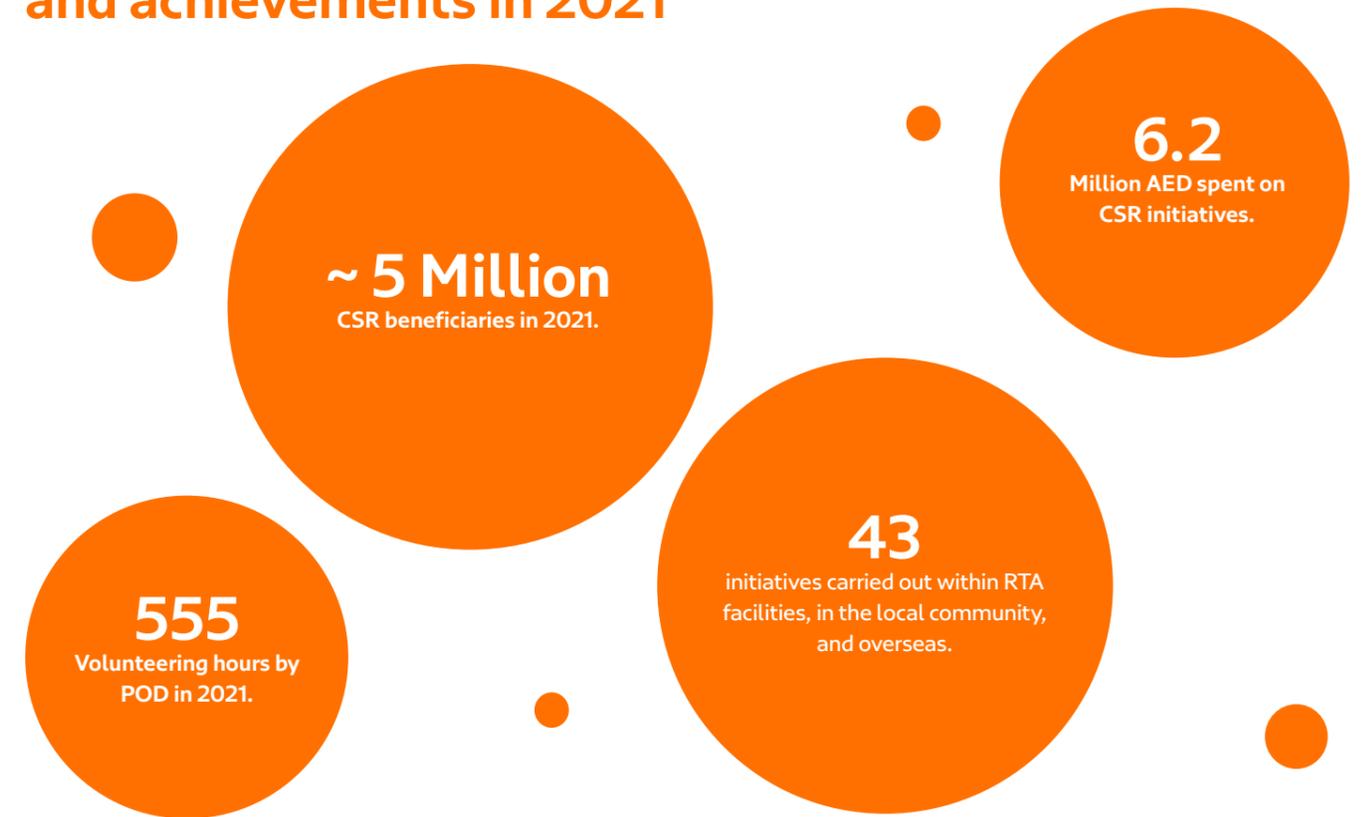
Strategic Pillars	National Identity and Tolerance and Inclusiveness	Social Mobility	Social Progress
<b>Strategic Goal</b>	We are committed to sustaining our national identity and supporting socio-cultural Inclusiveness and tolerance across UAE.	We aspire to support the mobility of those who are at a disadvantage, including people with determination, the elderly, students in remote areas, women, and children, especially those in areas of distress and disadvantage.	We aim to actively contribute and support social progress by encouraging education, supporting health and wellbeing and by actively pooling time and resources.
<b>Materiality/ Strategic Focus Areas</b>	<ul style="list-style-type: none"> <li>• Propagate the Emirate's OR Emirati culture and values.</li> <li>• Support Arabic language learning.</li> <li>• Promote heritage, art, and culture.</li> <li>• Positively engage with all cultures.</li> </ul>	<ul style="list-style-type: none"> <li>• Aid access to education.</li> <li>• Aid access to healthcare.</li> <li>• Support mobility for people of determination.</li> <li>• Aid the availability of food and resources.</li> </ul>	<ul style="list-style-type: none"> <li>• Support education and learning.</li> <li>• Support health and wellbeing.</li> <li>• Promote a culture of volunteerism and contribution.</li> </ul>

## Strategic Initiatives

### RTA Foundation

Artistic Initiatives		Year of Tolerance Initiatives		National Identity	
Dirham Khair		Bus for Good Locally and Globally			
Charity Bridge		Clothes for Good		Read More	
Tamkeen with RTA		Volunteering Programms		Dubai Youth for Public Transport	

# RTA's major commitments and achievements in 2021



The number of beneficiaries from RTA's CSR initiatives in 2021 has reached 5,089,611 individuals. They were covered by 43 initiatives carried out within RTA facilities, in the local community, and overseas. These initiatives included diverse events and activities, such as the 100 million meals, typical Ramadan initiatives, donating reconditioned assets, Eid Joy to bring happiness to orphans, Kiswat Khair (Clothes For Good) for retrofitted uniforms, and the Charity Purse, to name a few.

RTA is committed to support the government's yearly social initiatives. In 2021, RTA announced a donation of AED 5 million to the "100 Million Meals" campaign that aims to provide food parcels for disadvantaged individuals and families across 20 countries in the Middle East, Asia, and Africa.

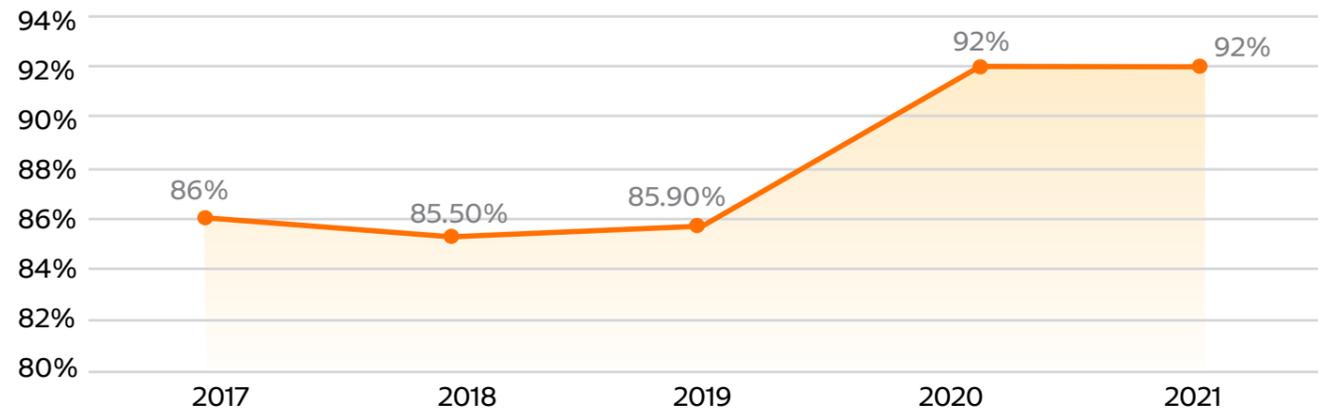


# RTA's CSR Performance Measures

## Society Satisfaction

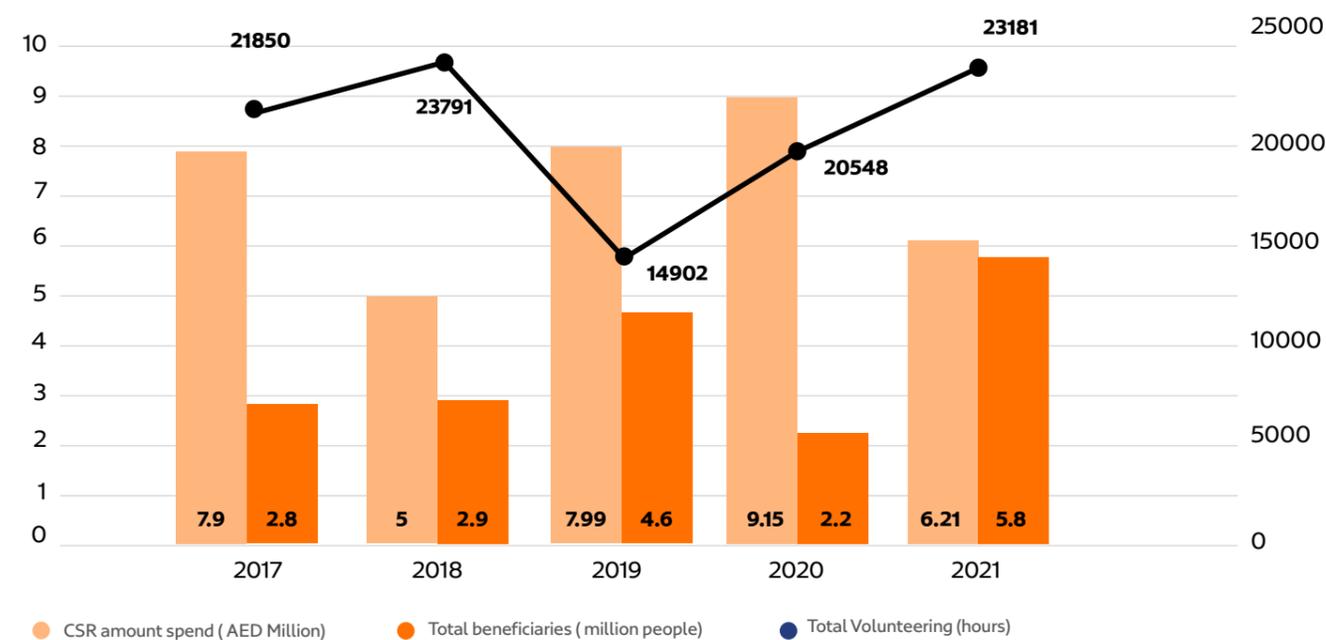
RTA's CSR score for satisfaction reached 93% in 2021.

% Society Satisfaction at RTA (2017-2021)



## CSR Funding, Volunteering and Beneficiaries

The revamping of RTA's CSR Strategy in 2018 opened multiple gates to support society in a strategic manner. RTA's CSR spending was marked at 6.2 million AED in 2021.



# Some of RTA's CSR Initiatives are:

Reading Month

191  
beneficiaries

Reader rewards with two million nol Plus points

Read with RTA app: more than 600 new pieces of content added

"Help Me To Read" virtual sessions held by more than 13 RTA leaders educating 40 orphan children coming from disadvantaged families

Ramadan 2021

4,742  
beneficiaries

Meals on Wheels: 2,300 daily iftar meals in RTA buildings and facilities

Mir Ramadan: Distribution of Nol cards to 242 male and female drivers and 200 bus drivers whose services were terminated at RTA coinciding with Zayed Day for Humanitarian Action, with a value of 500 Dirhams each.

Tolerance Iftar: 2,000 iftar meals were provided to people with limited income

Awareness Campaigns

9  
million public transport riders

Campaign on beach safety and cybercrimes organised by Dubai Police

Autism awareness campaign: broadcasting messages via smart screens on RTA's public transport means and internal office screens

Celebrating

National Events

Flag day, Commemoration day

Children's day

World Humanitarian Day

International Workers' Day

International Day for Older Persons

100 Million Meals

49  
million beneficiaries

Donation of AED 5 million to the "100 Million Meals" campaign that aims to provide food parcels for disadvantaged individuals and families across 20 countries in the Middle East, Asia, and Africa.

Kiswat Khair

36,000  
beneficiaries

The collection and retrofitting of 36 thousand pieces of used clothes.



# Case study

## RTA completes initiative to display names of taxi drivers on top of taxis

RTA has completed an initiative for recognising taxi drivers who demonstrated high levels of social responsibility during the outbreak of COVID-19. RTA selected drivers who worked extra hours during the pandemic and displayed their names on the yellow signs on top of taxis.

In this regard, RTA has fixed name stickers on 638 taxis from franchise companies as well as Dubai Taxi Cooperation according to the plan set to recognise the drivers and reward their efficient and professional performance.

RTA always seeks to run initiatives for training drivers and improving their performance before asking them to sit behind the steering wheels. It considers them ambassadors in delivering RTA's message of enhancing traffic safety, which contributes to realising Dubai Government's strategic goal of protecting lives and properties.



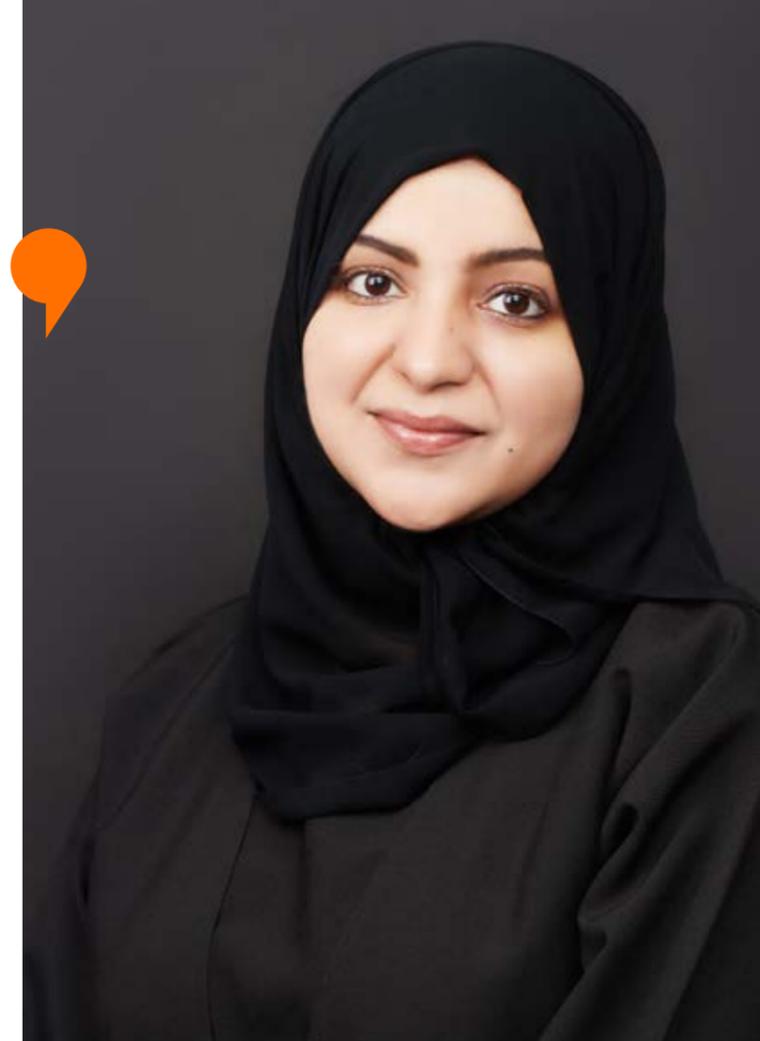
## 8.2 Health and Safety



“RTA is committed to a sustainable safety culture where no one is harmed, no property is damaged, and a leading reputation is maintained. This is achieved by adopting the highest standards in occupational health and safety practice through pioneering management systems implemented with zero tolerance. RTA remains resilient through rigorous risk reviews, thereby fostering occupational health and safety sustainability and working towards achieving its vision of being the world leader in seamless and sustainable mobility.”

### Eng. Nada Jasim

Director – Safety, Risk, Regulation and Planning Department



## A. Occupational Health and Safety

RTA brings clear Objectives to enhance Occupational Health and Safety Performance with an ultimate focus to make RTA the ‘Safe and Leading’ Organisation in the Public Transportation Sector. RTA HSE framework is a strategically driven model, which goes in line with National/Local strategic directions, corporate values, strategic goals, and objectives.

Every initiative and programme reflect the policy requirements RTA Safety and Environmental Management System (RSEMS) cascaded to program by governed processes measured by performance indicators forming the RSEMS of RTA. RTA has formulated its policy that governs the RSEMS. The policy sets the direction, binding values and requirements that state the HSE management principles within RTA.

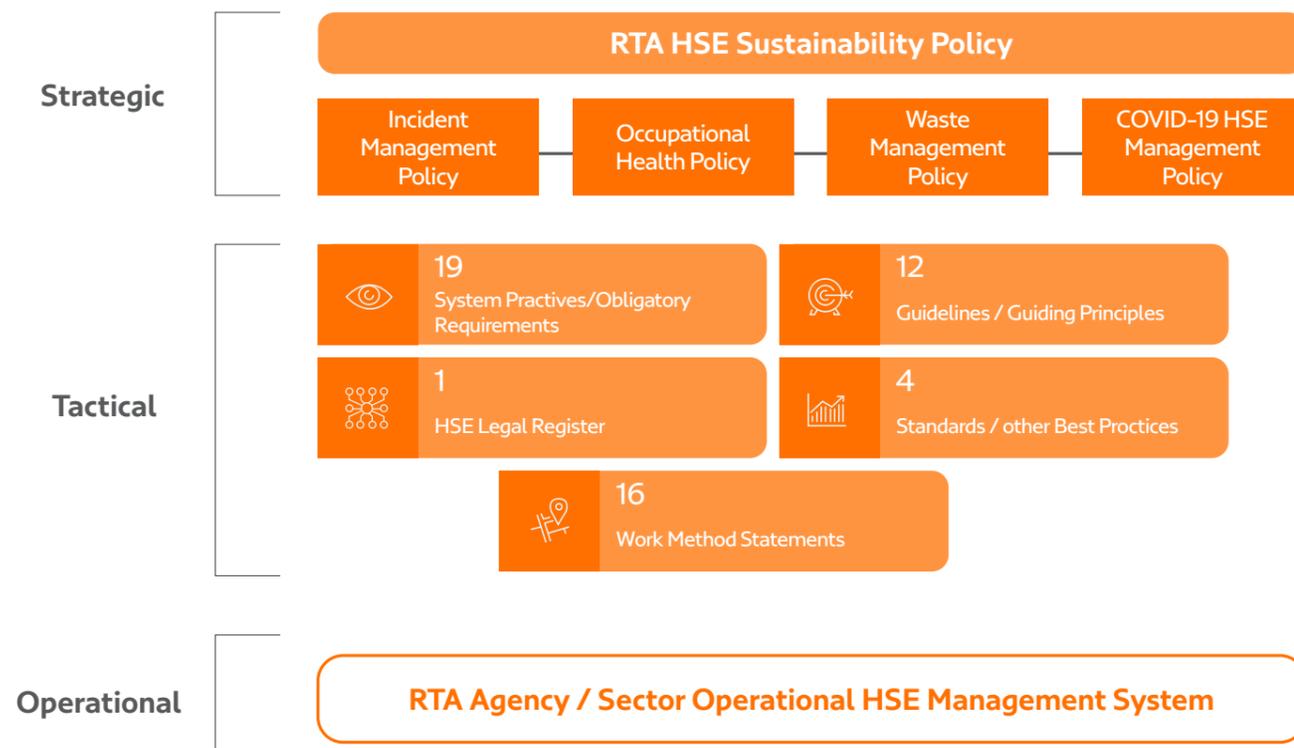


RTA has realised the evolving industrial revolution-4 has been at the heart of events and has been a regional and global pioneer in applying the latest technologies and reflects new best practices in its policies, operations, and activities, putting the safety and health of employees and customers on its top priority.

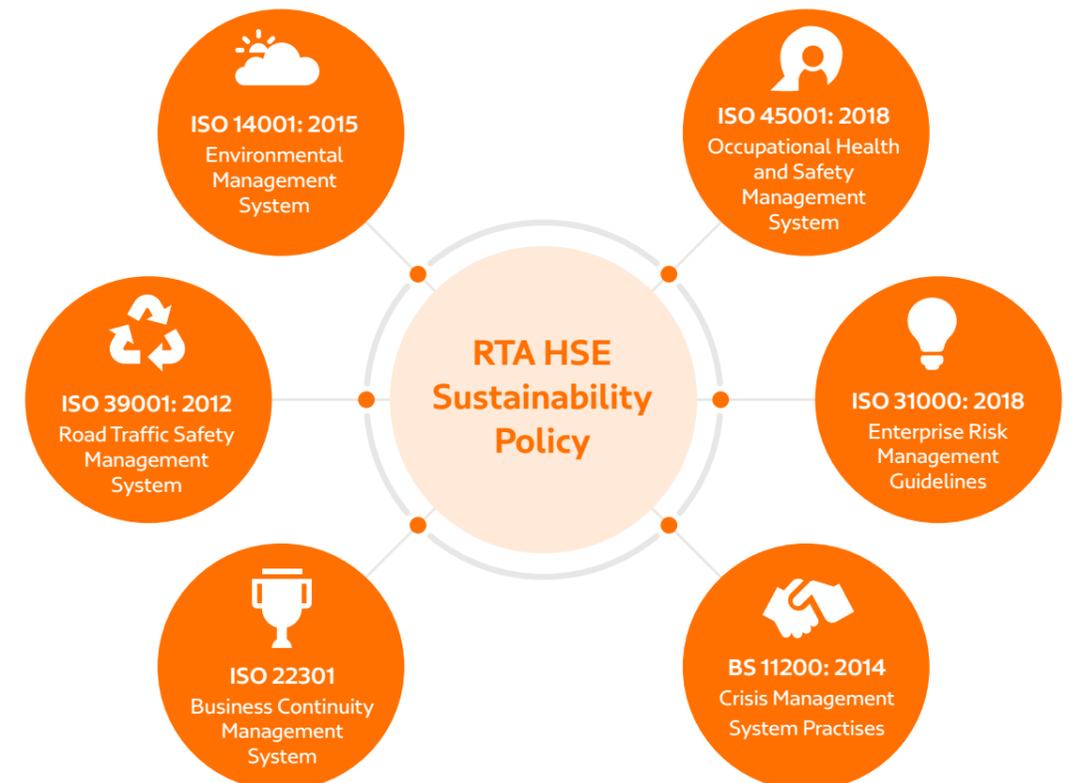
RTA believes that health, safety, and environmental sustainability remain the most critical values for all employees, and that all accidents are preventable if work is performed carefully. To achieve this, the Safety, Risk Regulation and Planning Department has developed multiple management systems that adopted and supported the best practices in this field, and we have proved to be a pioneer by winning the most notable international awards and recognitions in this field. RTA's transportation safety performance rates are placed amongst the best in the world, having won many international awards and certificates that acknowledge its remarkable health, safety standards, and practices.

Our management systems encompass the areas of Health, Safety and Environmental Management, Enterprise Risk Management, and Crisis and Business Continuity Management, which are certified by world-renowned certification bodies.

### HSE Sustainability Policy



### The Integrated Model

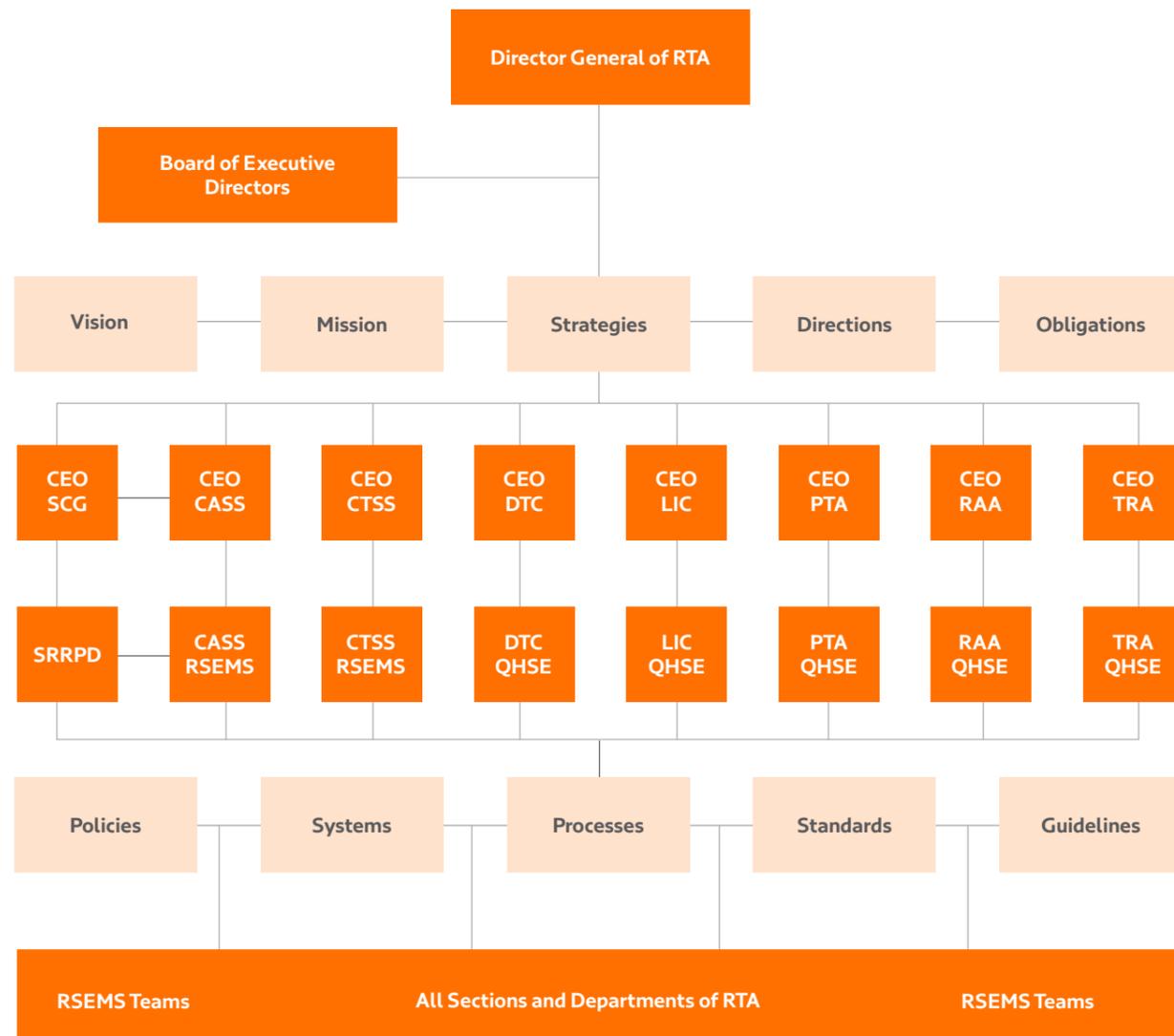


## Green economy framework through six supporting programs:

As directed by our Director-General and Chairman of Board of Executive Directors, RTA is committed to a 'No Compromise to Safety' policy that shapes our decision making and becomes a responsibility shared by all our employees. RTA's leadership team has the ultimate authority and responsibility for ensuring that all HandS commitments are implemented effectively across RTA sectors and agencies.

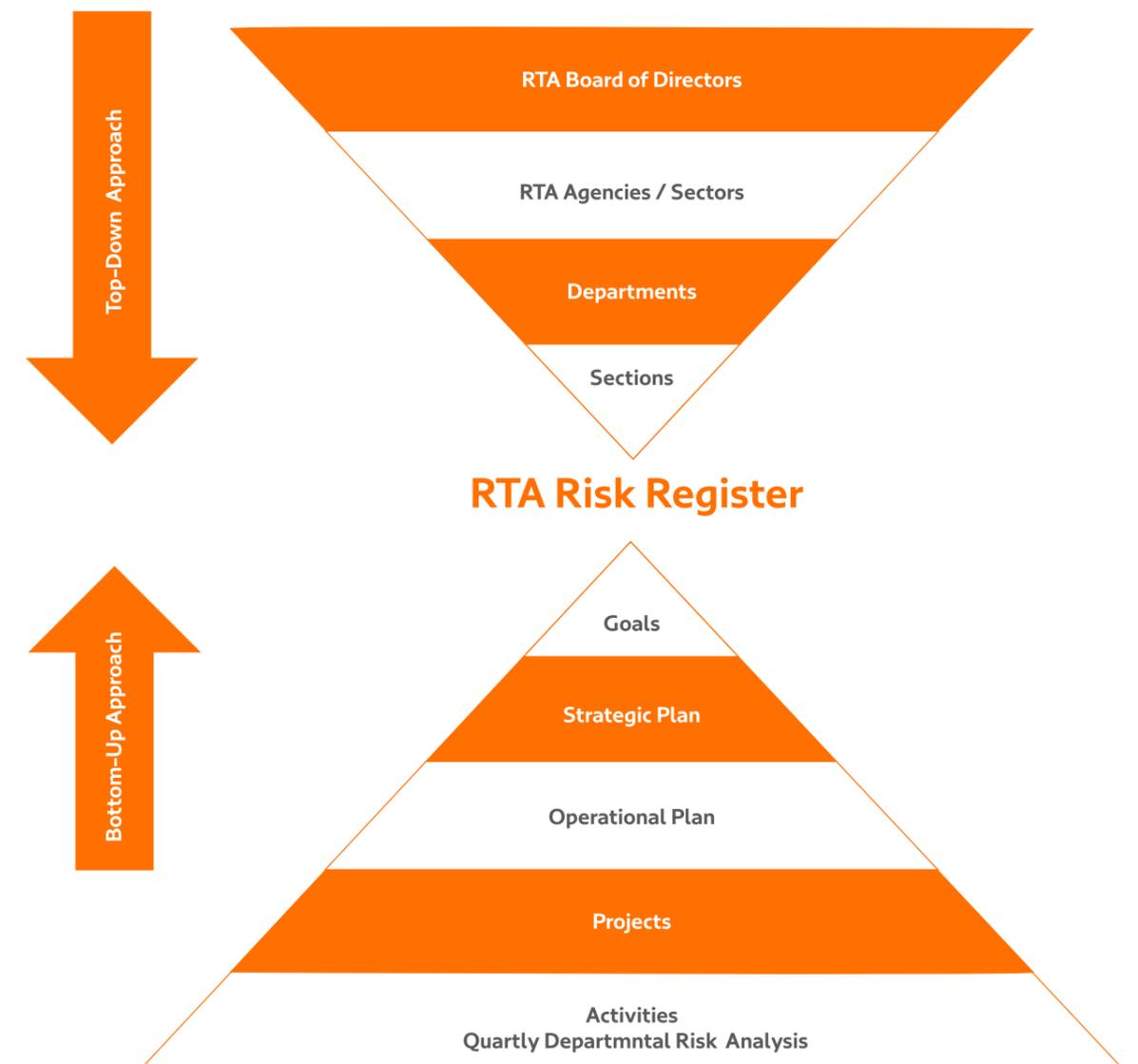
The Safety, Risk, Regulation, and Planning Department (SRRPD) under the Strategy and Corporate Governance Sector of RTA govern the Occupational Health and Safety strategies and framework. Each operational Agency has a Quality, Health, Safety, and Environment (QHSE) Office. They are accountable for managing the OHS aspects of their operations and activities. The management team assures the availability of competent resources across Business Units, with defined accountabilities and authorities, to manage our OHS system.

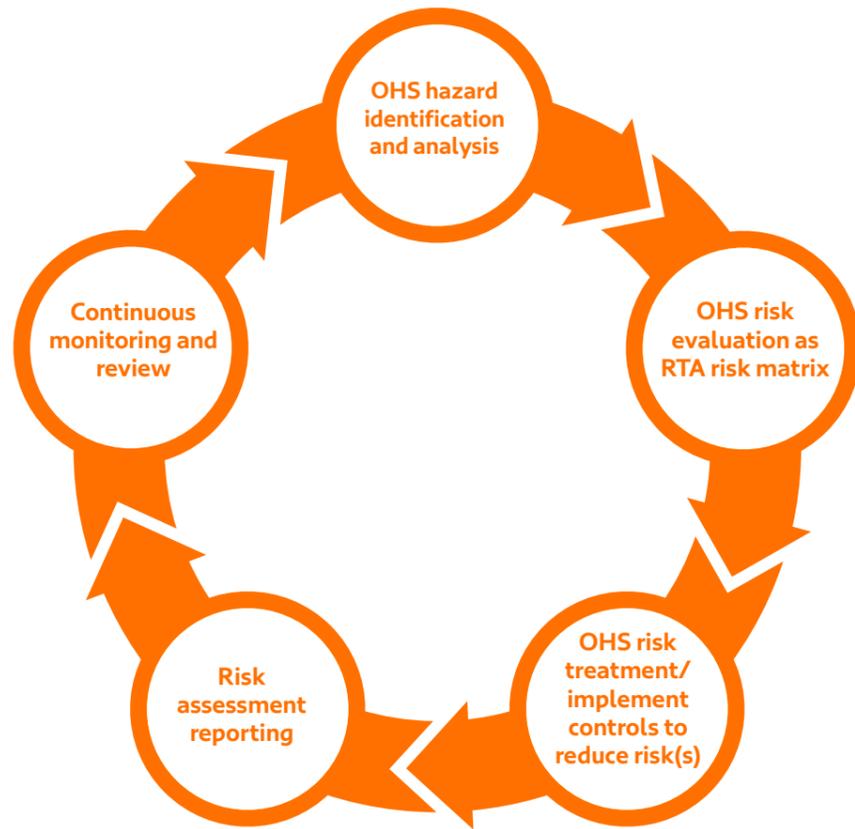
RSEMS Teams are formed at agency and sector levels to ensure that employees contribute towards excellence in OHS performance and comply with RTA's stringent policies and obligations.



## Managing Risks and Hazards

RTA's OHS risk management is based on the enterprise risk management model which address all operations and activities in terms of social, cultural, political, legal, regulatory, financial, technological, economic, and environmental factors, whether international, national, regional, or local. Furthermore, the key drivers for RTA ERM are trends affecting the objectives of the organisation, external stakeholders' relationships, perceptions, values, needs and expectations, contractual relationships and commitments, and the complexity of networks and dependencies. RTA ERM Policy also considers the organisation's vision, mission, and values; governance, organisational structure, roles, and accountabilities, strategy, objectives and policies; the organisation's culture; standards, guidelines, and models adopted by the organization; capabilities, understood in terms of resources and knowledge (e.g. capital, time, people, intellectual property, processes, systems and technologies); data and information systems and flows; relationships with internal stakeholders, taking into account their perceptions and values; contractual relationships and commitments; and interdependencies and interconnections. The below figures show the ERM risk management model and approach at RTA.





## OHS Incident Management

RTA has developed a comprehensive policy for incident management, and all OHS incidents are reported and managed according to the policy. All OHS incidents are reported and investigated at different levels to avoid recurrence. The findings and recommendations from investigations are implemented through the management of actions and the system's components like risk assessments, operational controls, internal audits, and management review to maintain a culture of continual improvement of the OHS management system.

## OHS Services Support Employees and Contractors

RTA's OHS management system encompasses all aspects related to its employees and contractors from planning to reviewing the results of OHS performance for continual improvement of the management system. HSE management system has considered multiple triggers for employee and contractor wellbeing such as:

- 01** Increased demand of work without proper planning
- 02** Unclear or ambiguous instructions and role
- 03** Unclear organisational goals
- 04** Poor communication and information
- 05** Lack of participation, job insecurity, time pressure
- 06** Bullying, harassment, and violence

## OHS Communication

RTA has open and robust communication and training programmes. Some major communication programmes include:

RSEMS has set a framework for effective communication and participation of employees and contractors to support and promote OHS.

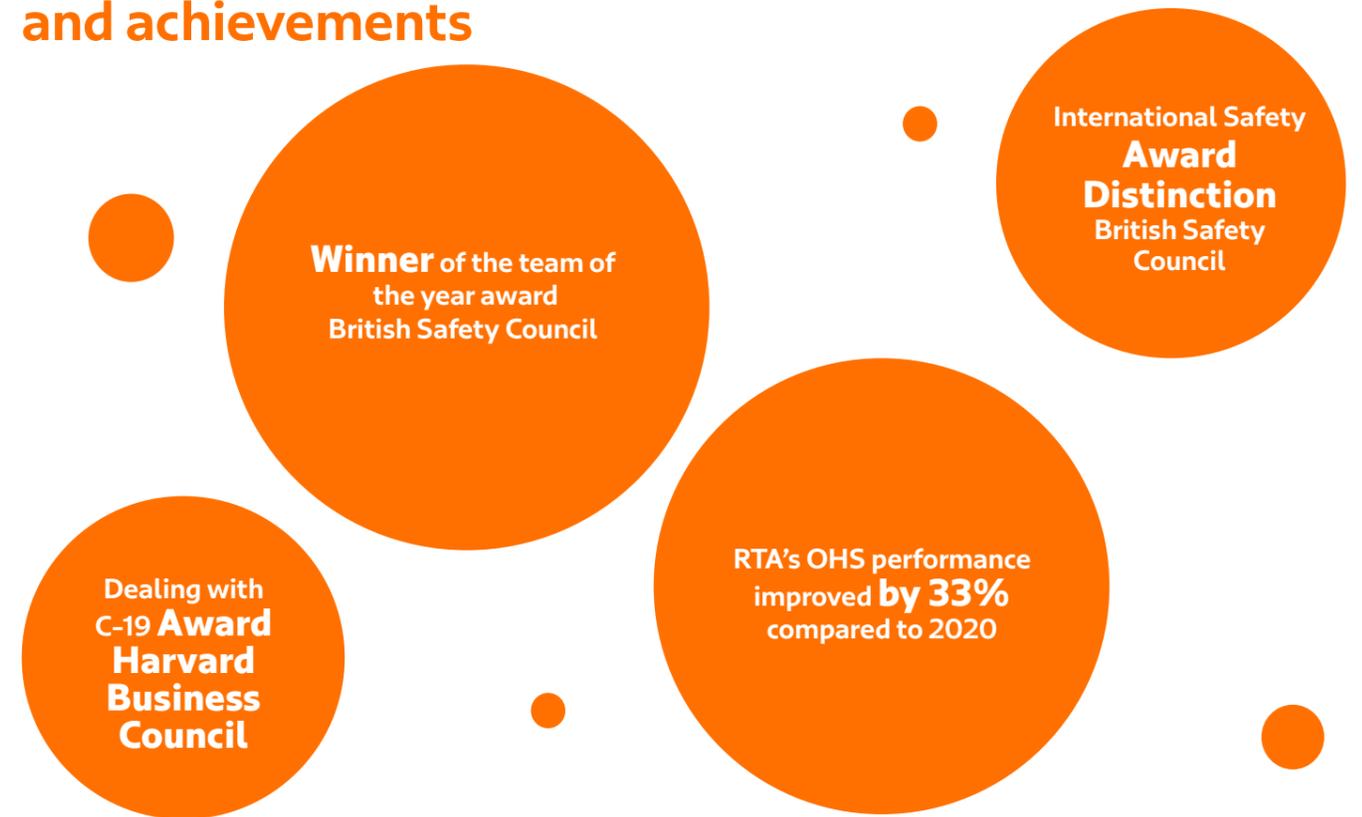


## OHS Training

Based on the scope of operations and corresponding risk assessments, we mandate OHS training in operating procedures and work methods. Technical training is provided to employees to enhance their competencies, in addition to the OHS modular training. In 2019, to assess HSE competency, we rolled out the 'RTA Smart Safety Licensing (S2L) Program' at no cost to RTA's contractors. RTA evolved the system and module. It has covered over 5,000 contractor and employees.

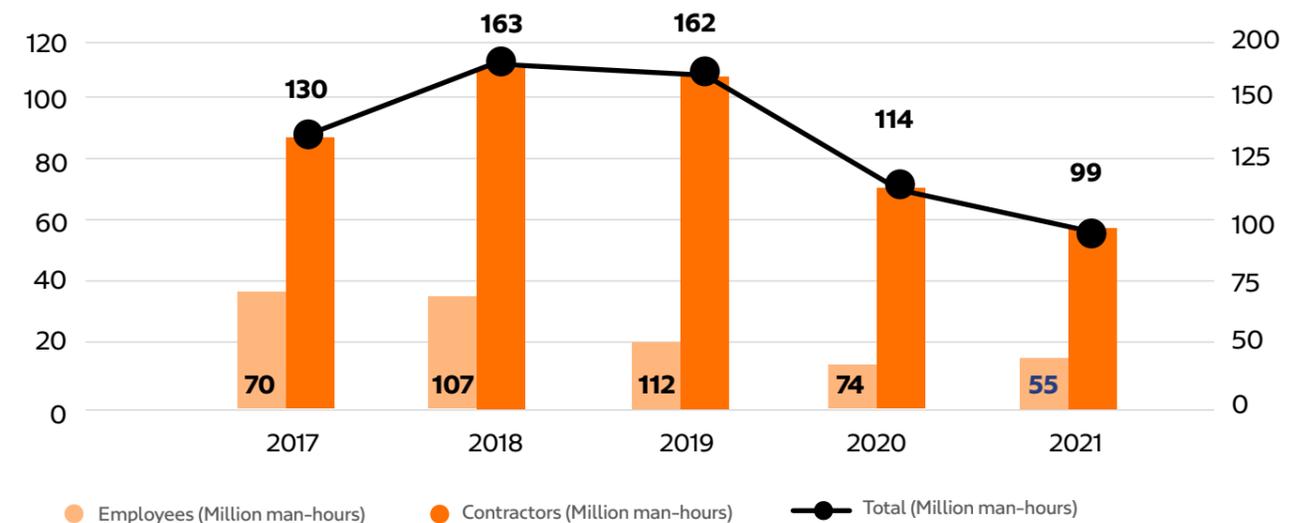
When it comes to the workforce who work for RTA though not directly under its roles, the reporting programmes are extended to these groups including contractors and subcontractors by the respective service operational team representing RTA.

## RTA's major commitments and achievements



## Major Health and Safety Performance Measures

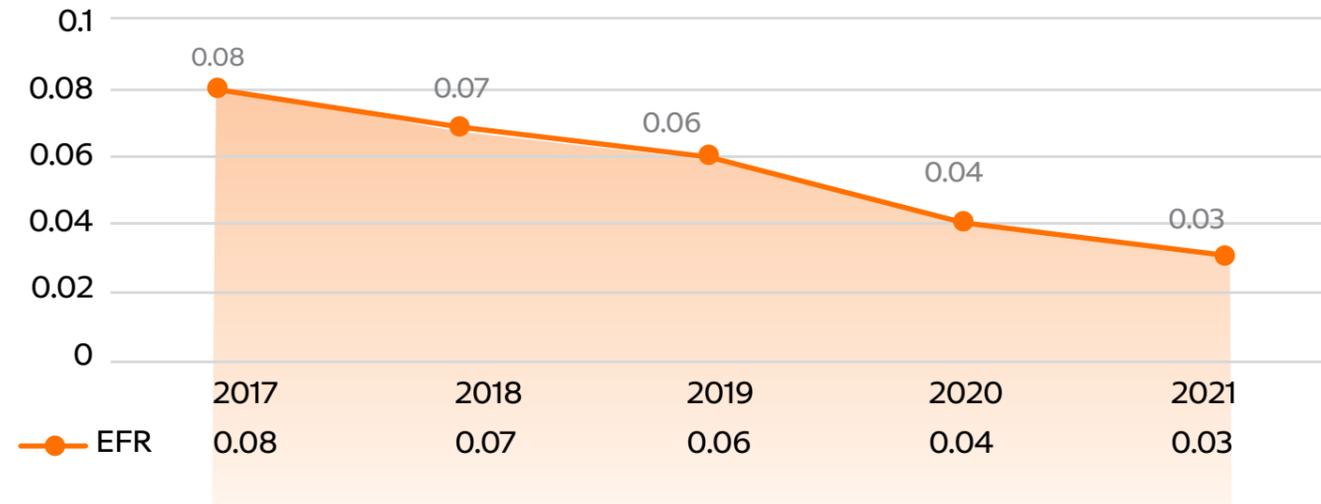
Man-hours worked



## Key Performance indicators

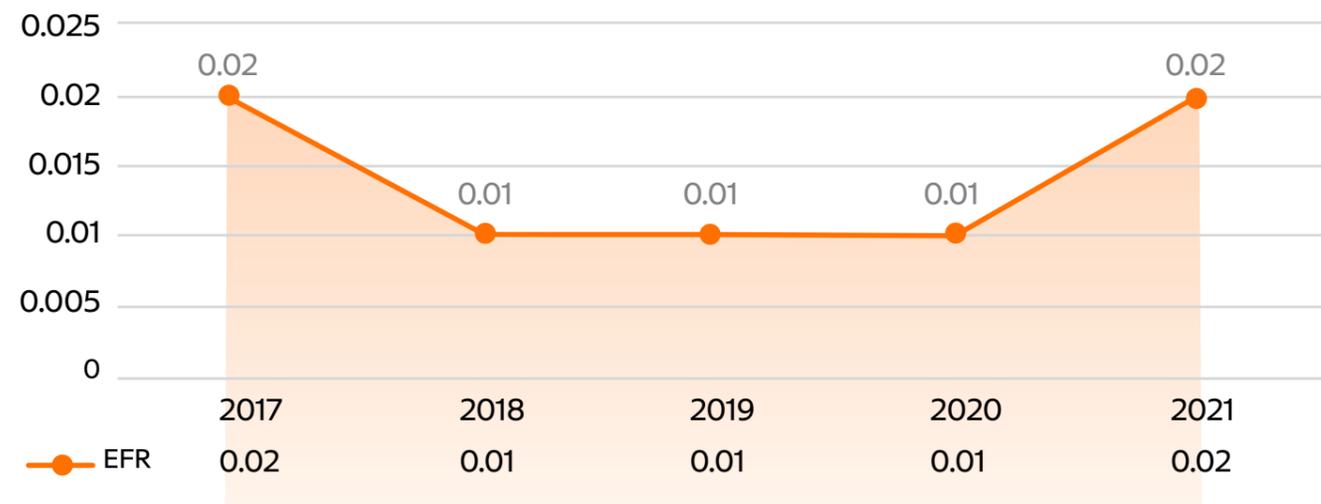
RTA monitors the OHS performance through a Key Performance Indicator (KPI) defined as 'Equivalent Fatality Rate (EFR)'. The EFR calculation considers all types of own fault OHS cases (minor, moderate and severe) against the total man-hours.

### Equivalent Fatality Rate (EFR)



### Work related fatality

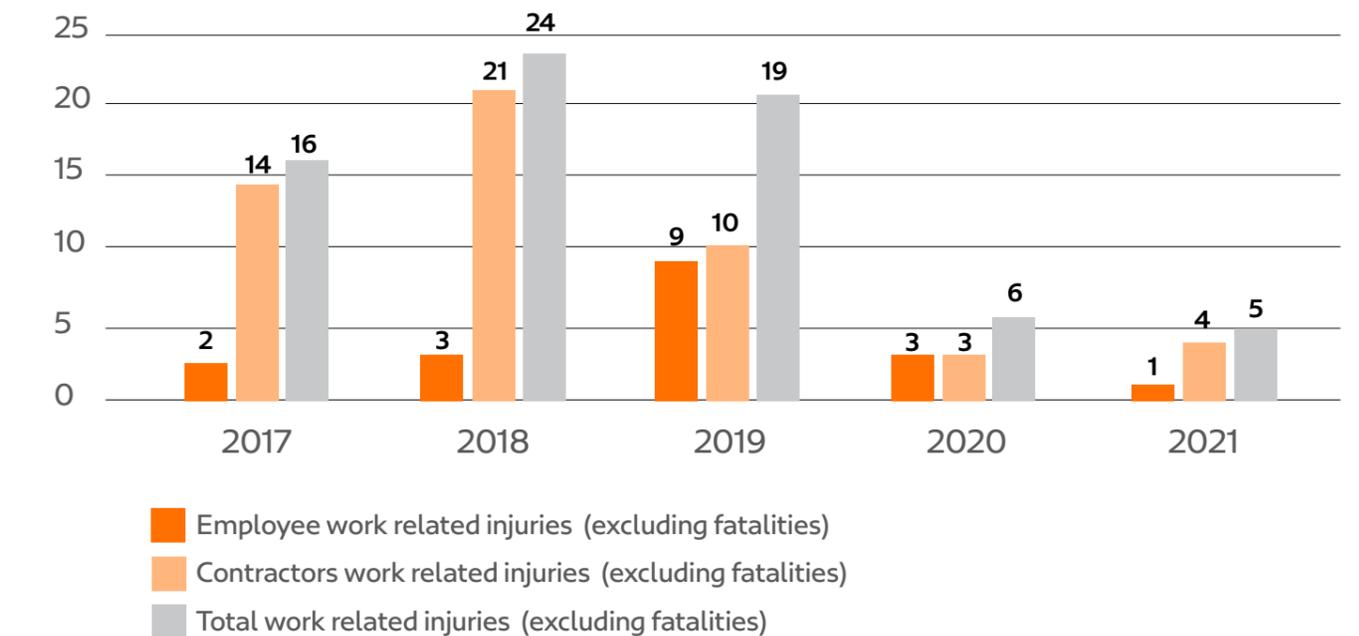
#### Total work related fatality rate (per 1,000,000 hours worked)



Work Related Injuries	Unit	2017	2018	2019	2020	2021
Total number of fatalities as a result of work-related injury	Sum	2	1	1	1	2
Employees	#	0	0	0	0	1
Contractors	#	2	1	1	1	1

### Work related injury

#### RTA annual work related injuries (2017 - 2021)



Total rate of recordable work-related injuries	Year	2017	2018	2019	2020	2021
Total rate of recordable work-related injuries	Rate	0.12	0.15	0.12	0.05	0.07
Employees rate	Rate	0.03	0.05	0.18	0.07	0.04
Contractors rate	Rate	0.20	0.20	0.09	0.04	0.09

## Work related hazard

#	Work Related Injuries	2017	2018	2019	2020	2021
1	The main types of work-related injuries	Minor injuries reported from construction-related activities which involved hazards				
A	Which of the hazards have caused or contributed to high-consequence injuries during the reporting period	Working at heights, working near live traffic, lifting operations, use of the hand for mechanical tools and equipment, driving vehicles...				
B	Actions taken or underway to eliminate these hazards and minimise risks using hierarchy controls	Explained in Managing Hazards				
2	Whether and, if so, why any workers have been excluded from this disclosure, including the type of workers excluded	No worker is excluded				
3	Any contextual information necessary to understand how the data have been compiled, such as any standards, methodologies, and assumptions used	Data is compiled through regular reporting of work-related statistics and RTA procedure for notifying, reporting, and investigation of accidents				

## Work related illness

RTA ensures a healthy and safe working environment. No cases of major occupational illness or diseases have been reported in 2021.



# Case study

## RTA holds Open Day for Health, Safety and Environment 2021

RTA has celebrated the 7th Open Day for Health, Safety and Environment under the theme: Let's Cooperate for Conserving the Environment. The event, which was held via video conference, attracted experts from RTA and other entities including senior officials and professors. Discussions focused on means of developing innovative and environmentally sustainable solutions, and motivating innovation in support of sustainable development besides showcasing RTA's efforts in this regard.

RTA is making sustained efforts towards achieving a sustainable and environmentally friendly mass transportation system. It seeks to integrate this system and align it with its strategic objective: Safety and Environmental Sustainability.

The concept of sustainability has become deeply rooted in RTA. It is a key driver for protecting and rationalizing the use of energy and reducing carbon emissions. It forms an integral part of RTA's business priorities and goes in line with RTA's vision of becoming The World Leader in Seamless and Sustainable Mobility.

The open day highlighted RTA's practices for a sustainable future including a cleaner production strategy, energy conservation practices, water conservation practices, and waste management practices highlighting the global warming and climate change phenomena to raise participants' environmental awareness.



## B. Road and Traffic Safety

RTA is responsible for the efficient movement of transport in Dubai, a key component of this responsibility is road safety. In 2017, RTA developed a multi-sector Road Safety Strategy and 5-year action plan up to the year 2021. The Dubai Road Safety Strategy and accompanying Road Safety Action Plan are modelled on successful, international action plans of varying complexities, which were implemented in the safest countries in the world.

The Road Safety Action Plan has 4 major components: Enforcement, Road and Vehicle Engineering, Traffic Awareness, and Systems and Management.



The individual interventions in the Road Safety Action Plan had their own crash-based, intermediate, and process-related performance indicators. This was facilitated by the introduction of a new integrated accident database which was developed using new technologies as well as updated standards and equipment. This contributed to a successful programme in road accident and fatality reduction in Dubai, hence the **rate of fatalities per 100,000 population reaching 1.9 in 2021**. This in turn resulted in achieving the main objective of developing and implementing the Road Safety Strategy for Dubai and making Dubai one of the safest cities in the world in terms of Traffic Safety.

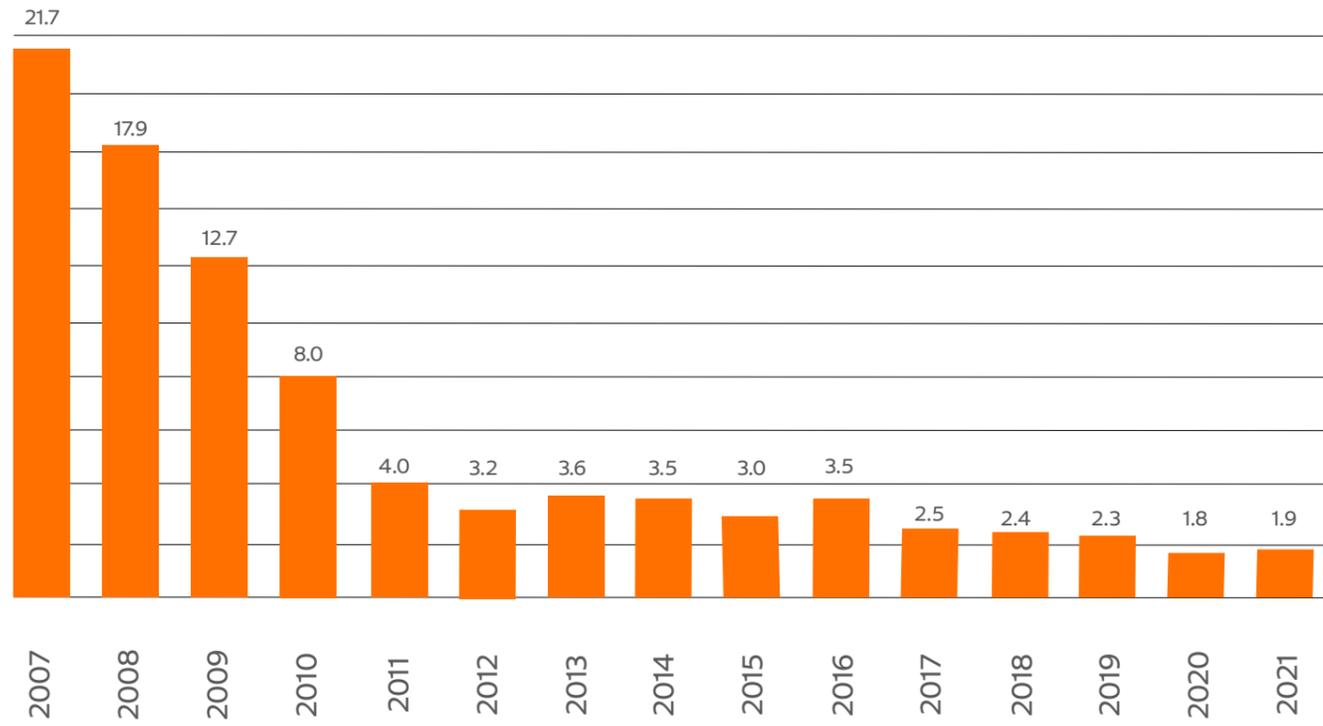


## Performance Evaluation

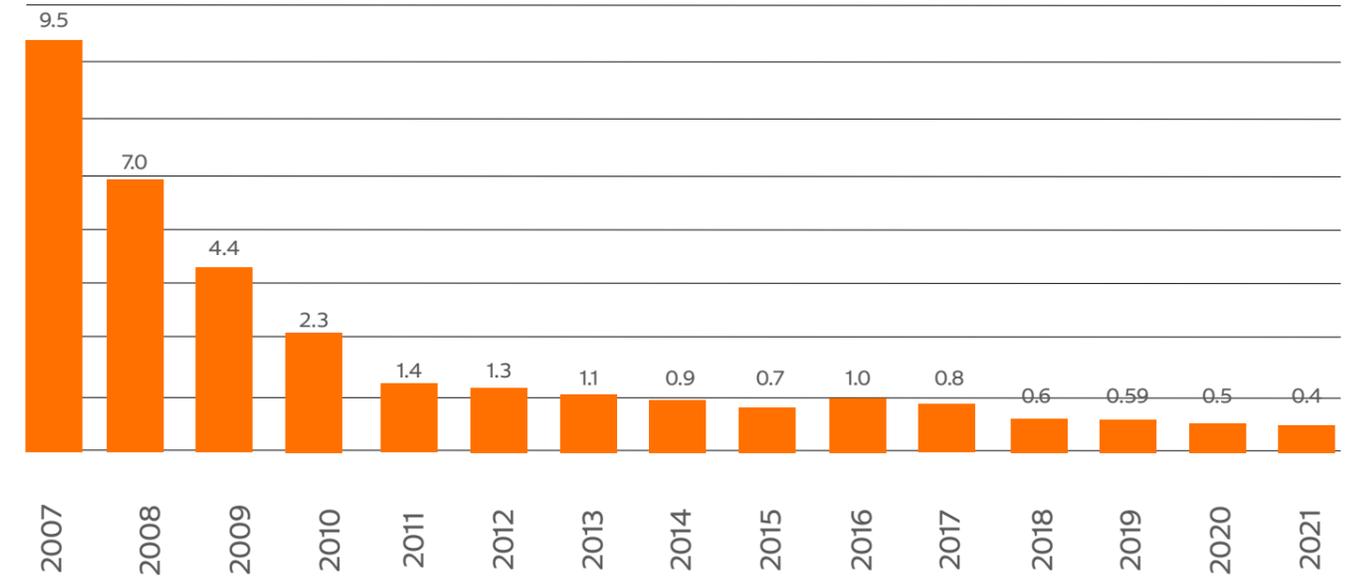
The Dubai Road Safety Strategy's objectives, planned targets, and results are outlined in the following table:

KPI	Target/ Achieved	2017	2018	2019	2020	2021
Road Accident Fatalities per 100,000 of the population	Target	3.2	3.0	2.8	2.7	2.3
	Actual	2.5	2.4	2.3	1.8	1.9
Pedestrian Fatalities per 100,000 of the population	Target	0.8	0.7	0.6	0.5	0.4
	Actual	0.8	0.6	0.59	0.5	0.4
Road Accident Fatalities and serious injuries per 100,000 of the population	Target	6.1	5.8	5.5	5.2	5
	Actual	5.7	5.8	5.0	3.3	4.5
Road Fatalities per 10,000 registered vehicles	Target	1.0	0.8	0.7	0.6	0.5
	Actual	0.9	0.8	0.7	0.5	0.5

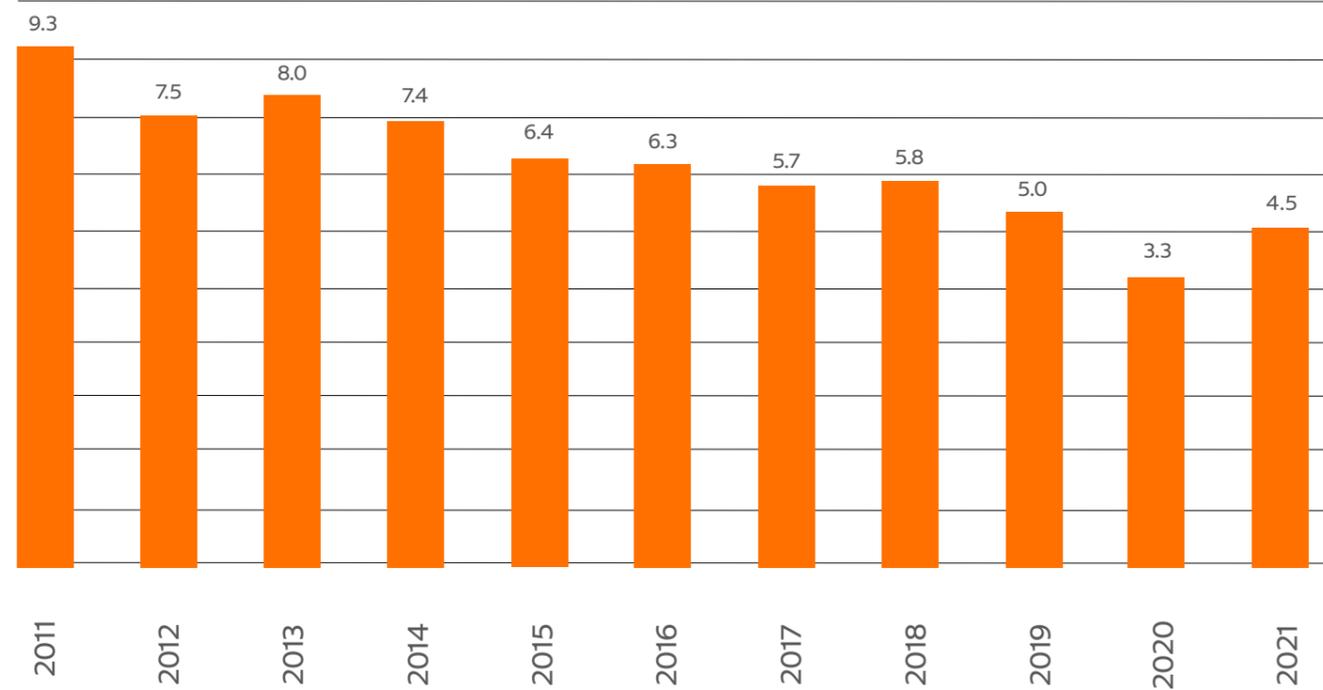
Road Accident Fatality per 100,000 Population



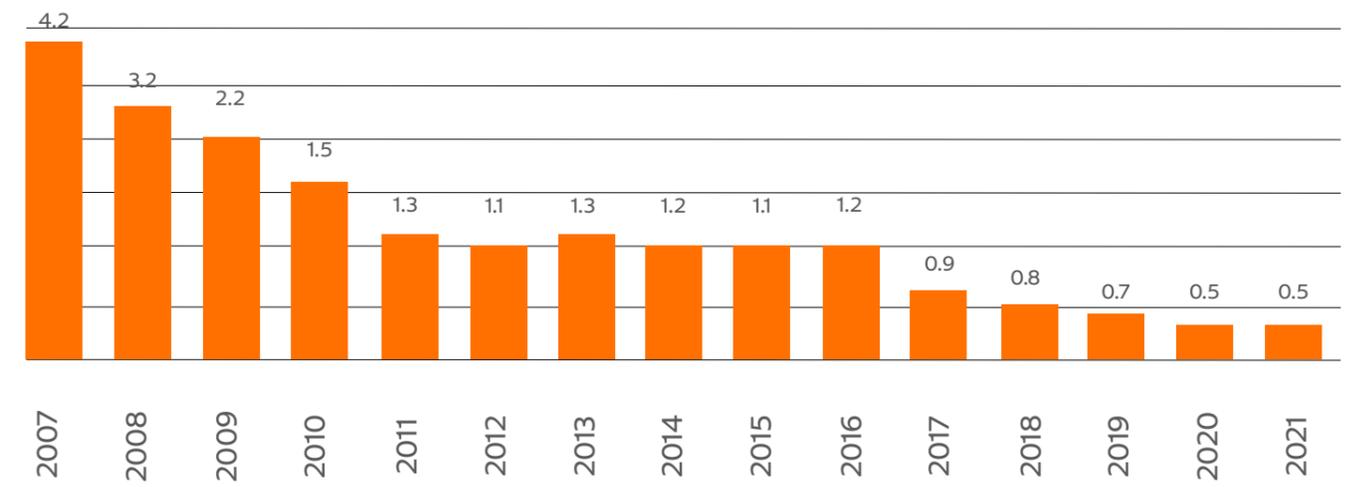
Pedestrian Fatality per 100,000 Population



Road Accident Fatalities and Serious Injuries per 100,000 Population



Road Fatality per 10,000 Registered Vehicles



## 8.3 Customer Happiness



“In 2021, we elevated customer service to the next level by pioneering how we fulfil our customer needs. We successfully developed a customer experience roadmap to sustain service development and transformation into seamless, integrated, proactive, and customized services that meet our customers’ expectations. We’ve adopted an agile approach to enhance the customer experience to redesign services by adopting the principles of Services 360 Vision.”

### Mehailah Alzehmi

Director, Customer's Happiness Department

Customer centricity is intrinsic to our culture, and we firmly believe it is elemental in building a sustainable organisation.

In line with our strategic Goals 2 and 3 of creating an ‘Integrated Dubai’ and fostering ‘People Happiness’, we constantly strive to ensure the highest level of customer satisfaction.

RTA’s Customer Happiness Department (CHD) continues providing services to customers on behalf of the services’ owners across agencies and sectors. In addition, all customer complaints and issues have been managed proactively through the CRM System. At RTA, our customer relationship management decisions and strategies are established and maintained in line with the international standards such as ISO 10001:2018 and ISO 10002:2018 that provide Customer Satisfaction guidelines related to Quality Management and Complaints Handling in the organisation. To ensure 24/7 availability of services, we have our 800-9090 call centre, website, and Customer Happiness Centres.

With an ever-increasing focus of the government of Dubai on the increased use of smart and digital platforms across all fields, RTA has also incorporated digital services to facilitate access to our services through non-face-to-face channels, including our 24/7 Smart Centre.

At RTA, we recognise the importance of data security and data privacy for our customers. In line with this concern, we have established an Information Security Policy and a Data Management System in line with ISO 27000 standards on information security management

“In 2021, no incident, case, or complaint pertaining to customer data privacy breach was recorded.”

### Shaping the future of sustainable mobility:

Currently, RTA has a traditional call centre that is equipped with modern technologies. However, RTA has plans to enable the workforce with AI-driven tools to interact with customers due to employee demand and advancing technologies. One of the reasons for this shift is the need to add more channels for the call centre agent to communicate with customers. These channels will help call centre agents take care of more interactions simultaneously. This will result in less workforce required to handle the growing number of customer interactions.

RTA is planning to elevate the customer experience by building end-to-end expertise to become “omnipresent.” This will establish strong connections, create loyalty, and drive efficient results.

RTA has been looking into adding new interaction channels into the mix, such as social media, chat, and messaging platforms like WhatsApp. To minimize physical interaction and promote digital experience, RTA will introduce videoconferencing facilities and update policies to ensure the adoption of new technologies.

## RTA's major commitments and achievements in 2021



## RTA's Support of People of Determination

At RTA, we have always placed the utmost importance in making our services accessible to people of various abilities and special needs. All our projects, facilities, and vehicles are designed to cater to this part of our population. Every Agency and Sector at RTA considers this ambition a top priority and has taken measures to ensure accessibility and comfort. Some of the measures are provided below:

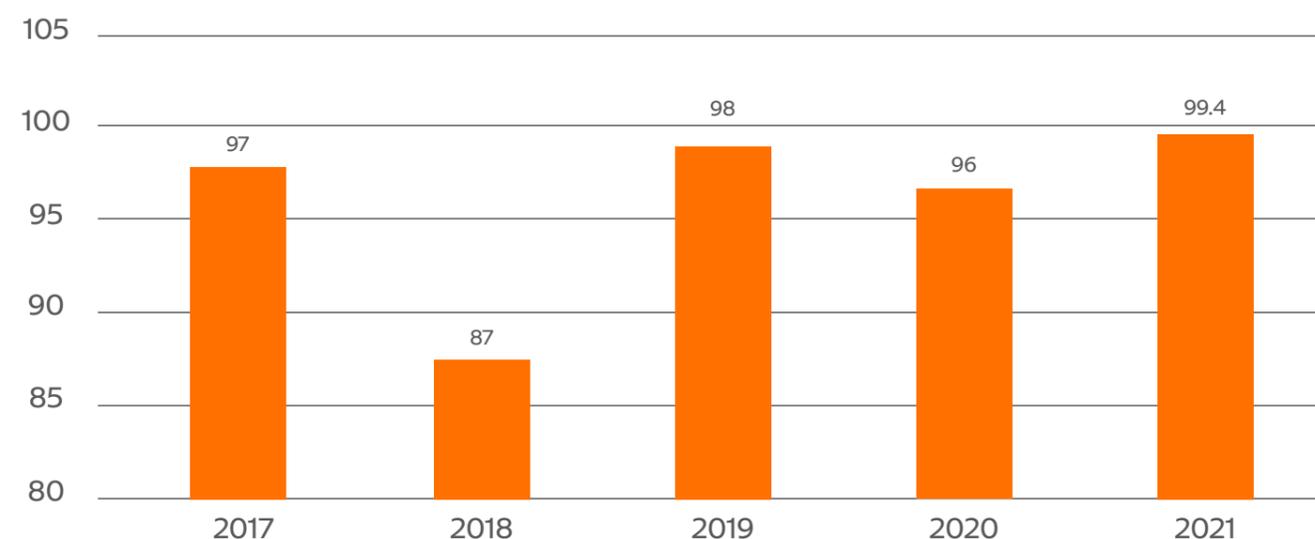
RTA Services	Provisions for People of Determination
Rail Agency	<ul style="list-style-type: none"> <li>Tactile floor paths to guide visually impaired persons at rail stations.</li> <li>All ticket-selling booths are designed to be accessible to wheelchair users.</li> <li>Special spaces on all rail facilities for wheelchair users.</li> <li>Installation of audio-visual cautionary signs upon opening &amp; closing of platform screen doors.</li> <li>CCTV for hearing-impaired persons and audio notices for visually impaired persons.</li> <li>Parking Provision for special needs near the main station entrances.</li> </ul>
Public Transport Agency	<ul style="list-style-type: none"> <li>Provision of automatic doors to ease the entry and exit process.</li> <li>Lowering the floor level, enabling passengers of this category to use them easily.</li> <li>Hand-rests and push buttons at a suitable height.</li> <li>Air-conditioned and wheelchair accessible bus shelters.</li> <li>Retrofitted marine transport stations and vehicles for accessibility, including ease of access and allocated spaces.</li> <li>LCD monitors with audio - visual are available to provide information about waterbus and safety procedures.</li> </ul>
Card Services Department	<ul style="list-style-type: none"> <li>Personalized card to access free transport in Dubai Metro and public buses.</li> <li>Card renewal every five years at a discounted price.</li> </ul>
Traffic and Roads Agency	<ul style="list-style-type: none"> <li>Lower pavement height in junctions and elevated pedestrian crossings for wheelchair accessibility.</li> <li>Lifts installed at footbridges.</li> <li>Specially allocated parking spaces, parking permits, and free parking spots.</li> </ul>
Licensing Agency	<ul style="list-style-type: none"> <li>Provision of integrated directional signs to educate all, including People of Determination.</li> <li>Preparation of vehicles for People of Determination, testing them, and getting them official endorsed by the Vehicle Licensing Department.</li> </ul>
Dubai Taxi	<ul style="list-style-type: none"> <li>Special fare system.</li> <li>5 taxis dedicated to people of determination across Dubai. These taxis are fitted with:               <ol style="list-style-type: none"> <li>Special lifts for wheelchairs;</li> <li>Artificial respiratory systems;</li> <li>A wheelchair on board; and</li> <li>Seats for companions.</li> </ol> </li> </ul>
Customer Happiness	<ul style="list-style-type: none"> <li>Providing seats for People of Determination at the main entrance of some Customer Happiness Centres.</li> <li>Providing a fast-track queue.</li> <li>Providing special parking near the main gates.</li> <li>Giving priority to People of Determination.</li> <li>Providing a dedicated video conferencing service at the parking's entrance for the People of Determination.</li> </ul>

## Customer Happiness Performance

RTA has a detailed guide for complaint handling and resolution: when any complaint is raised through any communication channel, the complaint is directed to the appropriate operational department and a SLA is activated to ensure its timely resolution.

In 2021, RTA achieved the highest rank in 5 years with 99.4% adherence to the agreed SLA when closing customer complaints.

### Adherence (in percentage) to the agreed SLA when closing customer complaints at RTA (2017-2021)

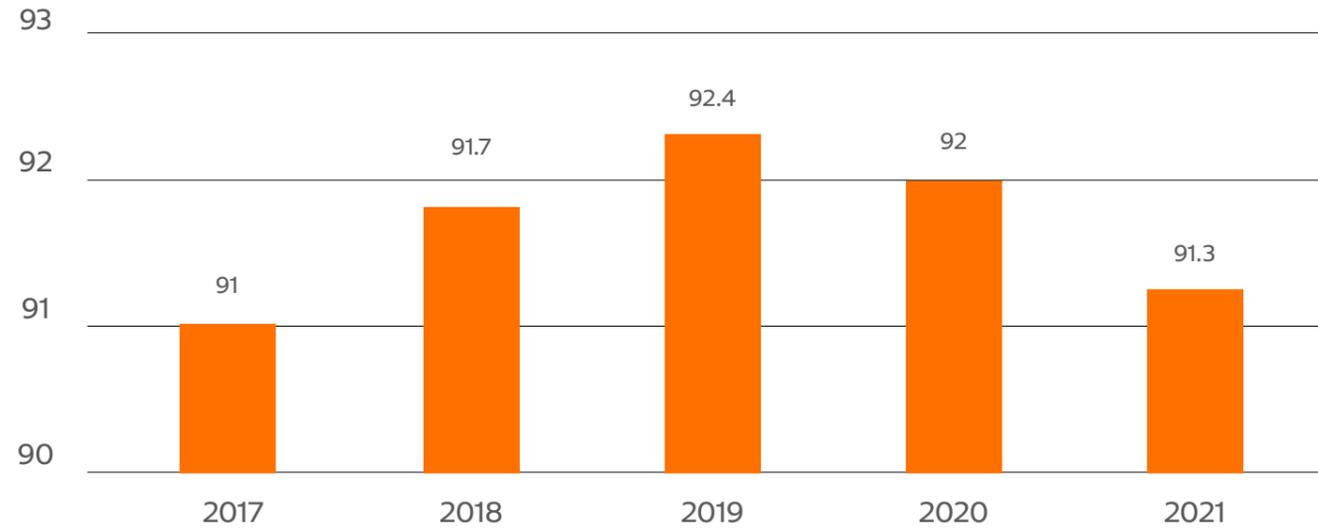


RTA achieved the shortest total service resolution time in 5 years with a 70% reduction in the average waiting and service time in 2021, marking it at 2:55 minutes compared to 3:31 minutes in 2020.

Customer Happiness	Unit	2017	2018	2019	2020	2021
Customer happiness Centres (mm:ss) - Average waiting time	mm:ss (Time)	2:42	1:54	1:30	1:28	0:59
Customer happiness Centres (mm:ss) - Average service time	mm:ss (Time)	2:29	2:24	2:12	2:03	1:56
<b>Total</b>	<b>mm:ss (Time)</b>	<b>5:11</b>	<b>4:16</b>	<b>3:42</b>	<b>3:31</b>	<b>2:55</b>

Customer Happiness is also monitored and measured every year by Dubai Government. The results are shown in the below table:

Customer satisfaction results (%)



# Case study

Speak with RTA

The Customers Council of RTA held a session via Twitter under an initiative themed “Speak with RTA”. The discussion session attracted a considerable number of community members from various nationalities including those benefiting from RTA’s smart and e-services.

RTA will continue with the plan to hold Customers Council sessions via Twitter considering the huge success of this experiment and the overwhelming participation of various community segments and nationalities. Topics relating to certain services will be put forward for discussion via Twitter.

This drive fits well with RTA’s standing in the community of Dubai and other Emirates as one of the leading service providers in the nation.





# Case study

## Analysing customer emotions expressed via social media

RTA has launched an initiative to analyse customer emotions to get a better perception of their feedback and suggestions made via RTA's social media. The process aims to develop appropriate solutions and serve customer needs by using big data and natural language techniques.

The process records customer comments received via social media in text form. The text is then processed through Natural Language Processing methods to identify customer needs. The result of this analysis enables RTA to improve its services by using social media content captured under specific keywords. Emotion scores are then collected from relevant posts per topic and geographical locations.

By using a big data platform and analysing emotions, RTA can capture and analyse information from social networking sites, such as customer notes and comments as well as information related to public transport systems. Analysing these emotions will help us understand customer complaints. This will help us identify areas and services that need to be improved, opportunities for new products and services, and any existing problems that need to be addressed.

## 8.4 Employment

In 2021, RTA HRandD Department continued to deliver on its ambitious transformation. By emphasizing on the hybrid work model, we are committed to creating a positive and productive environment in which our people are enabled to perform their best and are healthy, resilient, and happy at work. Our specialized strategy is designed along 5 pillars that guide us in our people practices. We continue to adopt a digital and employee-centric approach to attract, develop, and retain talent in line with Dubai's future of mobility while fostering a diverse and inclusive workplace at RTA."

### Sultan Al-Akraf

Director, Human Resources Department (HRD)

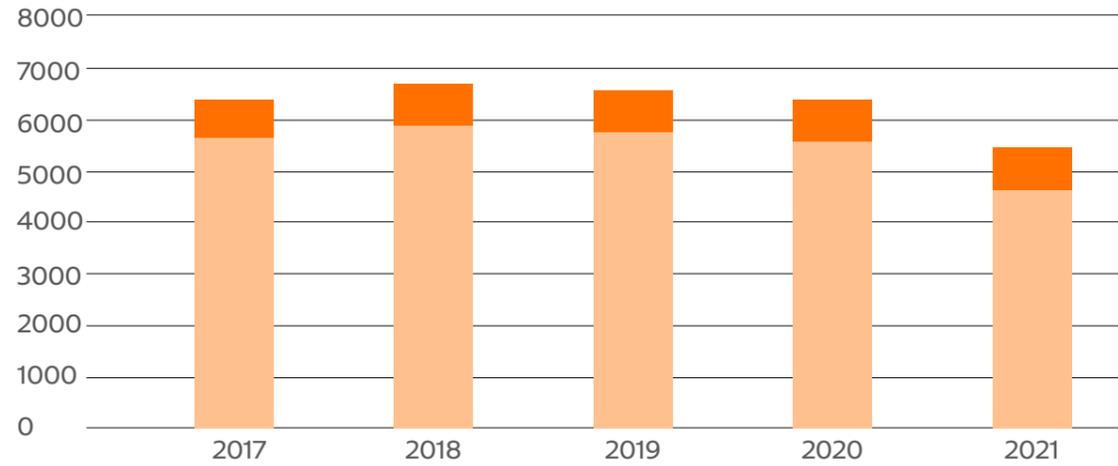


In alignment with RTA's Corporate Strategy, we continued to implement the approved initiatives and projects of the HR specialized strategy, which focuses on adopting a digital and employee-centric approach to attract, develop, and retain talent in line with Dubai's future of mobility while fostering a diverse and inclusive workplace at RTA.

RTA is committed to strengthening its employer brand, enhancing its positioning in the market, and attracting and retaining top talent. We work on the development of employees in line with the future of work to allow RTA to become a high-performing organisation and achieve its corporate objectives. We focus on diversity and inclusion to make a sustainable impact on RTA's internal and external communities.

We are committed to protecting the rights of all our employees through our commitment to Diversity and Inclusion. We deliver awareness sessions to all our employees on the different policies, including the Code of ethical behaviour policy, and we monitor the reports of relevant committees on any cases of human rights abuse or violations to the existing policies.

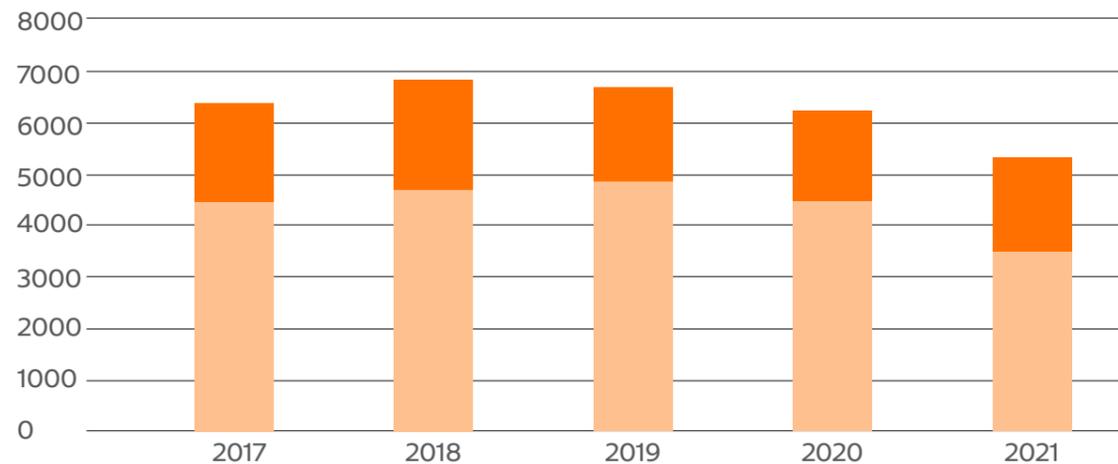
### YoY- Male and Female Employees at RTA (2017-2021)



	2017	2018	2019	2020	2021
<b>Femal Employees</b>	749	815	817	815	840
<b>Male Employees</b>	5700	5858	5796	5546	4583

Male Employees Femal Employees

### YoY- Nationals and other nationalities at RTA (2017-2021)



	2017	2018	2019	2020	2021
<b>UAE Nationals</b>	1951	2137	1771	1833	1894
<b>Other Nationals</b>	4489	4636	4842	4528	3529

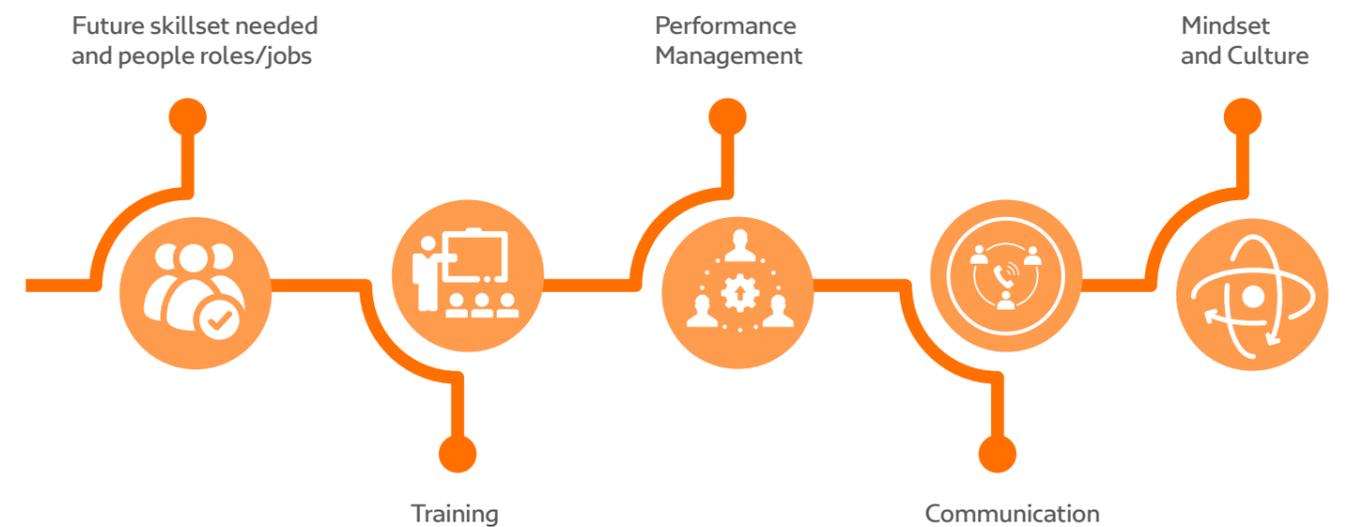
UAE Nationals Other Nationals

New Employee Hires in 2021	Based on gender		Based on age - group		
	Male	Female	Under 30 years old	30 - 50 years old	Over 50 years old
#	68	44	73	34	5
Total	112		112		

Employee attrition in 2021	Based on gender		Based on age - group		
	Male	Female	Under 30 years old	30 - 50 years old	Over 50 years old
#	328	32	16	258	86
Total	360		360		

## Shaping the future of sustainable mobility

At HRD, we are focusing on 5 pillars to support RTA's efforts in shaping the future of sustainable mobility:



These focus pillars will be evolving through three key timelines from setting up the ground to sustaining the role.

# RTA's major commitments and achievements in 2021

During 2021, the work to enhance pedestrian and soft mobility access to 28 public transport stations was completed and was near completion in five other stations. RTA's cycling infrastructure was also extended significantly.



## HRD has committed to the following in 2021:

- 

**01**  
RTA Culture Assessment
- 

**02**  
RTA EVP Roadmap finalization
- 

**03**  
RTA Technical Competencies Project Completion
- 

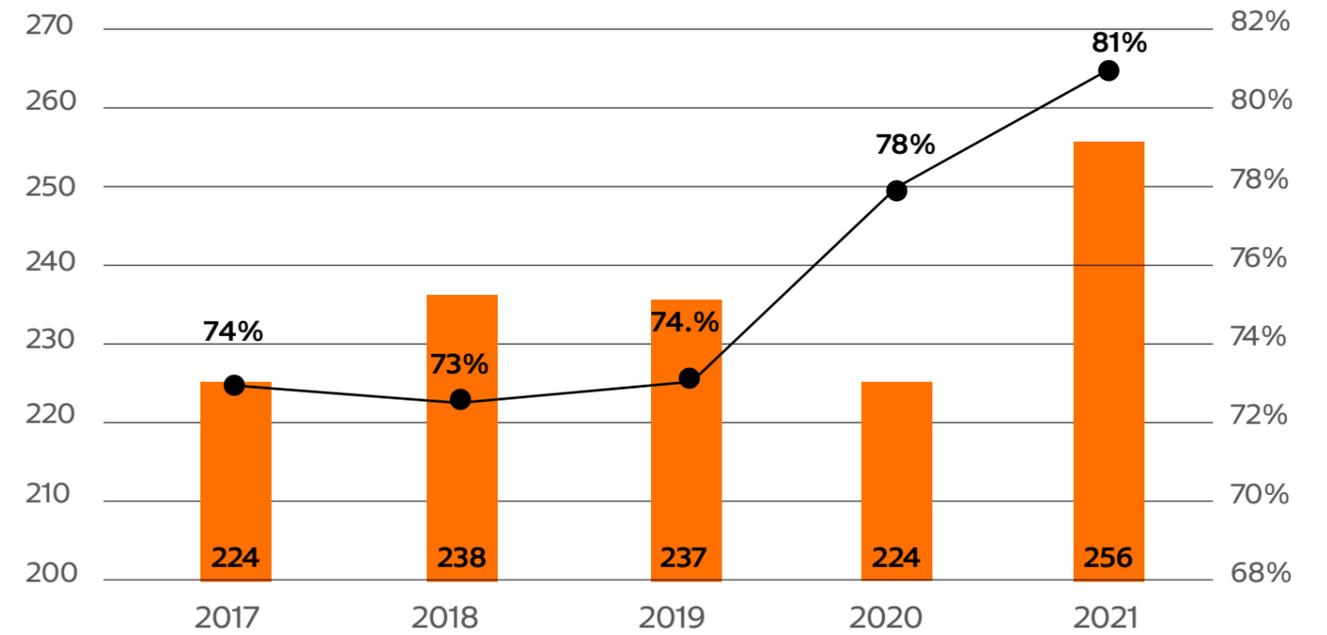
**04**  
RTA JD Update Project Completion
- 

**05**  
RTA Career Path Project Update

# Emiratization

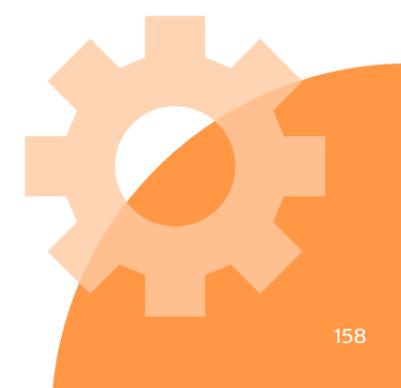
At RTA, we have procedures in managing operations to determine the functional needs of human resources, recruitment, selection, and appointment to select the best candidates who have the required competencies and qualifications to fill vacancies in the authority while giving priority to UAE nationals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

RTA UAE national in management levels (2017 - 2021)



- Number of personnel in executive and senior management positions that are UAE nationals
- Percentage of personnel in executive and senior management positions that are UAE nationals

The percentage of UAE nationals in executive and senior management positions increased by nearly 3% in 2021 compared to 2020



# Training and Development

The training at RTA encompasses a wide range of interventions for our employees to build skills in many areas. The recent trends in employee resilience and the increasing importance of the Leadership's role in people management led RTA to develop its leadership academy programme, which is a multi-layered and multi-disciplined programme aimed at developing current and promising leaders in alignment with the future of sustainable mobility.

Overall Training Hours	Unit	2017	2018	2019	2020	2021
Total Training Hours	Sum	49,940	70,809	67,545	46,416	30,591
Male	Hours	36,787.5	51,141	46,705	32,568	22,373
Female	Hours	13,152	19,668	20,840	13,848	8,217

Average hours of training	Unit	2017	2018	2019	2020	2021
Total Average	Hours	29	25	23	15	10
Male	Hours	27	24	20	14	7
Female	Hours	33	30	31	19	3

Training Hours Breakdown by employee category	Unit	2017	2018	2019	2020	2021
Executive and Senior Management	Hours	1,274	1,165	1,111	1,913	531
Middle Management	Hours	3,699	5,045	7,746	2,744	3,500
Staff (professional, operational and administrative)	Hours	44,967	64,599	58,688	41,760	26,560

## Performance feedback

All employees are encouraged to provide 360-degree feedback and undertake performance review sessions with their respective line managers.

Performance Feedback	Unit	2017	2018	2019	2020	2021
Percentage of total employees by gender and by employee category who received a regular performance and career development review during the reporting period.	%	100	100	100	100	100

Breakdown by employee gender	Unit	2017	2018	2019	2020	2021
Male	# %	5,700 100%	5,858 100%	5,796 100%	5,546 100%	4,583 100%
Female	# %	749 100%	815 100%	817 100%	815 100%	840 100%
Breakdown by employee category (Total)	#	6,449	6,673	6,613	6,361	5,423
Executive and Senior Management	#	109	111	114	120	117
Middle Management	#	193	213	207	194	200
Staff (professional, operational and administrative)	#	6,147	6,349	6,292	6,047	5,106

## Employee Benefits

The training at RTA encompasses a wide range of interventions for our employees to build skills in many areas. The recent trends in employee resilience and the increasing importance of the Leadership's role in people management led RTA to develop its leadership academy programme, which is a multi-layered and multi-disciplined programme aimed at developing current and promising leaders in alignment with the future of sustainable mobility.

<p>1   </p> <p>Medical insurance</p>	<p>2   </p> <p>Health-care benefits, including disability and invalidity coverage</p>	<p>3   </p> <p>Multiple types of leaves</p>	<p>4   </p> <p>Retirement provisions</p>
<p>5   </p> <p>Nursery benefits to employees with children</p>	<p>6   </p> <p>Medical clinic and pharmacy provisions</p>	<p>7   </p> <p>Gym facilities</p>	<p>8   </p> <p>Ticket allowance</p>
<p>9   </p> <p>Mobile allowance</p>	<p>10   </p> <p>Continuous learning opportunities</p>	<p>11   </p> <p>Employee discounts for various retail options</p>	

Parental Leave	Unit	2017	2018	2019	2020	2021
Total number of employees that were entitled to parental leave	Sum (#)	5,758	5,556	5,580	5,378	4,471
Male	#	5,010	5,089	5,095	4,885	3,972
Female	#	748	467	485	493	499
Total number of employees that took parental leave	Sum (#)	224	250	285	231	212
Male	#	155	171	215	181	141
Female	#	69	79	70	50	71
Total number of employees that returned to work in the reporting period after parental leave ended	Sum (#)	203	247	276	227	208
Male	#	144	169	208	179	138
Female	#	59	78	68	48	70
Total number of employees that returned to work after parental leave ended that were still employed 12 months after their return to work	Sum (#)	203	247	276	227	208
Male	#	144	169	208	179	138
Female	#	59	78	68	48	70
Return to work and retention rates of employees who took parental leave	Sum (#)	178	198	194	195	196
Male	#	93	99	97	99	98
Female	#	86	99	97	96	99

## People of Determination (PoD)

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

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

## Grievance Redressal

RTA approaches grievance redressal in line with the Dubai Government's approach and inspirations. We ensure stabilized employment conditions for employees while ensuring the proper implementation of the provisions of the law. We have enhanced the concepts of transparency, justice, and legality by defining elements in the policy of code of conduct and allowing employees to appeal against decisions and procedures affecting their position. We actively work to address the difficulties faced by our employees to provide them with an appropriate working environment.



**We had no incidents of corruption in 2021.**





# Case study

## Launching a comprehensive training plan targeting 600 female employees

RTA endorsed a master training plan modelled in accordance with advanced training methodologies to promote the leadership and practical skills of female employees in various RTA sectors and agencies, which is in alignment with the UN's 2030 agenda, in particular SDG 5 on Gender equality, and the national strategy for the empowerment of women in the UAE.

The plan is tailored to empower women in a variety of jobs and professions across RTA and enhance their leading roles. It focuses on preparing RTA female staff in different job grades for higher leading positions, fostering competitiveness and uplifting the skills of females in different job scopes.

This plan for women empowerment aims to train women on current and future critical leadership roles. It addresses the tools required for fast-tracking women's careers, such as professional communication, modern negotiation techniques, leadership, and enriching knowledge and teamwork.



# Case study

## Two international awards and one regional award

RTA has won two main international and regional awards in three sub-categories of Human Resources and Development in 2021. RTA won the Gold Stevie International Award for Qiyadi Program and the Bronze Award for Future Leaders Program.

Additionally, RTA won the GCC Gov HR Awards - Organization of the Year - Best Happiness Initiative in the GCC HR Summit (Employee Experience). This achievement reinforces RTA's ongoing efforts to embed a culture of corporate excellence and leadership.

RTA also won the GCC Gov HR Awards - Organization of the Year - Best Happiness Initiative in the GCC HR Summit, which reaffirms the special importance given by RTA's senior leadership to employee happiness programmes and initiatives. RTA's Employee Experience submission was named the winner.



# 09

## Assurance Statement



### Introduction

DNV AS - DUBAI BRANCH ('DNV') was engaged by the management of Roads and Transport Authority ('RTA' or 'the Company') to undertake an independent reasonable level of assurance of the selected sustainability performance indicators identified through its materiality determination process ('sustainability performance data') and presented in RTA's Sustainability Report 2021 ('the Report') in its printed format for the financial year ending 31st December 2021. The data verification was completed for five (5) years period covering January 2017 to December 2021. The intended user of this Assurance Statement is the management of the Company. Our assurance engagement was carried out in June - July 2022.

We performed our work in accordance with the requirements of the International Federation of Accountants' (IFAC) International Standard on Assurance Engagement (ISAE) 3000 (Revised) (Assurance Engagements Other than Audits or Reviews of Historical Financial Information) and DNV's assurance methodology VeriSustain™1.

### Scope and Approach

We planned and performed our work to obtain the evidence we considered necessary for a reasonable level of assurance opinion. In doing so, we evaluated the most material sustainability performance data presented in the Report, together with RTA's procedures for ensuring the, accuracy, reliability and completeness of all disclosures within the Report.

The materiality assessment refreshed in 2021 and presented in the Report in the section "Our Approach to Sustainability".

The reporting topic boundaries for sustainability performance chosen by RTA are as set out in the Report in the section "About this Report". The management of the Company is responsible for the collection, analysis, aggregation and presentation of information about the sustainability performance data /presented to the DNV team.

### Responsibilities of the Management of RTA and of the Assurance Provider

The Report discloses that this is RTA's seventh Sustainability Report. RTA is the first organization globally in the Roads and Public Transportation sector to publish its sustainability report as per GRI Standards with a Reasonable Level of Assurance\* completed for a 5 year period in accordance with ISAE3000 and DNV VeriSustain. The Management of the Company has the sole accountability for the preparation of the Report and are responsible for all information disclosed in the Report as well as the processes for collecting, analysing and reporting the information. In performing assurance work, our responsibility is to the Management; however, our statement represents our independent opinion and is intended to inform the outcome of our assurance to the stakeholders of RTA.

DNV was not involved in the preparation of any statement or data included in the Report except for this Assurance Statement and a Management Report shared with RTA.

DNV's assurance engagements are based on the assumption that the data and related information provided by the Company to us as part of our assurance engagement have been provided in good faith and free from any misstatements or errors. DNV expressly disclaims any liability or coresponsibility for any decision a person or an entity may make based on this Assurance Statement.

<sup>1</sup>The VeriSustain protocol is available on request from [www.dnv.com](http://www.dnv.com) and is based on our professional experience, international assurance best practices including ISAE 3000 and the GRI's Principles for Defining Report Content and Quality

### Basis of our Opinion and Conclusion

A multi-disciplinary team of sustainability and assurance specialists performed remote work at RTA's in Dubai, United Arab Emirates (UAE). We adopted a risk-based approach, i.e. we concentrated on the issues of high material relevance to Company and its key stakeholders for all performance Indicators. We carried out following activities:

- reviewed the Company's approach to its materiality determination process and its outcome as stated in this Report to validate the relevance of selected sustainability performance disclosures;
- performed a reasonable level of verification of the performance indicators reported in this Report for the period 1st January 2017 to 31st December 2021. The boundary was limited to RTA's four (4) agencies, three (3) sectors and one (1) subsidiary located in the Emirate of Dubai, UAE, and under its direct control;
- remotely assessed RTA's headquarters at Dubai, UAE, to review processes and systems for disclosing selected sustainability performance data and conducted e-interviews with the management team of the Company and other representatives, including process owners and decision-makers from different agencies and sectors of the Company to validate the performance data. We were free to choose interviewees and interviewed those with overall responsibility to validate the Company's sustainability performance. No external stakeholders were interviewed as part of this engagement;
- performed sample-based checks of the processes for generating, gathering and aggregating the selected sustainability performance data presented in the Report. Our verification considers an uncertainty of  $\pm 2.5\%$  for a reasonable level of verification towards errors in estimation and measurement, and omissions as mutually agreed;
- reviewed by means of sample-based checks, the methods, measurement techniques, estimation methods, assumptions and uncertainties involved in the process of data measurements as adopted by the Company and obtained an understanding of the data management system to test the accuracy, reliability and completeness of selected performance disclosures.

During the process, we did not come across limitations to the scope of the agreed assurance engagement i.e. verification of selected performance indicators as mutually agreed.

<sup>1</sup>The VeriSustain protocol is available on request from [www.dnv.com](http://www.dnv.com) and is based on our professional experience, international assurance best practices including ISAE 3000 and the GRI's Principles for Defining Report Content and Quality

### Opinion and Conclusion

We evaluated the process of data aggregation in relation to the principles of Accuracy, Reliability and Completeness of performance indicators which are based on GRI Standards and as detailed below. Based on our methodology and scope of work agreed upon, we confirm that the following disclosures are a fair representation of the Company's sustainability performance for the year 2017-2021:

Sr. No.	GRI Standard/Topic	Verified Performance Indicator
1	GRI 201: Economic Performance 201-1 Direct economic value generated and distributed 201-2 Financial implications and other risks and opportunities due to climate change	<ul style="list-style-type: none"> <li>Local Economic Impact</li> <li>Number of ideas approved as per the evaluation criteria</li> <li>Value of optimized assets</li> </ul>
2	GRI 202: Market Presence 2016 202-2 Proportion of Senior Management hired from the Local Community	<ul style="list-style-type: none"> <li>UAE Nationals in Executive and Senior Management Positions</li> </ul>
3	GRI 204: Procurement Practices 2016 204-1 Proportion of spending on local suppliers	<ul style="list-style-type: none"> <li>Percentage of the procurement budget used for significant locations of operation that is spent on suppliers local to that operation</li> <li>Number of suppliers assessed for social impact</li> <li>Number of suppliers assessed for environmental impact Project Number: PRJN-405631-2022 Page 3 of 5</li> <li>Number of suppliers identified a having significant actual and potential negative social impacts</li> <li>Number of suppliers identified as having significant actual and potential negative environmental impacts</li> </ul>
4	GRI 302: Energy 2016 302-1 Energy Consumption within the Organisation 302-4 Reduction of Energy Consumption 302-5 Reductions in energy requirements of products and services	<ul style="list-style-type: none"> <li>Energy consumption related to fuel such as Diesel, Petrol and purchased electricity</li> <li>Total resource savings from sustainability initiatives - Fuel</li> <li>Total resource savings from sustainability initiatives)</li> </ul>
5	GRI 303: Water 2018 303-3 Water recycled and reused 303-5 Water Consumption	<ul style="list-style-type: none"> <li>Total resource savings from sustainability initiatives</li> </ul>

Sr. No.	GRI Standard/Topic	Verified Performance Indicator
6	GRI 305: Emissions 2016 305-1 Direct (Scope 1) Emissions 305-2 Energy indirect (Scope 2) Emissions 305-3 Other indirect (Scope 3) GHG emissions 305-5 Reduction of GHG Emissions	<ul style="list-style-type: none"> <li>Scope 1 Emissions</li> <li>Scope 2 Emissions</li> <li>Scope 3 Emissions</li> <li>Reduction in GHG Emissions</li> <li>Total avoided emissions from sustainability initiatives - Avoided Emissions (tCO2e)</li> <li>Estimated carbon emissions removed from Dubai roads as a result of shifting to public transport (Dubai Metro, Dubai Tram and Buses) (tCO2e/year)</li> <li>Total resource savings from sustainability initiatives (by parameters) - Water (megalitres)</li> </ul>
7	GRI 306: Effluents and Waste 2018 306-2 Waste by Type and Disposal Method	<ul style="list-style-type: none"> <li>Total waste generation at RTA by waste type (tonnes) Non- Hazardous</li> <li>Total waste generation at RTA by waste type (tonnes) - Hazardous</li> <li>Waste Water</li> </ul>
8	GRI 401: Employment 2016 401-1 New Employee Hires and Employee Turnover 401-3 Parental leave	<ul style="list-style-type: none"> <li>Numbers of New Hires</li> <li>Employee Turnover</li> <li>Total number of employees that were entitled to parental leave, took parental leave, returned from parental leave</li> <li>Return to work and retention rates of employees who took parental leave</li> </ul>
9	GRI 403: Occupational Health and Safety 2018 403-2 Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities	<ul style="list-style-type: none"> <li>Recordable Work-Related Injuries</li> </ul>
10	GRI 404: Training 2016 404-1 Average Hours of Training per Year per Employee 404-3 Percentage of employees receiving regular performance and career development reviews	<ul style="list-style-type: none"> <li>Average Hours of Training</li> <li>Training Hours for RTA Employees</li> <li>Percentage of total employees by gender and by employee category who received a regular performance and career development review</li> </ul>

Sr. No.	GRI Standard/Topic	Verified Performance Indicator
11	GRI 406: Non-discrimination 406-1 Incidents of discrimination and corrective actions taken	<ul style="list-style-type: none"> <li>Incidents and actions taken with reference to the following</li> </ul>
12	GRI 416: Customer Health and Safety 416-1 Assessment of the health and safety impacts of product and service categories	<ul style="list-style-type: none"> <li>Percentage of significant product and service categories for which health and safety impacts are assessed for improvement</li> </ul>
13	GRI 418: Customer Privacy 2016 418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	<ul style="list-style-type: none"> <li>Numbers of Complaints concerning Breaches of Customer Data and Privacy</li> <li>Number of incidents of noncompliance with regulations and/or voluntary codes concerning the health and safety impacts of products and services within the reporting period</li> </ul>
14	People Happiness Responsible Social Behaviour for Positive Community Engagement	<ul style="list-style-type: none"> <li>Volunteers in CSR Projects</li> <li>Total Beneficiaries</li> <li>CSR Amount spend</li> <li>% Society Satisfaction</li> <li>% Customer Happiness Meter</li> <li>% Customer satisfaction results</li> <li>RTA Happiness Index</li> </ul>
15	Innovation Idea Management System	<ul style="list-style-type: none"> <li>Ideas Submitted</li> <li>Ideas Approved</li> <li>Ideas Implemented</li> </ul>

The following is an excerpt from the observations and opportunities reported back to the management of the Company. However, these do not affect our conclusions on the Report, and they are indeed generally consistent with the management objectives already in place.

### Materiality

The process of determining the issues that is most relevant to an organization and its stakeholders.

The Report describes the materiality assessment exercise carried out for reporting key sustainability performance of the Company, which is based on inputs obtained from internal and external stakeholder workshops, market trends and elements of RTA's Sustainability Framework. The process involved a review and prioritization of topics to arrive at the most significant material topics for the Company, which were further validated by RTA's Sustainability Committee. In our opinion the Report has fairly addressed the requirements related to the Principle of Materiality.

### Reliability and Accuracy

The sustainability performance data verified by us as part of our assurance at RTA's headquarters at Dubai were found to be accurate; we did not identify any systemic errors in the reliability of the management systems in bringing out this sustainability information. Certain data aggregation and transcription errors which were identified during the process of verification were attributable to transcription, interpretation and aggregation errors. These have been communicated to the Company and the same have been subsequently corrected in the Report. RTA expressed its commitment to continually improve and further strengthen the quality of its data management processes to further strengthen the reliability of reported information. In our opinion the Report has fairly addressed the requirements related to the Principle of Reliability and Accuracy.

### Completeness

How much of all the information that has been identified as material to the organisation and its stakeholders is reported.

The selected boundaries for the sustainability performance verified by us for the reporting period includes RTA's sectors, agencies and subsidiary in the UAE over which it exercises direct control. In our opinion the Report has fairly addressed the requirements related to the Principle of Completeness.

For and on behalf of DNV AS, Dubai Branch




**Aalders, Edwin** Digitally signed by Aalders, Edwin  
Date: 2022.07.14 10:52:56 +02'00'

Olga Rudkovskaya  
Sustainability Manager,  
Middle East  
DNV AS, Dubai Branch

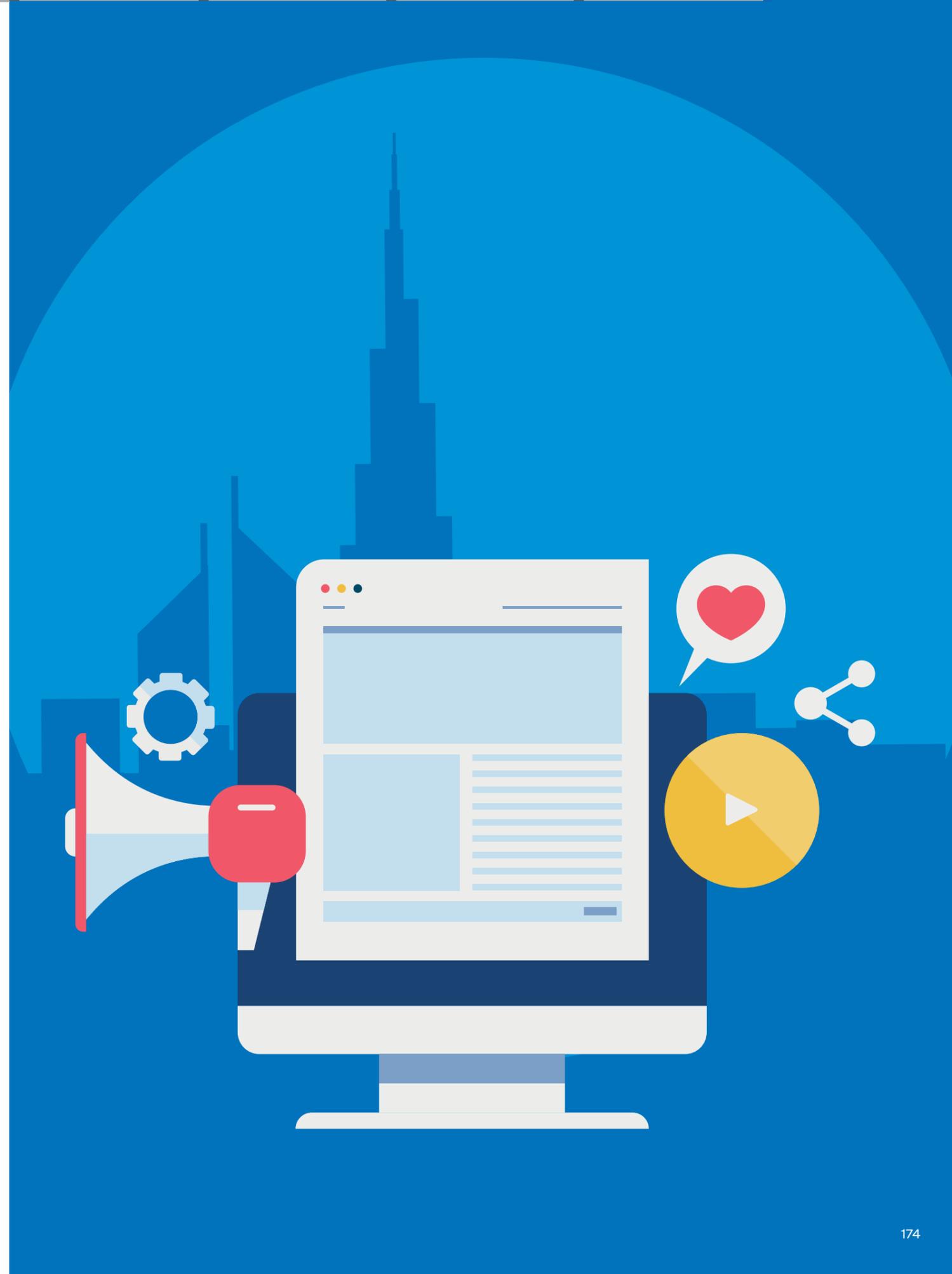
Oliver Javier  
Lead Verifier  
Middle East  
DNV AS, Dubai Branch

Edwin Aalders  
Technical Reviewer  
DNV AS, Norway

14th July 2022, Dubai, United Arab Emirates.



# GRI Content Index



# 10 GRI Content Index



“For the Content Index – Advanced Service, GRI Services reviewed that the GRI content index is clearly presented, in a manner consistent with the Standards, and that the references for all disclosures are included correctly and aligned with the appropriate sections in the body of the report. The service was performed on the English version of the report.”

<b>Statement of Use</b>	Roads and Transport Authority in Dubai (RTA) has reported in accordance with the GRI Standards for the period 1 January 2021- 31 December 2021
<b>GRI 1 used</b>	GRI 1: Foundation 2021

GRI Standar Other source	Disclosure	Location	Omissions			GRI sector standard Ref. No.
			Requirement omitted	Reason	Explanation	
<b>General disclosures</b>						
GRI 2: General Disclosures 2021	2-1 Organizational details	13				
	2-2 Entities included in the organization's sustainability reporting	12				
	2-3 Reporting period, frequency and contact point	9, 12				
	2-4 Restatements of information	RTA has not made any restatement in the reporting period				
	2-5 External assurance	12, 165-172				
	2-6 Activities, value chain and other business relationships	15, 16				
	2-7 Employees	155				
	2-8 Workers who are not employees	RTA does not have any workers who are not employees				
	2-9 Governance structure and composition	19, 20				
	2-10 Nomination and selection of the highest governance body	21				
	2-11 Chair of the highest governance body	21, 22				
	2-12 Role of the highest governance body in overseeing the management of impacts	21				
	2-13 Delegation of responsibility for managing impacts	33, 34				
	2-14 Role of the highest governance body in sustainability reporting	33, 34				

GRI Standar Other source	Disclosure	Location	Omissions			GRI sector standard Ref. No.
			Requirement omitted	Reason	Explanation	
<b>General disclosures</b>						
GRI 2: General Disclosures 2021	2-15 Conflicts of interest	n/a- RTA is a governmental entity (no shareholders)				
	2-16 Communication of critical concerns	76, 162				
	2-17 Collective knowledge of the highest governance body	21, 22, 33, 34				
	2-18 Evaluation of the performance of the highest governance body	160				
	2-19 Remuneration policies	160				
	2-20 Process to determine remuneration	160				
	2-21 Annual total compensation ratio	160				
	2-22 Statement on sustainable development strategy	37- 39				
	2-23 Policy commitments	37- 38				
	2-24 Embedding policy commitments	37- 38				
	2-25 Processes to remediate negative impacts	162				
	2-26 Mechanisms for seeking advice and raising concerns	159, 162				
	2-27 Compliance with laws and regulations	RTA is a governmental entity established by the law in compliance with the local and federal laws in UAE				
	2-28 Membership associations	RTA did not disclose its memberships in 2021				
2-29 Approach to stakeholder engagement	40-42					
2-30 Collective bargaining agreements	Collective bargaining agreements are illegal in the UAE					

### Material Topics

GRI 3: Material Topics 2021	3-1 Process to determine material topics	43				
	3-2 List of material topics	43,44				

### Economic Performance

GRI 3: Material Topics 2021	3-3 Management of material topics	43, 53				
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	57, 58				

### Market Presence

GRI 3: Material Topics 2021	3-3 Management of material topics	43, 53				
GRI 202: Market Presence 2016	202-2 Proportion of senior management hired from the local community	158				

### Indirect Economic Impact

GRI 3: Material Topics 2021	3-3 Management of material topics	43, 53				
GRI 203: Indirect Economic Impacts 2016	203 - 1 Infrastructure investments and services supported	61, 62				

### Procurement Practices

GRI 3: Material Topics 2021	3-3 Management of material topics	43, 53				
GRI 204: Procurement Practices 2016	204 - 1 Proportion of spending on local suppliers	77				

### Anti-Corruption Practices

GRI 3: Material Topics 2021	3-3 Management of material topics	43, 53				
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	76				
	205-2 Communication and training about anti-corruption policies and Procedures	76				
	205-3 Confirmed incidents of corruption and actions taken	76, 162				

### Changing Market Needs

GRI 3: Material Topics 2021	3-3 Management of material topics	43, 53				
	Topic-specific disclosures	62				

### Compliance

GRI 3: Material Topics 2021	3-3 Management of material topics	43, 81				
	Topic-specific disclosures	102				

### Energy

GRI 3: Material Topics 2021	3-3 Management of material topics	43, 81				
GRI 302: Energy 2016	302-1 Energy consumption within the organization	101				
	302-4 Reduction of energy consumption	101				

### Water

GRI 3: Material Topics 2021	3-3 Management of material topics	43, 81				
GRI 303: Water and Effluents 2018	303- 1 Interactions with water as a shared resource	103				
	303-2 Management of water discharge related impacts	110				
	303-3 Water withdrawal by source	110				
	303-4 Water discharge	110				
	303 - 5 Water consumption	103				

### Biodiversity

GRI 3: Material Topics 2021	3-3 Management of material topics	43, 81				
GRI 304: Biodiversity 2016	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	111				
	304-2 Significant impacts of activities, products and services on biodiversity	111				
	304-3 Habitats protected or restored	111				
	304-4 IUCN Red List species and national conservation list species with	111				

Emissions						
GRI 3: Material Topics 2021	3-3 Management of material topics	43, 81				
GRI 305: Emissions 2016	305-1 Direct (Scope 1): GHG emissions	95, 96				
	305-2 Energy Indirect (Scope 2): GHG emissions	95, 96				
	305-3 Other indirect (Scope 3): GHG emissions	95, 96				
	305-5 Reduction of GHG emissions	95, 96				

Waste						
GRI 3: Material Topics 2021	3-3 Management of material topics	43, 81				
GRI 306: Waste 2020	306-1 Waste generation and significant waste related impacts	108, 109				
	306-2 Management of significant waste related impacts	108				
	306-3 Waste generated	109				
	306-4 Waste diverted from disposal	110				
	306-5 Waste directed to disposal	110				

Innovation						
GRI 3: Material Topics 2021	3-3 Management of material topics	43, 81				
	Topic-specific disclosures	113- 120				

Employment						
GRI 3: Material Topics 2021	3-3 Management of material topics	43, 123				
GRI 401: Employment 2016	401-1 New employee hires and employee Turnover	155				
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time Employees	160				
	401-3 Parental leave	161				

Occupational Health and Safety						
GRI 3: Material Topics 2021	3-3 Management of material topics	43, 123				
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	130, 131, 132				
	403-2 Hazard identification, risk assessment, and incident investigation	134, 135				
	403-3 Occupational health services	136, 137				
	403-4 Worker participation, consultation, and communication on occupational health and safety	137, 138				
	403-5 Worker training on occupational health and safety	137				
	403-6 Promotion of worker health	139, 140, 141				
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	134, 135				
	403-8 Workers covered by an management system	131, 136				
	403-9 Work related Injuries	140, 141				
	403-10 Work related ill health	141				

### Training and Education

GRI 3: Material Topics 2021	3-3 Management of material topics	43,123				
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	159				
	404-3 Percentage of employees receiving regular performance and career development Reviews	160				

### Diversity and Equal Opportunity

GRI 3: Material Topics 2021	3-3 Management of material topics	43,123				
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and Employees	155				

### Local Communities

GRI 3: Material Topics 2021	3-3 Management of material topics	43,123				
GRI 413: Local Communities 2016	413-2 Operations with significant actual and potential negative impacts on local communities	125, 126, 128				

### Customer Privacy

GRI 3: Material Topics 2021	3-3 Management of material topics	43,123				
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	In 2021, no instances of non-compliance were identified regarding data security and data privacy of RTA customers				

### People Happiness

GRI 3: Material Topics 2021	3-3 Management of material topics	43,123				
	Topic-specific disclosures	150				



# Contact us

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