

H.H. Sheikh Mohammed bin Rashid Al Maktoum

Vice President and Prime Minister of the UAE and Ruler of Dubai



H.H. Sheikh Hamdan bin Mohammed bin Rashid Al Maktoum

Crown Prince of Dubai, Deputy Prime Minister, and Minister of Defence



H.H. Sheikh Maktoum bin Mohammed bin Rashid Al Maktoum

First Deputy Ruler of Dubai, Deputy Prime Minister, Minister of Finance





D1	Director General's Message	11
)2	About this Report	13
03	About Us	17
3.1	Our Governance Structure	23
3.2	Our Certifications and Accreditations	27
3.3	Major Awards and Recognition	29
04	Our Approach to Sustainability	33
4.1	RTA's Sustainability Framework and Key Alignments	36
4.2	Mapping with UNGC Principles	37
4.3	UAE's year of Sustainability	38
1.4	RTA's Sustainability in Numbers	40
4.5	COP28	41
4.6	RTA Sustainability Enablers	43
05	Economic Prosperity	59
5.1	Local Economic Impact	61

5.2	RTA's Commercial Investment Approach	65
5.3	Asset Sustainability	70
5.4	Sustainable Procurement	75
06	Environmental stewardship	83
5.1	Resilience to Climate Change	85
5.2	Emissions Management	94
07	Social Stewardship	113
7.1	Community Engagement	115
7.2	Health and Safety	122
7.3	Customer Happiness	135
7.4	Employment	141
08	Assurance Statement	151
09	GRI Content Index	157

·

Director General's Message

HE Mattar Al Tayer

Director General and Chairman of the Board of Executive Directors, Roads and Transport Authority In line with His Highness Sheikh Mohammed bin Zayed Al Nahyan, President of the UAE's declaration of 2023 as the "Year of Sustainability" under the theme: "Today for Tomorrow," reaffirming the UAE's commitment to achieving a prosperous and sustainable future for all, Dubai's Roads and Transport Authority (RTA) is publishing its 9th annual Sustainability Report for 2023. This report has been prepared as per the standards of the Global Reporting Initiative and aligns with the United Nations Sustainable Development Goals.

Sustainability is at the core of RTA's vision to become a "World Leader in Seamless and Sustainable Mobility." The second strategic goal of RTA focuses on sustainability and entails five objectives in the Strategic Plan 2030. These objectives align with the best global, federal and local practices and trends.

RTA has also introduced the Sustainability Plan 2030, which outlines the key future directions for sustainable mobility in Dubai. This plan includes the Environmental Pillar, which aims to transition towards climate-resilient infrastructure and transportation and zero-emission public transport.

In the Social Pillar, we aim to ensure the satisfaction of all community segments, achieve zero occupational injuries and road fatalities and attain global leadership in customer experience.

Lastly, the Economic Pillar focuses on diversifying investment sources, achieving a circular economy and leading in asset management maturity.

We have identified development opportunities related to adapting to and mitigating climate change and enhancing circular economy principles. This will ensure that all the future directions outlined in the plan are effectively achieved. To illustrate our commitment to achieving sustainable mobility in Dubai within the Environmental Leadership Pillar of its Sustainability Framework, RTA rolled out 40 energy and green economy initiatives in 2023. These initiatives resulted in record savings of more than 126 million kilowatt-hours of electricity, 64 million litres of fuel and avoided emissions of 204 thousand tonnes of CO2 equivalent.

In Social Leadership, RTA carried out 50 community and volunteer initiatives in 2023, benefiting nearly 5 million people inside and outside the UAE. These initiatives covered community development and national identity topics. RTA also achieved a reduction in the equivalent mortality rate to 0.017 in 2023, due its initiatives aimed at enhancing health and safety systems.

Complementing its leadership journey, and within the Economic Prosperity Pillar, RTA became the first government entity in the Middle East and North Africa to receive the British Standard BS 8001:2017 certification in circular economy from the British Standards Institution (BSI). This achievement underlines the attainment of strategic goals that underpin the sustainability framework, aligning with Dubai's future directions in sustainable mobility and circular economy.

In conclusion, we renew our commitment to continuing our efforts to realise the vision of His Highness Sheikh Mohammed bin Rashid Al Maktoum, Vice President, Prime Minister, Ruler of Dubai, to make "Dubai the best city for living in the world" by promoting sustainable development across all RTA operations during the Year of Sustainability and beyond.





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 through transformative technology. RTA has worked consistently to create a culture of shaping the future by playing a leading role in preparing Dubai for the next 50 years and supporting the emirates' ambition in enhancing the quality of life of its residents.

Reporting Framework

RTA's 2023 Sustainability Report has been prepared in accordance with the Global Reporting Initiative (GRI) Standards: GRI is the most widely used and recognised global reporting framework. The report also aligns with the United Nations Sustainable Development Goals (UN SDGs), United Nations Global Compact (UNGC) Principles, Dubai Plan 2040 and RTA's Strategy 2030

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).

Information Covered

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

Material Topics

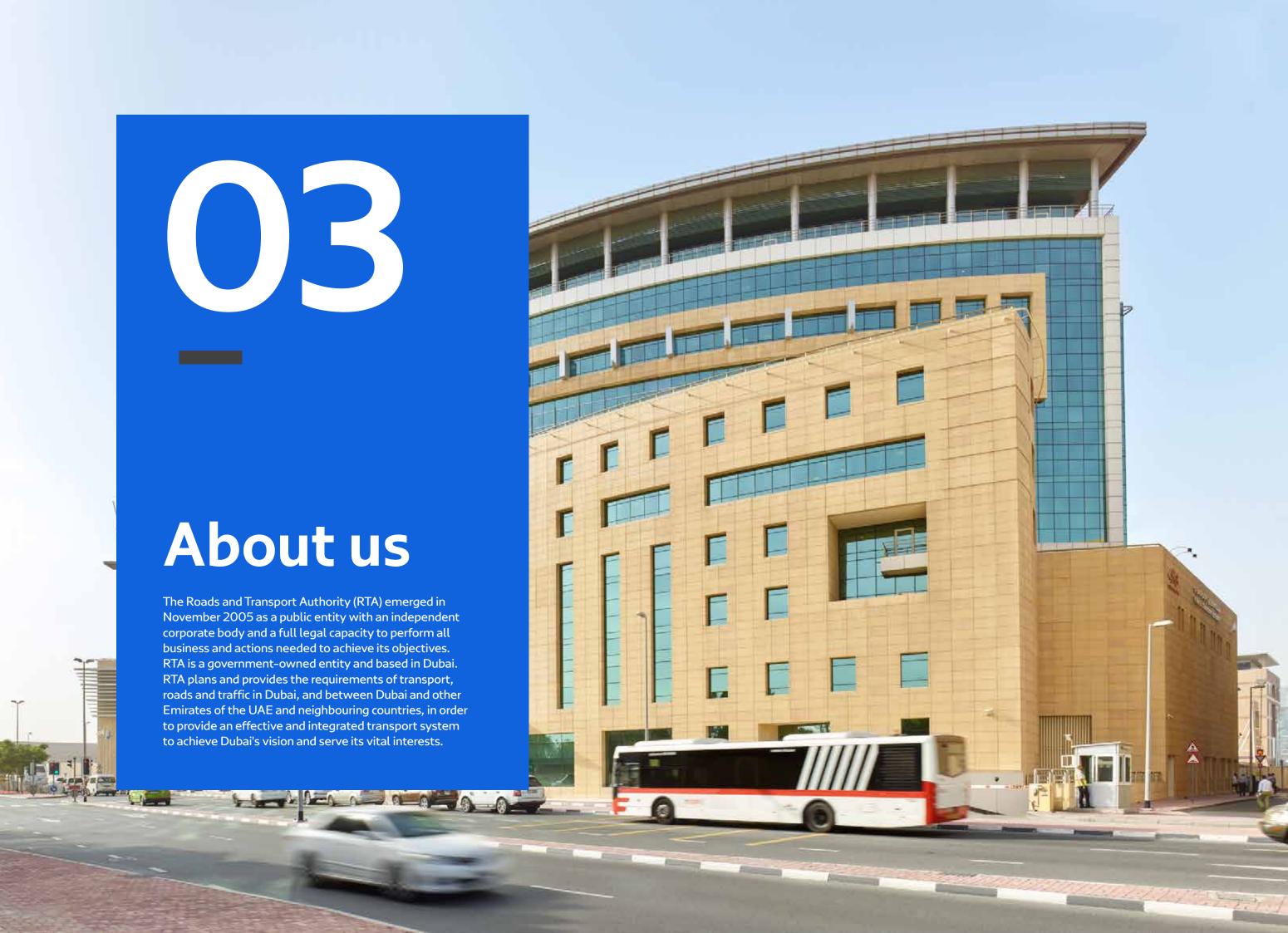
At RTA, we conduct a comprehensive materiality assessment every two years; we had a session to define, prioritise and assess the material topics for 2023, engaging with RTA's stakeholders to identify the topics that were of significant impact across RTA's business operation in 2023. The most material topics form the focus of RTA's 2023 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 and agencies. 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 <u>ASK@rta.ae</u>



Our Vision

The world leader in seamless and sustainable mobility.

Our Mission

We provide seamless and safe travel with innovative, sustainable mobility solutions and services to make every journey in Dubai a world-class experience.

Corporate Values

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



Preserve Reputation



Promote Tolerance and Collaboration



Strive for Pioneering





Be Pioneering and Challenge Conventional Thinking

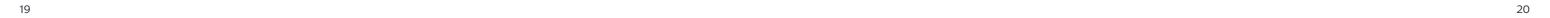


Leadership and teamwork



RTA's roles include developing and implementing policies necessary for achieving optimal utilisation of existing transport and traffic elements. It attends to studying and endorsing the privatisation of related businesses, and establishing, managing and commissioning 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 implementing 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 attends to upgrading legislations and procedures of drivers and vehicles registration and licensing to realise the strategic objectives of transport system in Dubai, conducts licensing of mass transit routes and all RTA business-related activities.



Our Responsibilities



Traffic Safety



Roads and Parking



Inter-City Transport



Marine Transport



Roads Engineering



Taxis



Dubai Metro and Tram



Roads Beautification

Commercial Ads on the Right of Way



Registration and Licensing



Public Buses

Our Goals and Objectives

RTA has set 5 strategic business goals and 21 corresponding objectives to provide the direction needed to ensure 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.

Seamless and innovative mobility

- 1.1 Enable development of a 20-minute community
- 1.2 Improve transport accessibility and enhance modal integration
- 1.3 Optimise right of way
- 1.4 Expand and enhance existing and emerging mobility offerings
- 1.5 Expand and enhance smart mobility solutions including MaaS

Sustainability

- 2.1 Accelerate adoption of net-zero emissions modes and practices
- 2.2 Diversify and maximise revenues
- 2.3 Enhance operational efficiency
- 2.4 Optimise asset value
- 2.5 Ensure corporate social responsibility

Health, Safety and Security

- 3.1 Enhance mobility safety
- 3.2 Foster corporate, assets and mobility security
- 3.3 Enhance occupational health

Customer Happiness

- 4.1 Generate advanced customer insights
- 4.2 Proactively develop innovative customer personalised products and services
- 4.3 Promote and incentivise customer behaviour for transport system benefit

Future-Proof Organisation

- 5.1 Attract, develop and retain talent, anticipating skills required for the future
- 5.2 Foster efficient ecosystem partnerships
- 5.3 Develop leading RandD and innovation capabilities
- 5.4 Become a pioneering data driven organisation
- 5.5 Develop scalable and agile technology infrastructure

Future Trends



Integrated and flexible mobility

02

Shared mobility and shared economy

03

Sustainable mobility and circular economy

04

Connected and real-time mobility systems and self-driving vehicles

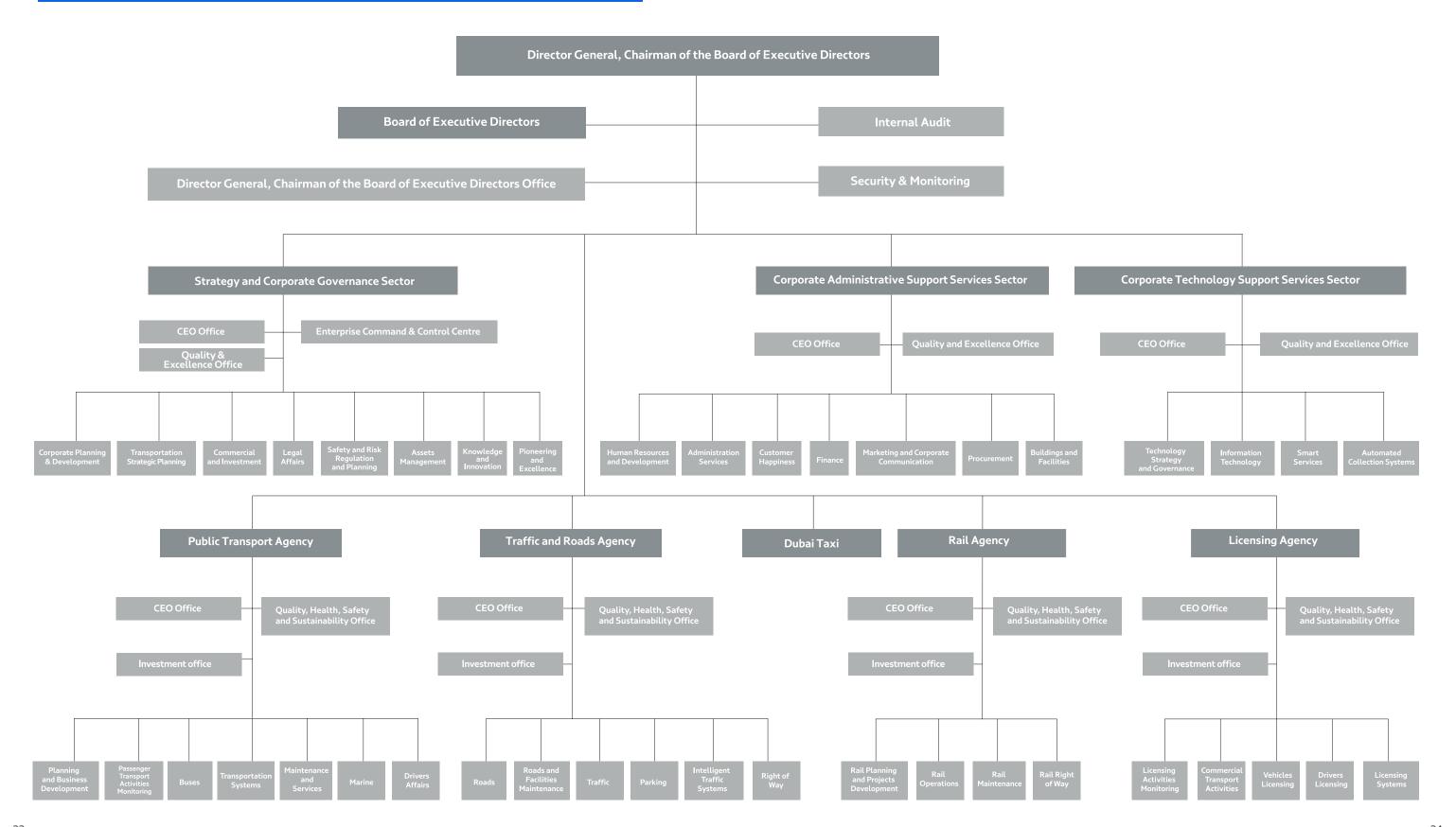
05

Agile business models and partnership with private sectors **)**6

Personalised, integrated and data-driven services.

3.1 Our Governance Structure

RTA follows a corporate governance and operational functional model that helps in simplifying the distribution of responsibilities as well as facilitates structured decision – making process 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, agencies are responsible for delivering on–ground operations and services.



RTA's Board of Executive Directors

RTA's board is formed of Chief Executive Officers, Executive Directors and other members from RTA's Agencies and Sectors, and chaired by H.E. Mattar Al Tayer, Director General and Chairman of the Board of Executive Directors of the Roads and Transport Authority. 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 Chief Executive Officer (CEO), responsible for managing the respective business operations.



HE Mattar Al Tayer

Commissioner General for Infrastructure, Urban Planning and Well-Being Pillar - Director General, Chairman of the Board of Executive Directors of the Roads and Transport Authority – Dubai



Ahmed
Bahrozyan
Chief Executive Officer of
The Public Transport Agency



Al Mulla

Board Member of the Board of

Mohammed Obaid



Eng. Maitha bin Adai Chief Executive Officer, Traffic and Roads Agency



Abdul Muhsen Ibrahim Kalbat Chief Executive Officer of the Rail Agency



Yousif Al Redha
Chief Executive Officer,
Corporate Administrative Support
Services Sector



Hussain Mohammed Al Banna Chief Executive Officer of Traffic and Roads Agency



Mohammed
Al-Mudharreb
Chief Executive Officer of
Corporate Technology Support
Services Sector



Abdulla Yousef Al Ali Chief Executive Officer of the Licensing Agency



Shehab Bu Shehab
Director, Legal Affairs Department



Moaza Saeed Al Marri

Acting, Chief Executive Officer of Executive Affairs Sector

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:



ISO 30408 Human resource management – Guidelines on human governance



ISO 29993 Learning services outside formal education



ISO 31000 Risk management



ISO 37001 Anti-bribery management systems



ISO 39001 Road Traffic Safety (RTS)



ISO 10014 Quality management – Guidelines for realising financial and economic benefits

ISO 20000

ISO 37301

ПП

ISO 55001

ISO 20400

ISO 27701

Security techniques

Guidance

Sustainable procurement –

standard

Asset management system

systems

Compliance management

IT service management



ISO 26000 Social responsibility



BS 11200:2014 Crisis management. Guidance and good practice (British Standard)



ISO 29994 Educational organisations



ISO 21505 Guidance on governance



ISO 10001 Customer satisfaction – Guidance



BE/EN 15341 Maintenance Key Performance Indicators



ISO 45001 Health and safety management standard - HSE



ISO 22301 Business Continuity Management (BCM)



ISO 18788 Management system for private security operations



BS 8001 Circular economy - BSI



ISO 10002 Customer satisfaction – Compliants Handling



ISO 9001 Quality management System



ISO 50001 Energy management systems



ISO 20000 IT service management



ISO 19650 Kitemark BSI Kitemark for Design and Construction



ISO 32210 Sustainable Finance



ISO 27001 Information security



ISO 14001 Environmental management system



GHGEV ISO 14064–1:2018 Greenhouse gas emissions and removals



ISO 10004 Customer satisfaction



ISO 21504 Guidance on portfolio management



ISO 20252 Corporate Research Management









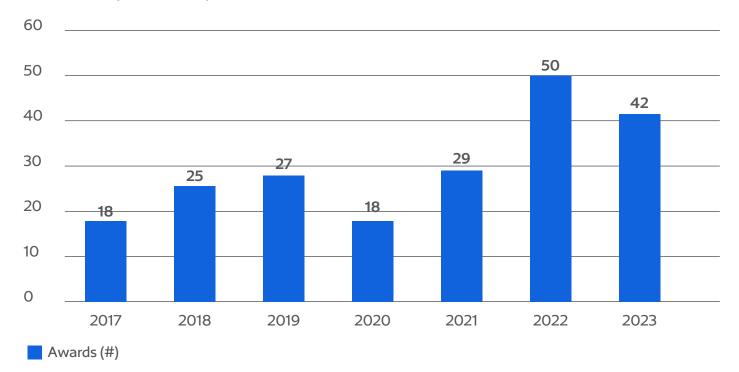


3.3 Major Awards and Recognition

Our efforts towards Excellence, Innovation and Sustainable Transportation have been recognised at different forums internationally, regionally and locally within UAE. In 2023, we were bestowed with a total of 42 awards and recognition.

Awards won	2023
Total number of awards that RTA won	42
Number of Local Awards	5
Number of Regional Awards	12
Number of International Awards	25

RTA awards (2017-2023)



The award list for the year 2023 includes



The ROSPA Health and Safety Awards Fleet Safety Award



International Safety Award International Safety Award International



UAE Innovates Award Most Innovative Automated Government Procedure



Construction Technology Awards Digital Transformation of the Year Regional



Customer Centricity World Series Contact Centre International



Ideas UK Customer Focus Award International



Customer Experience Live Awards Best CX Innovation



BigSee Architecture Award Government Building International



HCM Brandon Hall: Best Advance in Leadership Development for Women



MEP Awards Middle East Sustainable Project of the Year International

MENA Stevie Awards

GovTech Innovation

Innovative Use of Technology in



Best Business Awards Best Product / Service Range Category

MENA Stevie Awards

Innovative Achievement in

Customer Satisfaction



MENA Stevie Awards Customer Service Awards Categories - Award for Innovation in Customer Service Management, Planning and Practice Regional



Big Project Awards Sustainable Project of the Year Regional



IT World Award J1-093 IT Products and Services for Government International



Stevie International **Business Awards** Technology Solution Categories -Digital Process Automation Solution International



International Business Excellence Awards Best Digital Transformation International



Award 2023

Local

Smart City Initiative

Regional

Customer Service



Regional

Best Business Awards Best Innovation International



Best Business Awards Best Innovative and Creative Use of Technology International



IPRA (International Public Relations Association) Launch of new service inhouse International



IAM Asset Management **Excellence Awards** McKeown Award for Individual Achievement International



IRF Global Road

Achievement Awards

IRF Global Road Achievement

Award (Asset Preservation and

Maintenance Management)

Awards

Regional

Asian Leadership

Digital Innovation Award

Best business awards **Best Business Transformation** International



Green World Awards Sustainability Governments and **Government Departments**



The Middle East Technology Excellence Award 2023 Smart City Government Regional



GovTech Award Digital Transformation Local



Happiness Award Social Media Customer Happiness Service Local



Asian Leadership Awards **Business Innovation Award** Regional



Awards

Regional

Global Sustainability Leadership Awards Excellence in Sustainability Innovation International

Asian Leadership

Excellence in Sustainable

Water Management Award



International

Tech Innovation Awards Best Payment Solution Regional



UITP Awards Multimodal Integration International



Automechanika 2023 **CEO Awards** Special Recognition Award to CEO Ahmed Bahrozyan International



Sharjah Award for **Voluntary Work** Making the Volunteering Opportunities International



Prince Michael



GCC Government HR Awards Best Happiness Initiative Regional



Global Sustainability Leadership Awards 2023 **Driving Circular Economy** International



MEP Awards Middle East Smart Project of The Year International



Global Generative Al Award **Government Services** International



The Higher Sustainability Committee also provides inputs and recommendations to the Board of Executive Directors on their progress on 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 to oversee the day-to-day implementation of the sustainability measures by the concerned Departments that are defined in RTA's Sustainability Framework.

02

The central focal unit is supported by two committees:



Sustainability Committee (Chaired at Director level) – facilitates operational control and support between the sustainability function and other concerned departments to manage the day-to-day activities.

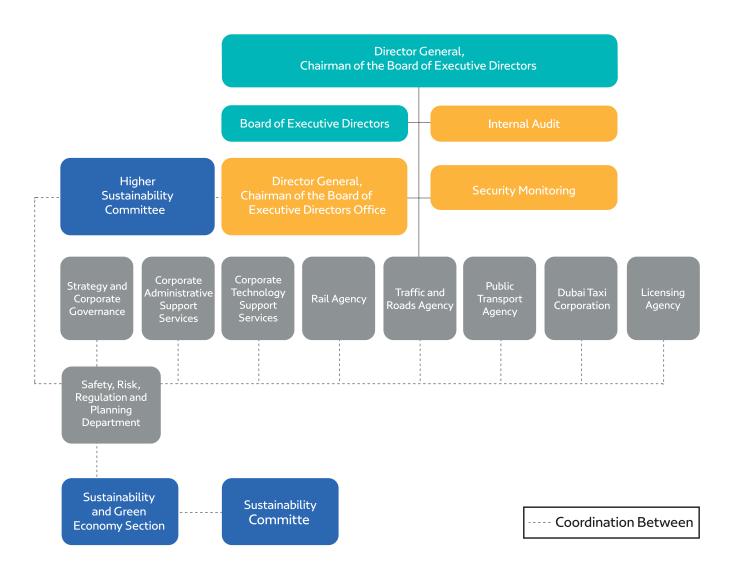


Higher Sustainability Committee (Chaired at CEO level) – facilitates governance control and support for the Sustainability function and Sustainability Criteria Committee and reports to the Director General and Chairman of the Board of Executive Directors.

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

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



4.1 RTA's Sustainability Framework and Key Alignments

Our sustainability framework through its 3 pillars: Social Stewardship, Environmental Stewardship and Economic Prosperity, ensures the alignment to 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.

At RTA we are committed to shine the spotlight on the pioneering role that Dubai is playing in shaping the global response to climate change, especially in the transportation field.

RTA's Sustainability Framework



4.2 Mapping with UNGC Principles

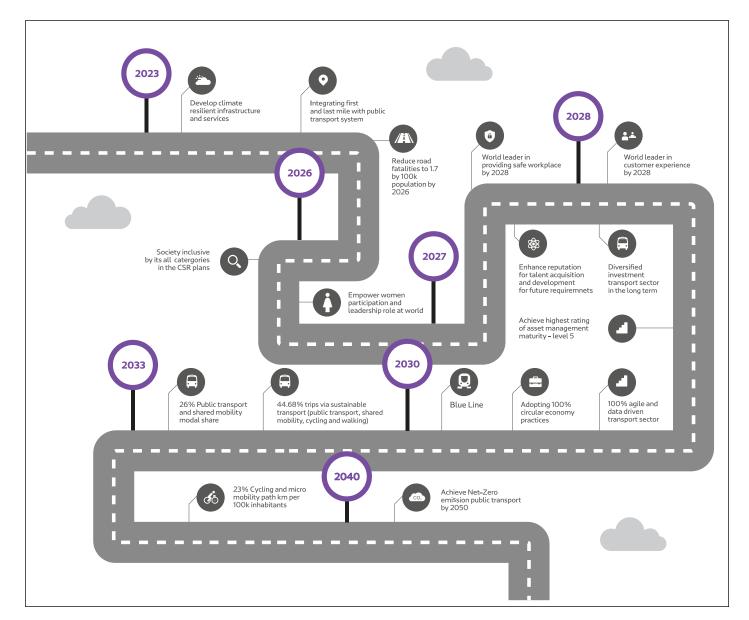


RTA has signed the United Nations Global Compact to comply with its 10 principles by having robust practices for human rights, labour, environment and anti-corruption practices and promoting a corporate culture of responsible business towards all its stakeholders. The achievement was made following the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

4.3 UAE's year of Sustainability

In addition to its various specialised strategies that support sustainability – such as the public transportation strategy aimed at achieving net–zero emissions by 2050, the first and last mile strategy, the asset strategy, the investment strategy, the transportation strategy, the self–driving transportation strategy, and the traffic safety strategy – RTA launched an integrated sustainability framework in 2018. This framework aligns with international best practices and global, federal and local trends. To reinforce it, RTA established a higher sustainability committee.

RTA held a brainstorming workshop targeting RTA's Sectors and Agencies to update the most prominent projects and initiatives related to sustainability and sustainable transportation. A list of initiatives, projects and proposals was drawn up during the aforementioned workshop. The journey to complete the projects will be followed up by the Higher Sustainability Committee in accordance with the procedures followed in this regard.



RTA's Sustainability 2030

To support Dubai's pioneering role in global sustainable development, RTA developed a long-term sustainability plan. This plan emphasises the need for a comprehensive and systematic approach to guide RTA's future direction across the three pillars of sustainability. It consolidates all current efforts and outlines clear targets for sustainability, with commitments extending to 2030 and some reaching as far as 2050.

The RTA Sustainability 2030 plan was built based on the assessment of the current situation. RTA identified the most important development opportunities to cover all focus areas within RTA's sustainability framework, with the aim of keeping pace with global and local trends by developing sustainability trends that capture the future of sustainable transport in Dubai.

2 key development opportunities have been identified within the plan including:

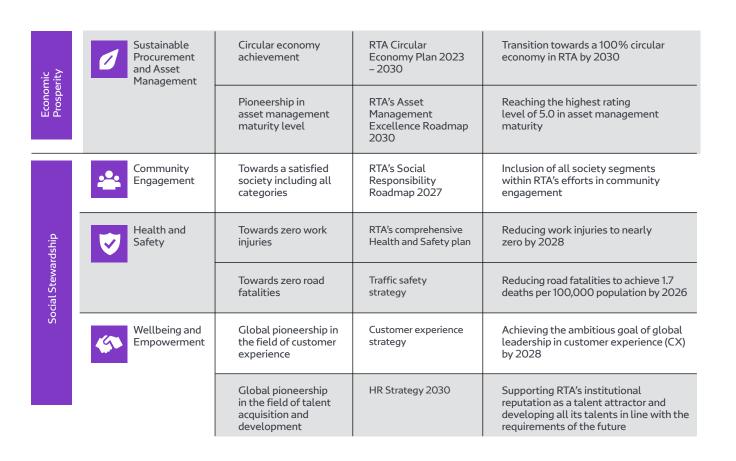


Adapting and responding to climate change



Promoting the concepts and principles of the circular economy

Pillar	Focus area within RTA's Sustainability Framework	Trends of RTA's sustainability focus areas	RTA Enablers	Impact	
			Dubai Autonomous Transport Strategy	25% of the total transportation in Dubai to be autonomous by 2030	
Environmental stewardship	Resilience to Climate Change	Towards infrastructure and transportation adaptable to climate change	RTA's First and Last Mile strategy	Meeting the needs of the community by integrating first and last mile trips with the mass transportation system	
			RTA's Digital Strategy 2023-2030	A 100% data-driven, technical and flexible transport sector by 2030	
			RTA's Climate Adaptation Plan	Develop infrastructure and services that are flexible and adaptable to future climate changes	
	Emissions Management	Towards zero- emission public transportation	RTA's Zero Emissions Public Transportation by 2050	Reaching zero emissions in public transport and its infrastructure by 2050	
Economic Prosperity	Local Economy Impact	Towards diversified investment	RTA's Investment Strategy	A transportation sector built on diversified long-term investment sources	



4.4 RTA's Sustainability in numbers



5.2 million CSR beneficiaries



0.017 Equivalent Fatality Rate (EFR)



93.2% Society Satisfaction



85.7% Employee Satisfaction



204,000 tCO2e avoided emissions due to EGE initiatives



4.8 million tCO2e Avoided due to the shift to public transport since 2016



20.9% Share of public transport and shared mobility compared to 6% in 2006



72% Recycling ratio of total waste



181% Cost rationalisation



AED 363 million In cost rationalisation



90% Vendor satisfaction



AED 255 million Estimated monetary savings due to EGE initiatives

4.5 COP28

RTA as a Principal Pathway Partner of the 28th Conference of the Parties to the UN Framework Convention on Climate Change (COP28), mapped out a comprehensive plan for facilitating the movement of delegations and visitors attending the conference, in coordination with the Office of the Special Envoy for Climate Change of the UAE and Expo City Dubai.

By using eco-friendly modes of transport to the location and facilitating smooth access within the venue, RTA provided transportation services across the Blue Zone for official delegations and the Green Zone for representatives of businesses and the public, as well as the 18th United Nations Climate Change Conference of Youth (COY18) participants.

RTA highlighted its commitment to ensuring the success of the global event, which is set to reinforce the UAE's position as a leader in climate action. Its participation in the event and the meticulous plan it has developed for a smooth transportation experience reflects its keenness to continue contributing to sustainability efforts and the UAE's initiatives to protect the environment.

Technical Plans for Mobility Management

In collaboration with relevant stakeholders, RTA formulated technical plans for effective mobility management during the event, utilising various transit modes such as the Dubai Metro, Dubai Bus and Taxis at the event site. These plans encompass managing and designating service points and regulating traffic flow on the surrounding roads and intersections. Additionally, alternative strategies have been devised to address potential scenarios of traffic congestion, ensurin a seamless traffic flow throughout the duration of the event.

In a proactive effort to advance climate action and reduce emissions, RTA introduced exclusive special edition 'nol' cards for COP28 delegates. This initiative was designed to encourage and facilitate the use of public transportation in Dubai for free during the conference.



Zero-Emissions

As part of its participation in the conference, RTA also showcased its key initiatives to protect the environment, including its Zero-Emission Public Transport Strategy 2050, which was presented in coordination with the Ministry of Climate Change and Environment at the UAE pavilion's Blue Zone. The presentation highlighted the key aspects of the strategy and promoted the use of sustainable transportation methods.

RTA provided participants with detailed insights into key projects. These projects include the 'Self-Driving Transport Strategy,' 'Future Aerial Taxi Vertiports,' 'First and Last Mile Strategy,' a range of mass transport and soft mobility solutions, sustainable transport initiatives, and the 'Zero-Emission Public Transport Strategy 2050.'

Youth and Climate

RTA also showcased a visual presentation during the 18th United Nations Climate Change Conference of Youth (COY18), dedicating a session to address young participants and emphasise key topics related to green commuting in public transport and taxis.

As a demonstration of support for youth initiatives in climate action, RTA issued complimentary pre-charged 'nol' cards to young participants attending the conference. This gesture was intended to encourage them to utilise public transportation in Dubai at no cost throughout the duration of the Conference of Youth.

In further support of environmental consciousness, RTA extended an invitation to participants and visitors of COP28 to use public transportation for accessing the conference venue at Expo City Dubai, following the theme 'Way To Go.' This initiative sought to inspire engagement in climate protection by urging individuals to choose public transportation for their journey, enabling them to appreciate the sights of Dubai while contributing to the reduction of carbon emissions. By encouraging this sustainable approach, participants' commitment to achieving the conference's goals begins even before their actual arrival at the event.

4.6 RTA Sustainability Enablers

Stakeholder Engagement

Our stakeholders are at the core of our eight strategic goals, established to ensure that our activities and operations are driven by what matters most to them, and contributing 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 relationship with a given stakeholder group.

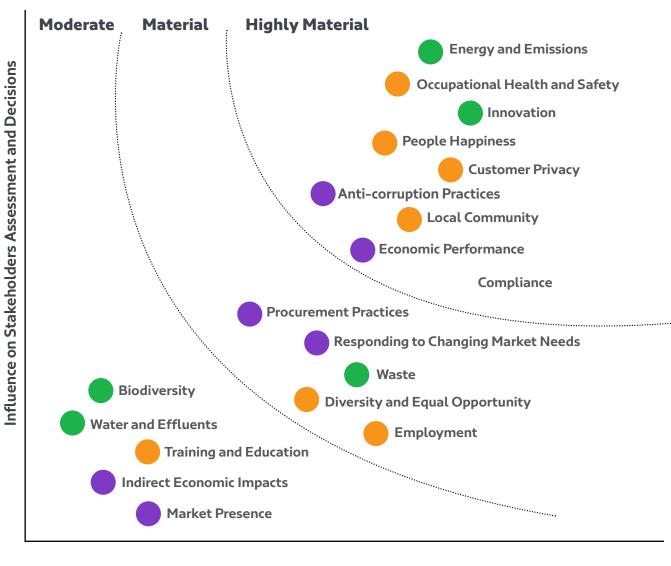
Our strategic partners are UAE government entities and some of them with whom we interact regularly include government entities such as Dubai Police, Dubai Municipality, Dubai Electricity and Water Authority, Federal Transport Authority – Land and Marine, Dubai Civil Defense, Dubai Government Human Resources Department, Dubai Health Authority, Land Department, Department of Finance, and Ministry of Interior, Dubai Supreme Council of Energy and The Executive Council.

Stakeholder What matters to our stakeholders		How we respond	Frequency
Employees	01. Better work environment 02. Career growth 03. Quality training programmes	 O1. Within boundaries of Dubai Government HR Law O2. Quarterly HR Open Day O3. Regular communication on updates to policies, Code of Conduct and roles and responsibilities O4. Satisfaction survey O5. Benefits like nursery, health club, gym O6. Establishment of a dedicated Training Centre O7. Whistle-blowing scheme and grievance mechanism O8. Employee Service Centre that facilitates the process of performance appraisals, feedback and any other matter related to RTA's HR Services 	01. Yearly 02. Quarterly 03. As and when required
Vendors	01. Improved communication	O1. Open communication channels (Dedicated email, helpline and help- centre) O2. Online services O3. Streamlined process for payment and documentation O4. Launch of the e-tendering system O5. Automated process for pre-qualification on sustainability criteria O6. Training on RTA's procurement systems and procedures O7. Workshops and tendering processes targeting SMEs	01. Ongoing
Customers	O1. Timeliness and responsiveness O2. Accessibility and availability O3. Security and privacy O4. Service quality	 O1. Customer Happiness Centres O2. Agreements with customers, Customer Service Charter, multi-channel service delivery options O3. Implementation of 24/7 functional smart centres, call centre, IVR, chatbot, smart apps, self-service kiosks, valet services at the customer happiness centres O4. Implementation of international standards and best practices (i.e., ISO 27000 Information Security Management System) O5. Implementation of the Service Quality Framework and Service Excellence Standards 	Ongoing
Strategic Partners	O1. Enhance partnership in relation to strategic directions O2. Execution of shared initiatives	O1. Coordination with strategic partners on roles and responsibilities and level contribution of each entity in achieving joint strategic objectives	Ongoing

Materiality Assessment

At RTA, we conduct a comprehensive materiality assessment every two years by engaging with our key stakeholders to assess the key focus areas and to respond to any changes in the local market needs. Following the materiality assessment exercise for 2023 that RTA has done with its stakeholders, we conducted a refresher in 2024 updating RTA's material topics by RTA's sustainability teams by identifying a list of potential material topics, for RTA and our stakeholders; based on the current market trends, past performance and observations from the stakeholder engagement exercises through an online digital tool that records and consolidates feedback from stakeholders anonymously and instantaneously.

The materiality assessment for 2023 is reflected in the matrix below



Significance of Economic, Environment and Social Impacts

Economic Environment Social

Material Topics and their Boundaries

Rank in 2023	Material Topics Prioritised Based on Materiality Assessment	Rank in 2022	Boundary
1	Energy and Emissions	2	Within RTA
2	Occupational Health and Safety	1	Inside and Outside RTA
3	People Happiness	3	Inside and Outside RTA
4	Innovation	4	Inside and Outside RTA
5	Biodiversity	5	Inside and Outside RTA
6	Economic Performance	6	Inside and Outside RTA
7	Responding to Changing Market Needs	4	Inside and Outside RTA
8	Water and Effluents	9	Inside and Outside RTA
9	Customer Privacy	13	Inside and Outside RTA
10	Local Community	5	Inside and Outside RTA
11	Anti-corruption	12	Within RTA
12	Waste	19	Within RTA
13	Employment	11	Within RTA
14	Training and Education	14	Within RTA
15	Indirect Economic Impacts	15	Inside and Outside RTA
16	Market Presence	10	Inside and Outside RTA
17	Procurement Practices	18	Inside and Outside RTA
18	Compliance	17	Inside and Outside RTA
19	Diversity and Equal Opportunity	8	Within RTA

Innovation and Technology

Led by a strong organisational culture, innovation and pioneering are a way of life at RTA. Maintaining this approach over the years has not only transformed RTA into undisputed leader in innovation but has established RTA as a pioneering entity, against the global competitiveness indicators.

Major commitments and achievements in 2023

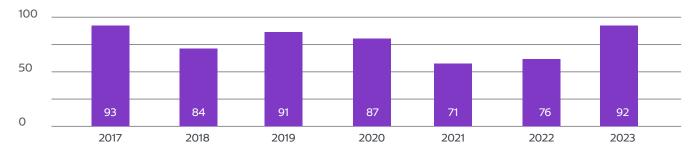


Inauguration
of RTA
Transportation Research and
Innovation Pavilion (TRIP) at University
of Birmingham, Dubai Campus



Major innovative idea statistics

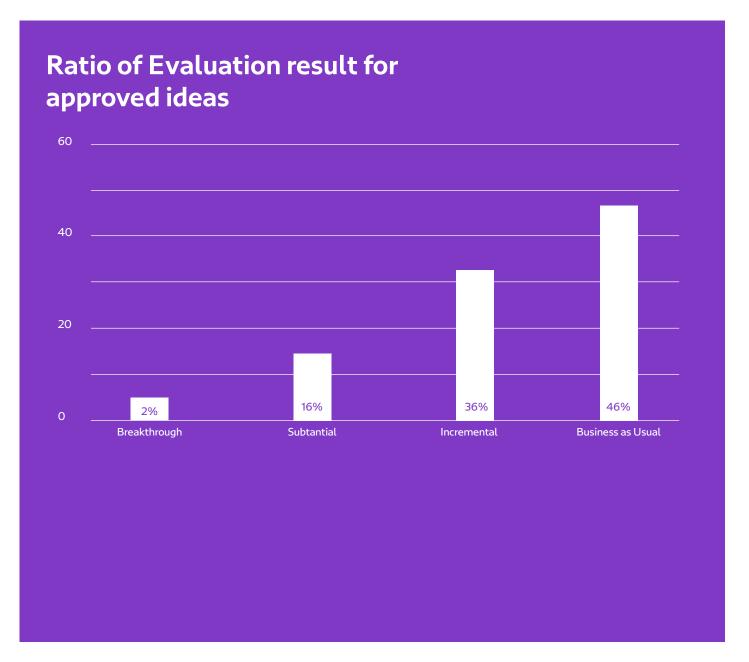
Rate of implementation of approved ideas in 2023 has increased with an implementation percentage of 92% compared to 76% in 2022.



YoY - Ratio of Idea Implementation/ Idea approved

Evaluation results based on the level of innovation for approved ideas in 2023

Evaluation result	2023		
	Total ideas	% of ideas	
O1. Breakthrough	8	2%	
02. Substantial	66	15.8%	
03 . Incremental	150	35.9%	
04 . Business as Usual	193	46%	
Total	417		



Case Study

RTA runs 5 government innovation labs on artificial intelligence, circular economy and traffic safety

RTA organised 5 innovation labs at its Mobility Research and Innovation Centre located at the University of Birmingham in Dubai.

The innovation labs addressed objectives and issues related to the roles and responsibilities of each agency. The innovation lab of the Traffic and Roads Agency shed light on the importance of enhancing traffic safety in the field of motorcycle delivery services as well as the safety of bicycle and e-scooter users, in addition to promoting pedestrian safety.

The Rail Agency Lab aimed to introduce proactive services for users by employing artificial intelligence (AI) technologies to sustain assets and enhance operational efficiencies and services. The lab also discussed areas for improving metro station services and sustainable transportation using modern technologies.

Circular Economy

The lab of the Corporate Administrative Support Services Sector focused on the circular economy and RTA's efforts and initiatives in recycling paper waste and plastic cards. It also addressed the installation of green chargers aimed at reducing carbon dioxide emissions and the implementation of the Leadership in Energy and Environmental Design (LEED) system on all buildings and facilities of the RTA.

The lab also showcased RTA's experience in extending the lifespan of products and facilitating repair through the Dubai Metro maintenance system. It also highlighted the use of 3D printing in product design and the implementation of an initiative to recycle aluminium license plate numbers.

Finding Solutions

The lab of the Public Transport Agency was an interactive brainstorming session aimed at finding solutions to four challenges: adherence to bus schedules, school bus timings, fine collection and asset management.

nol Card Improvement

The lab of the Corporate Technology Support Services Sector aimed to enhance innovation and develop ideas and solutions for nol card services to become a leading entity in the fields of ticketing, payments and digital banking features through Fintech.

Case Study

RTA's third Innovation Accelerators Programme kicks off

In conjunction with Global Innovation Management Institute (GIMI), RTA has inaugurated the third edition of the Innovation Accelerators Programme for its employees. This round, involving 20 employees spread across 5 specialised teams, aims to develop five innovative ideas into business concepts over the course of 8 weeks. These ideas arose from innovation laboratories of youth and stakeholders from academic institutions and RTA's partners. This move reflects RTA's commitment to adopting entrepreneurial ideas and converting them into reality to realise its vision of becoming "The World Leader in Seamless and Sustainable Mobility".

This comprehensive programme entails over 100 working hours spread across 4 stages. The first step of training entails shaping the idea that will be produced, followed by its design and testing in the second phase of training. The third phase allows the team to create an initial model, while the fourth phase prepares for the announcement and launch of the business model. The programme encompasses employee training via four specialised GIMI workshops on business innovation tools, managing innovation programmes, marketing ideas and managing innovative initiatives. The Innovation Accelerators

Programme will serve as a primary platform for introducing unique business ideas, while the Innovation Acceleration Programme will help to launch of more innovative projects. It will also improve large-scale innovation maturity by assuring the ongoing dissemination and promotion of an innovation culture in roads and transportation sector.

RTA's Digital Statement and Strategy

RTA aims to be the global leader in Digitally Enabled Roads and Transport by prioritising people's happiness, information centricity, and service excellence while building smart infrastructure that supports our multimodal transport system.



Aligned with 18 strategies (Federal and Dubai Government)



Roadmap 113 Projects

Strategic

Pillars



North Star 1 Vision



Current State and Define vision 340 Capabilities



Aspiration 6 pillars



Performance Measurement 14KPIs

RTA develops and reviews its Digital Strategy continuously by monitoring emerging technologies to ensure the adoption of the latest innovations that serve the people of Dubai who use its roads and public transportation.

We apply Data Science and AI across all 5 Domains



Safety Facilitate safety for customers and employees



Customers Increase new and existing customer engagement and satisfaction



Services Improve services and create differentiated offerings and satisfaction



Operations
Automate activities
and improve operational
efficiencies



Employees Facilitate employee productivity and collaboration across RTA

Utilising the most advanced technologies



Big Data Ability to analyse and extract information from large data sets



Machine Learning Ability to detect patterns based on sample data and improve over time



Computer Vision Ability to see and interpret visual images



loT Smart Sensors Ability to measure inputs from the environment and send data forward



Natural Language
Processing
Ability of a machine to understand and generate human language



People

At RTA we work for Extensive Investments in Technology and Talent



85+
Data and Al Initiatives



127 TB Stored data in Data Lake



20+ Enterprise Big Data



950+
Dashboard and Reports



4IR

Case Study

RTA launched platform for automated management of energy, green economy and sustainability

RTA has launched a project on automating energy management, green economy and sustainability operations. The project sets an integrated platform for sustainability data, enhance the effectiveness of corporate sustainability governance and cut its environmental footprint. The initiative supports the future directions of the UAE Government to promote sustainability.

The initiative underscores RTA's keenness to advance its pioneering roles under the vision of Dubai leadership to elevate the city's global standing in various aspects, including sustainability. It also conforms to the UAE's declaration of 2023 as the "Year of Sustainability" under the theme "Today for Tomorrow." It reflects RTA's commitment to promoting sustainable mobility in Dubai, resonating with its second Strategic Goal: Sustainability.

Innovative Technology

The automated energy management platform for green economy and sustainability is a cutting-edge technical solution designed to enhance resource utilisation and curb unnecessary energy use. By analysing data from diverse sources, including electricity, water, cooling and fuel systems, the platform provides insights into energy consumption trends, which are crucial for identifying areas of improvement and efficiency.

Environmental Decisions and Strategies

The platform monitors energy system performance and generates periodic reports that assist in making informed decisions. It is vital for developing sustainability strategies, minimising losses, and cuts down emissions, which conforms to RTA's environmental and economic goals for a green economy. Additionally, it addresses health and safety, waste management, energy efficiency, economic and social sustainability, and general information.

Monitor and Manage

The platform consistently monitors the performance of the energy across all metro and tram stations, bus depots and office buildings. It also keeps tabs on direct greenhouse gas emissions from RTA's fleets of vehicles and the indirect emissions from its facilities.

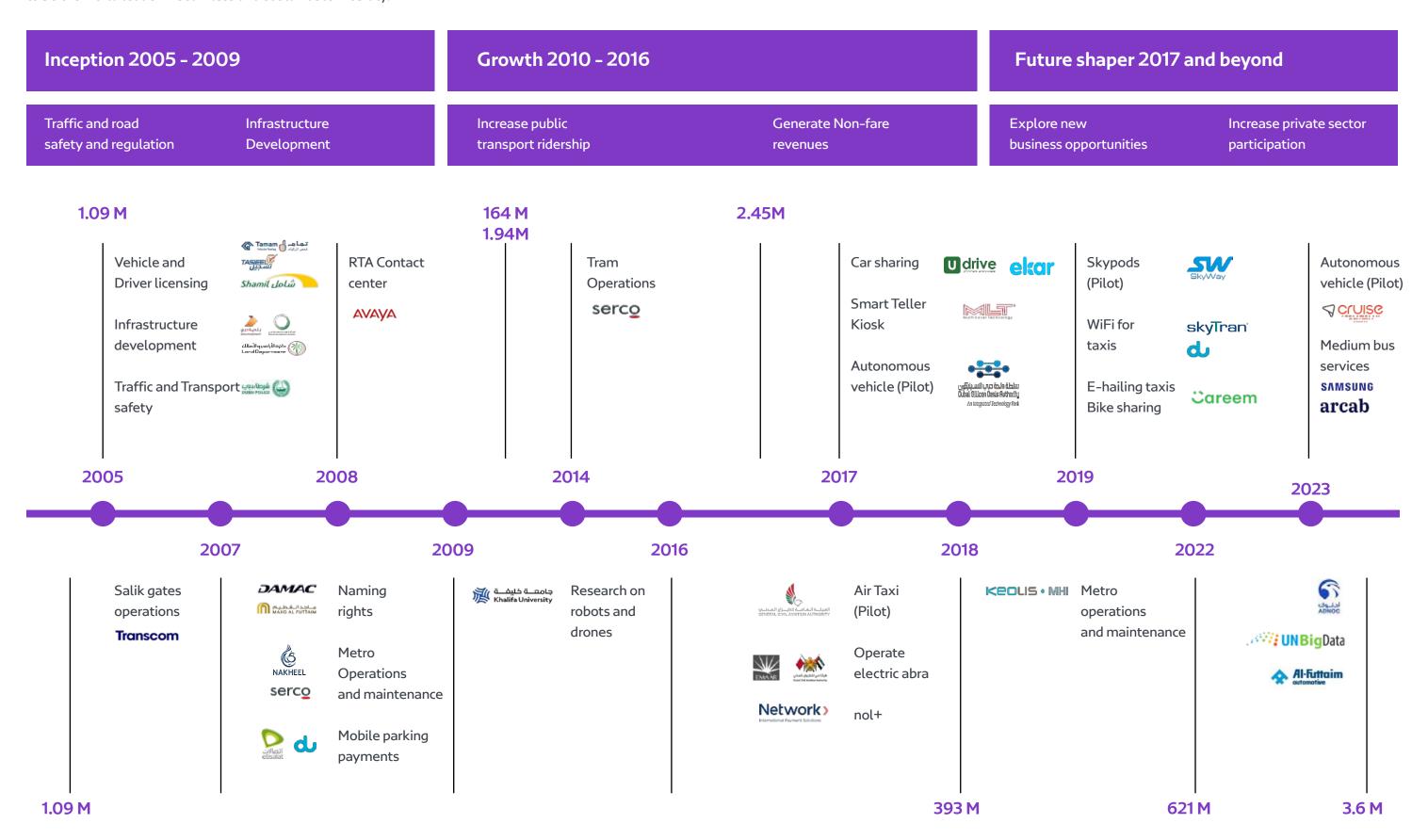
It operates via cloud services, hosted by a nationally based data centre approved by the Dubai Electronic Security Centre since it incorporates specialised technology tailored for corporate sustainability governance.

The introduction of the platform contributes to strengthening sustainability and digital transformation in the UAE. It mirrors the government's dedication to realising its objectives to elevate the nation's impressive record in sustainability.

RTA remains committed to aligning with the UAE's direction, advocating for sustainable development by initiating projects that underscore environmental sustainability and relevant national campaigns.

A journey of successful partnerships

RTA has established key partnerships to cater the growth of Dubai and support RTA vision to be the world leader in seamless and sustainable mobility.



Case Study

Collaboration for Quality of Life and Environmental Sustainable Development



Investment of AED 57 million

01

In line with Dubai clean energy strategy 2050 and Dubai intergrated energy strategy 2030

02

Transition to the use of clean renewable energy

03

Solar panels installed on 22 buildings and facilities

High efficency panels with linear guaranteed degradation have been used in order to have maximum power generation per square metre

Utilised to meet the energy demand of the car parking and bus stations.

These are also enhancing the financial feasibility of the infrasturcture facilities

To participate in the global objective of carbon emission reduction, CDM, and I-REC registration are being obtained for this project







CSR – Clothes for Good

RTA has collaborated with multiple governmental entities in order to recycle the clothes and uniforms of government employees and provide them to people in need.



Recycle the uniforms of sensitive government agencies such as Dubai Police and the Ministry of Interior



Allocate a large amount of budget for the entity organising this event.



It is a voluntary initiative concerned with recycling the clothes of RTA's parking inspectors, bus and taxi drivers, as well as redundant clothing of employees from several governmental entities and private institutions. RTA has invited volunteers to prepare, cut, amend, repair, iron and package these garments to be used by people in need.



Recycled Clothes (2018 - 2023)



98% Volunteer Satisfactio (2023)



121,944 Facebook Reache



656,000 Instagram Reaches



92,489 Twitter Reaches



RTA Sustainability Focus Areas	The 10 Principles of the UN Global Compact			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.	8 Host course 9 Ministration 11 Ministration 11 Ministration 12 Ministration 13 Ministration 14 Ministration 15 Ministration 16 Ministration 17 Ministration 18 Ministration 18 Ministration 19 Ministration 10 Ministration 10 Ministration 10 Ministration 11 Minist	GRI 201: Economic Performance 2016	Economic performance Responding to changing market needs Compliance Indirect economic impact Market Presence Anti–corruption practices	
Sustainable Procurement and Asset Management	Anti-Corruption: Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery.	9 NOTIFICATION TO THE PROPERTY OF THE PROPERTY	GRI 204: Procurement Practices 2016	Procurement practices Compliance Anti-corruption practices	

*All the material topics are mapped out in GRI Content Inde

5.1 Local Economic Impact

RTA is one of the largest government entities in the Emirate of Dubai, one of its main strategic objectives is geared by 3 objectives under the goal of Sustainability which are to "Diversify and maximise revenues, enhance operation efficiency and optimise asset value". While we manage almost 15% of Dubai Government Budget, we continuously develop and enhance our financial systems to contribute to cost efficiency for internal processes and maintain financial sustainability.

RTA's vision and strategic goals align with Dubai's 2040 Development Plan, from which RTA has established five strategic principles that are translated into various strategic plans, starting with a plan for 2030. This has been broken down into a five-year financial plan that is revisited and updated on a yearly basis. To ensure financial sustainability and achieve operational efficiency, RTA sets annual targets for cost rationalisation and revenue maximisation, striving to work closely with the private sector through public-private partnerships. As part of the Dubai Government's focus, we listed Salik PJSC and Dubai Taxi Company PJSC during 2022 and 2023 to attract foreign direct investments and liquidity in the marketplace through their listing on the Dubai Financial Market. The successful listing of these two entities has resulted in a market capitalisation of AED 31.75 billion.

RTA's Financial Management Framework

RTA has a robust financial management framework which is aligned to 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 (2022-2025)
Long term	RTA 2030 sustainability plan

RTA's Key Achievements and Commitments in 2023



First entity in MENA to obtain the BS ISO 32210:2022 Sustainable Finance Certification in 2023.



Cost rationalisation for 2023 amounted to AED 363 million and this resulted in additional savings of AED 163 million beyond the year's target.



First government entity in Dubai to implement Hyperion budgeting system and Enterprise Costing system.



Budget surplus of AED 3.9 billion through prudent financial management and revenue maximisation initiatives.



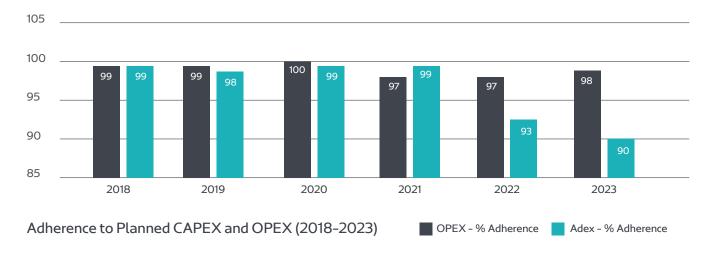
First government entity to carve out and commercialise three Key Services (Salik, Dubai Taxi Company and Parking).



First government entity in Dubai to issue audited financial report according to IPSAS.

Capital Expenditure (CAPEX) and Operational Expenditure (OPEX) Adherence

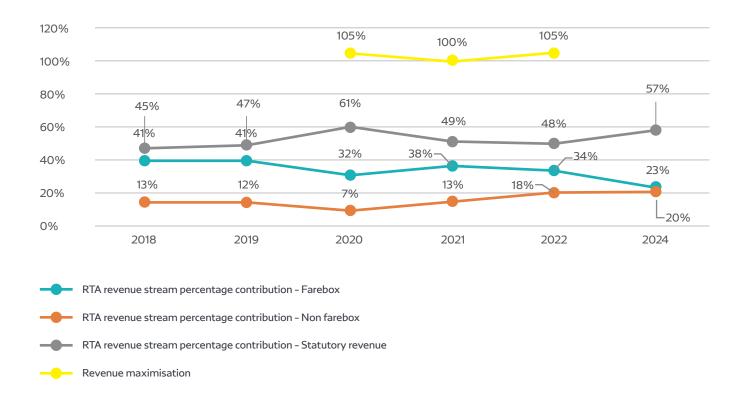
RTA's financial planning is comprehensive and robust, enabling it to consistently meet both its CAPEX and OPEX targets.



Some other important financial performance measures

Financial Metrics	Unit	2018	2019	2020	2021	2022	2023
RTA revenue stream percentage contribution - Fare box	%	41%	41%	32%	38%	34%	23%
RTA revenue stream percentage contribution - Non Fare box	%	14%	12%	7%	13%	18%	20%
RTA revenue stream percentage contribution - Statutory revenue	%	45%	47%	61%	49%	48%	57%
Revenue maximisation				105%	100%	105%	208%

Revenue Trajectory



Case Study

AED 262 billion has been made through investments in infrastructure projects

The cumulative savings from the substantial investments made by the Dubai Government in developing the infrastructure of roads and transport networks amounted to AED 262 billion between 2006 and 2023. These savings are primarily attributed to the reduction in time and fuel wasted due to traffic congestion, compared to AED 140 billion allocated by the government for the development of roads and transport systems during that period.

Investment in infrastructure is a significant driver of the economic growth of every city worldwide. For instance, the Benefit-Cost Ratio (BCR) in some of our road projects is anticipated to reach AED 8.8 by 2030. Similarly, the Dubai Metro, having achieved a break-even point between benefits and costs in 2016, is projected to yield a return of AED 4.3 for every dirham spent by 2030. Moreover, RTA's projects and programmes resulted in a substantial reduction in carbon emissions during the period from 2014 to 2023, leading to savings nearing half a billion dirhams.

5.2 RTA's Commercial Investment Approach

RTA is solemnly committed to both economic and asset sustainability, adopting these as key strategic objectives for the future. Developing a robust investment strategy will remain central to achieving Dubai's ambitious investment plans and ensuring RTA's self-reliance in the years to come.

With regards to RTA's commercial performance, we strive to enhance the share of commercial revenue within the total revenue for RTA while ensuring better quality and sustainable outcomes. We are specifically committed to improving asset utilisation, enhancing the portfolio of commercial assets, growing the commercial revenue and growing partnerships with the private sector.

RTA has aligned its approach to commercial investment with the Dubai Economic Agenda D33, launched by His Highness Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE and Ruler of Dubai, with the aim of doubling the size of Dubai's economy over the next decade and consolidating its position among the top three global cities.

The specific areas being targeted within the alignment include



Sustainability: Achieve sustainable growth and achieve self-sufficiency; enhance productivity through innovation and digital solutions



Public private partnerships: Increase competitiveness of the city's thriving sector and increase private sector investment to AED 1 trillion by 2033



Alternative financing: The launch of 10 government and state-owned companies on the Dubai Financial Market (DFM) aims to boost trading volumes to AED 3 trillion

RTA Investment Strategy

The Investment Strategy establishes a framework with three objectives and nine strategic programs; eight programs primarily focus on improving commercial revenues, while the ninth program focuses on alternative financing from the private sector. Thus, the commercial and investment department is committed to driving forward RTA's overall Goals of Sustainability (Goal #2) through implementing the Investment Strategy.

The commercial and investment department at RTA ensures that all the initiatives, while accruing commercial returns to project stakeholders, are economically sustainable. In addition, many of the future projects envisage increasing the share of public transportation, reducing pollution and enhancing the quality of life for people in Dubai.

Financing-Focused Programs **Alternative** Financing Real Estate Third Party Solutions Commercialisation Advertising **Digital Solutions**

RTA's Key achievements and commitments in 2023



The Rate of commercial Asset Utilisation.



Completion of IPO for Dubai Taxi Corporation.



Increase in Commercial Revenues above target.



Launching partnership projects with the private sector, focusing on enhancing the commercial use of real



Parking Business Line.



Projects in Partnership with the Private Sector in Solar Energy Projects, Smart Street Management, and More.

Transformative technology for sustainable mobility

In line with the Dubai Autonomous Transportation Strategy, formulated as part of 'Shaping the Future of Mobility,' the Commercial and Investment Department (CID) at RTA is committed to researching and providing support to relevant sectors in conducting feasibility studies and assessing the viability of various initiatives that will ultimately shape the future of mobility.

Moreover, CID has already supported in the implementation of PPP project pertaining to self-driving taxis. CID has also evaluated initiatives pertaining to autonomous vehicles, skyway, sky pods, delivery drones, flying taxis and more.

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



Improving business environment



Driving growth



Revenue diversification

Sustainable partnerships

The CID takes a multipronged approach to ensure sustainable innovation at RTA. We have conducted multiple internal workshops to brainstorm and identify opportunities for enhancing existing assets or developing new assets and projects. Additionally, we engage with external stakeholders, including investors and business councils, to review and adopt pioneering ideas that can shape Dubai's future.

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

Case Study

AED 2.5 billion investment portfolio featuring 10 projects in partnership with the private sector

RTA has endorsed the 'Dubai Portfolio for Public-Private Partnership (PPP) (2024–2026), encompassing 10 projects with an estimated value of AED 2.5 billion. The move is in line with the Dubai Government's strategy to foster public-private partnerships aimed to boost the emirate's economic growth by expanding the role of the private sector in the development of infrastructure and the delivery of services.

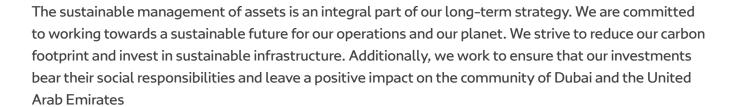
The endorsement of the Public-Private Partnership Portfolio stems from RTA's commitment to enhancing partnership with the private sector and adopting top international practices. It seeks to map out a comprehensive framework to support public-private partnerships, improve the regulatory environment for long-term collaborations, introduce innovative solutions, and create new opportunities in the mobility and finance fields.

Key Projects

The project, a comprehensive residential and commercial complex adjacent to the Union Station of the Dubai Metro, a key interchange station between the Red and Green Lines. This urban transit-oriented development project integrates commercial, residential units and retail outlets with underground metro station.

The projects include a multi-level parking terminal in Port Saeed and Al Karama, Deira Plaza; smart street lighting; aerial taxis; smart platforms for transport and rental vehicles; housing quarters for drivers in Al Khawaneej, Al Ruwayah, Al Awir, and Jebel Ali; upgrading the commercial development at Al Karama Bus Station; and a sky garden suspended bridge over Dubai Creek.

5.3 Asset Sustainability



Our approach to asset management delivers value to stakeholders by optimising cost, mitigating risk, improving performance, and ensuring sustainable outcomes throughout the asset's life cycle, the entire system, and the overall portfolio. This approach is aligned with external business contexts, the strategic objectives of the Roads and Transport Authority (RTA) in Dubai, and future trends such as the circular economy and the comprehensive transportation master plan. Our planning and decision–making processes rely on evidence and data (with a single version of the truth), managed by highly competent individuals using cutting–edge digital technologies. The RTA is independently assessed annually to operate and implement sustainability practices at maturity level 5, demonstrated through benchmarks, awards, accolades, and the highest customer satisfaction rates.

The RTA Asset Management System consists of nine main components supported by 45 enabling elements or capability areas. Together, these components form the plan, do, check, and act cycles for all asset management activities through which the RTA achieves continuous improvement in asset management performance, reviewing the asset management system annually. Additionally, the asset management system considers environmental, social, and governance (ESG) considerations as part of sustainable asset standards, one of the nine main components of the asset management system, which in turn supports asset safety, risk, and sustainability. We always adhere to the nation's approach in adopting best practices, in line with the UAE's Circular Economy Policy 2021–2031 and in alignment with the directives of the Executive Council of Dubai in the field of sustainability, specifically circular economy projects. The RTA has implemented circular economy principles in its initiatives, projects, and practices, making them more sustainable.

Circular Economy

Aligning RTA's operations with the principles of the circular economy and working towards implementing all the requirements of the British Standard BS 8001:2017.

We have obtained the British Standard BS 8001:2017 certification in the circular economy, and achieved the leadership as the first governmental entity in the Middle East and North Africa to receive this recognition.

RTA's Asset Management Roadmap 2030

The roadmap supports RTA in reaching the highest ranking of 5.0 in Asset Management Maturity level as per Asset Management Institute definition in the UK and it will help to shape the future of asset management for mobility in Dubai.

The roadmap includes 58 initiatives categorised over three time periods each targeting the achievement of a maturity level reaching to 5.0.

Major Benefits

Our asset management roadmap 2030 supports RTA's shaping of the future of sustainable mobility through:



Adopting international best practices and modern digital.



Providing the best transportation services to ensure peoples happiness in Dubai.



Enhancing the exploitation of assets and rationalising costs.

Supporting RTA's Leadership in the management of mobility and transportation assets.

RTA's Asset Information Governance Platform

AMD is moving forward in Asset Data Quality through developing RTA's Asset Information Governance Platform. The pilot project conducted for RTA's lands and commercial assets will expand to incorporate new technologies, such as AI. Some of the key benefits of this project include:



Providing updates on the status of RTA's land exploitation, where 41 unused lands were monitored.



Reviewing the ratings/ Utilisation of investment



The accuracy of investment asset information for metro and tram stations increased by 70%.



Providing easy access to asset information and analysis to make strategic asset decisions.



Providing real-time 360 Degrees information on assets during the life cycle stages of an asset.

RTA's Key achievements and commitments in 2023

To enhance the maturity of RTA's asset management system, AMD initiated multiple initiatives including the following:

Developing a new maintenance strategy for RTA with clear roadmap until 2030.

Shifting from name-based access for the Maximo system to shared-based access which helps to save AED 4,000,000.

Developing RTA Circular Economy Plan 2023 – 2030, Which aims to raise the level of maturity of the RTA's practices in the circular economy.

Creating RTA's new internal platform to optimise asset utilisation called reutilisation. The platform helps RTA departments visit and select any returned assets among RTA departments and request them for use instead of buying new assets. This has a direct environmental impact by reducing the number of new assets purchased and is considered a type of circular economy practice.

RTA has achieved leadership by obtaining the British Standard BS 8001:2017 certificate in the circular economy from BSI, as the first government entity in MENA region to obtain this certificate. IPO for Salik completed successfully.

Launching RTA's auction platform for commercial and investment assets. The platform allows vendors to rent commercial assets faster than in previous years.

Major asset performance measures

Major asset management metrics are shown below:



108.84% Value of optimised assets



3.75
Asset Management Maturity level on a scale of 4



86.97%
Asset Maintenance
Excellence Index score

Within the framework of sustainability at RTA and the future directions for 2030, a circular economy plan has been developed at RTA for the period 2023-2030. The aim is to enhance the maturity level of the RTA's circular economy practices and achieve a 100% transition towards the circular economy by the year 2030. These efforts are reviewed and approved as part of the process for compiling the annual report on the performance of RTA's circular economy.

This achievement aligns with the UAE Circular Economy Policy 2021–2031 and supports the cabinet resolutions and initiatives to meet the new national environmental objectives. These include the implementation of the UAE's circular economy agenda and adherence to the directives of the Executive Council of Dubai in the field of sustainability.

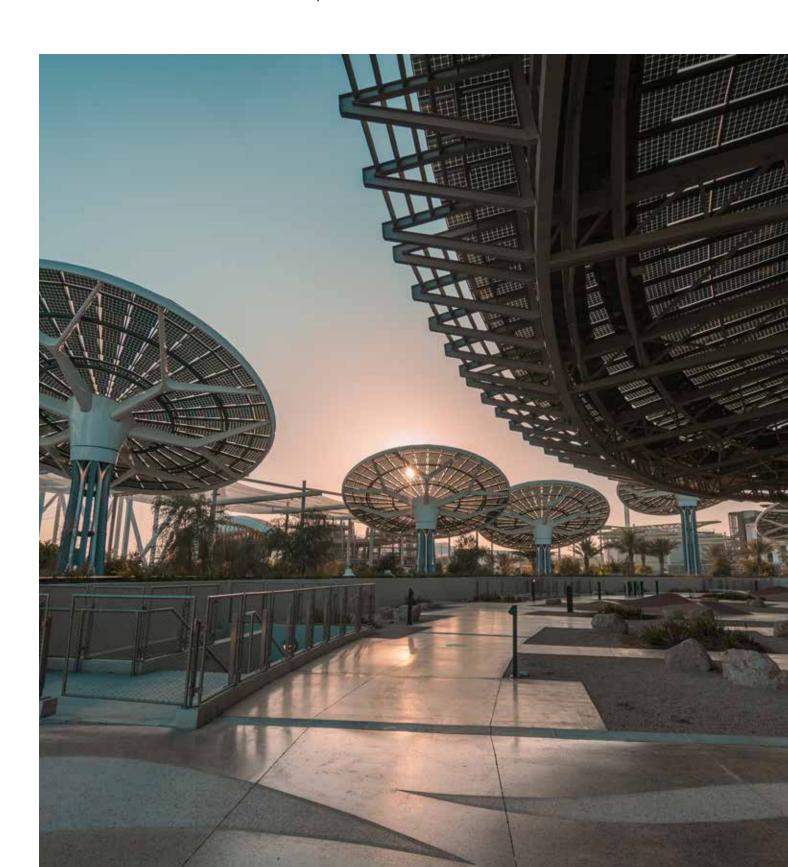
Case Study

RTA obtains BSI certification in circular economy

RTA has obtained the BS 8001:2017 certification in circular economy from the British Standards Institution (BSI), marking it as the first government entity in the Middle East and North Africa to obtain such a certification. This accomplishment is in line with RTA's strategic goals and objectives that promote sustainability as well as Dubai's future direction toward sustainable mobility and the circular economy. This international accolade was achieved through the efforts of the Asset Management Department, which educated 63 employees on the principles of circular economy and conducted awareness workshops.

Circular Economy policy in the RTA has been created by Asset Management Department in December 2023, which aims to govern and regulate the practices and procedures that all RTA's Sectors and Agencies must follow to ensure the implementation of circular economy principles in all the RTA's practices, initiatives and projects. The policy is aligned with the British Standard 8001:2017, as it includes all: terms and definitions as per the standard, principles of circular economy, the flexible framework, and business model compatible with the circular economy.

RTA is represented by the Director of Asset Management is member in the Circular Economy Committee in the Emirate of Dubai, chaired by The Secretary General of Dubai Supreme Council of Energy. At RTA Dubai there are many projects, initiatives, and practices that are compatible with the principles and concepts of the circular economy. Thus, Asset Management Department have presented 11 Circular Economy Initiatives RTA in the last committee meeting on 9th Nov 2023, where a selection will be included in the Dubai Government CE Strategy in the emirate Level.



5.4 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, following the ethics code and help to save government resources

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 commitment, RTA gives preference to major contractors /vendors who support local businesses or SMEs by hiring them as sub-contractors during their work on RTA projects, RTA has implemented a 'Code of Vendor and Investor Conduct', to ensure streamlining of all vendor and investor behaviour and conduct and principles mandated by RTA for these external parties

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 commitment, RTA gives preference to major contractors/vendors who support local businesses or SMEs by hiring them as sub-contractors during their work on RTA projects. RTA has implemented a 'Code of Vendor and Investor Conduct', to ensure streamlining of all vendor and investor behaviour and conduct and principles mandated by RTA for these external parties. We also have reduced payment time and terms supporting local businesses. SME's are excluded from certain conditions in the EPQ system. Some of the initiatives for SMEs include:

RTA initiatives for SME companies

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

50% reduction in tender document fees



Exempt all SME companies from bid bonds for tender values below AED 500,000

Reward the sector/agency in RTA who support SME's in their projects, during the vendor rewards ceremony

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 pre-qualification and upload 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

02

Environmental Management system for the organisation



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



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



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



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



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



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



Offence to any legal requirements relevant to the service/product

With Regards to RTA's commercial performance, we strive to enhance the share of commercial revenue within the total revenue for RTA while ensuring better quality and sustainable outcomes. We specifically commit to improving asset utilisation, enhancing the portfolio of commercial assets, growing the commercial revenue and growing partnership with the private sector.

RTA's digital contract management process



Maximo For contract management



GRP For inventory and purchasing management



E Pre-Qualification (EPQ)
For supplier life cycle management



RTA Digital
Signature (TAWQIE)
for contracts sealing

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



Created scenarios



Risks and opportunities



Relevant specialised strategies

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

Future foreseeing (2023-2030)



RTA's Key achievements and commitments in 2023



79

93% Requisitions considering sustainability requirements



90% Vendor satisfaction



42% Procurement from local SMEs

"First government entity in the transport industry with CIPS Certification"

Ensuring supplier labour and human rights compliance

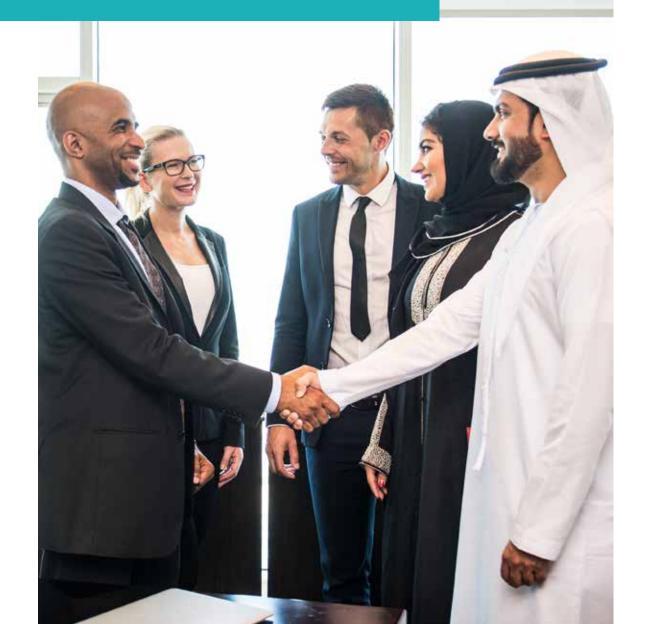
RTA's Vendor Code of Conduct mandates all suppliers, vendors, and other third-party contractors to comply with all applicable legal and regulatory requirements related to labour and human rights management, ethical and fair business practices. All such external parties are mandated to ensure the following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

- O1 Ensure legal access for all supplier workers and employees to the UAE
- Maintain records of the supplier's employees following local and federal regulations
- O3 Provide work environment in line with safety and health laws and regulations
- 04 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 in the RTA 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 the local businesses and select them as vendors / contractors / sub-contractors for different RTA projects wherever feasible.



"42% procurement from local SMEs in 2023"

Supplier screening using environmental and social criteria

Since the attainment of ISO 20400 - Sustainable Procurement standard and the implementation of RTA's Sustainability Framework, a robust supplier screening mechanism has been put in place.



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	Environment Principle 7: Businesses should support a precautionary approach to environmental challenges. Principle 8: Undertake initiatives to promote greater environmental responsibility.	7 designated and 7 main research 19 section resources 11 sections of the section	GRI 305: Emissions 2016	Energy and emissions Innovation Compliance
Emissions Management	Principle 9: Encourage the development and diffusion of environmentally friendly technologies.	6 CLEAR MITTER 7 MINISTRATE 13 CLEAR 13 CLEAR 14 Ministrate 15 Ministrate 15 Ministrate 15 Ministrate 15 Ministrate 16 Ministrate 17 MINISTRATE 18 Ministrate 18 Ministrate 19 Ministrate 19 Ministrate 10 Ministrate 10 Ministrate 10 Ministrate 11 Ministrate 12 Ministrate 13 Ministrate 13 Ministrate 14 Ministrate 15 Ministrate 16 Ministrate 17 Ministrate 18 Ministrate 19 Ministrate 19 Ministrate 10 Ministrate 11 Ministrate 12 Ministrate 13 Ministrate 13 Ministrate 14 Ministrate 15 Ministrate 16 Ministrate 17 Ministrate 18 Ministrate 18 Ministrate 19 Ministrate 19 Ministrate 10 Ministrate 1	GRI 305: Emissions 2016	Water and effluents Waste Biodiversity
			GRI 302: Energy 2016	

^{*}All the material topics are mapped out in GRI Content Index

6.1 Resilience to climate change

Sustainable transport infrastructure is essential to achieving RTA's vision of seamless and sustainable mobility. RTA has continued to support the introduction of sustainable infrastructure and modes during 2023, while planning for the introduction of new modes over the next few years. To guide future growth in this area, RTA has embarked on a major upgrade of the transportation model to enable the realisation of Dubai Urban Plan 2040.

All RTA projects are screened and scoped for their value and benefit to Dubai, thus ensuring that projects are prioritised and justified. Additionally, RTA is exploring funding options including cost sharing, PPP and franchises. RTA is involved in implementing and upgrading the road transport infrastructure for local neighbourhoods, Hatta highlands and Seih Al Salam. This is to ensure higher standards of living and equity in all areas of Dubai.

RTA is working on several projects aimed at minimising the harmful environmental impacts of road and transport infrastructure projects, including studying the introduction of new policies such as low emission zones as well as encouraging public transport modes such as metro and bus, enhancing the bus priority system and building more cycle tracks and pedestrian pathways. RTA is making every effort to ensure that road infrastructure projects are implemented to the highest safety standards and Dubai's record in terms of road fatality indicators per inhabitant or per registered vehicle is one of the best in the world.

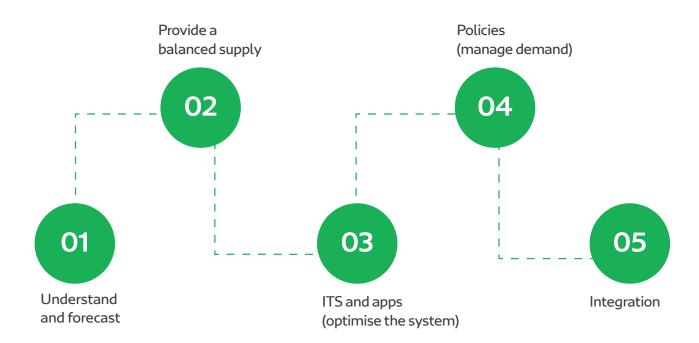
RTA's approach to sustainable infrastructure builds on different levels and levers. At the strategic transport planning level, RTA follows an integrated approach where various transportation scenarios, including road networks, public transport, and travel demand management measures, are formulated and assessed using multi-criteria analysis. This process identifies the optimal scenario that achieves strategic sustainability-related transportation KPIs (such as congestion levels, average speed, and public transport share) at the lowest possible cost. During the infrastructure design stage, RTA adheres to the best international design standards, explores various design options, and conducts life cycle costing and value engineering studies to select the most sustainable option. During the operation and maintenance of infrastructure, RTA follows the best international practices, utilising the latest technologies to monitor and maintain the infrastructure, ensuring it remains in a sustainable operational condition.

RTA's Sustainable and Resilient Infrastructure and Transport Strategy 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.

Dubai Transport Planning

Dubai launched Dubai Urban Plan 2040 in which the Emirate's leaders set out an ambitious plan to make Dubai the best city to live in globally. The plan includes increasing community-level transport infrastructure to encourage residents to make shorter and more sustainable trips to work, school, shops etc. RTA will play a major role delivering the Plan and is now working with the Executive Council and other Dubai entities to define measures for its implementation.

 $_{
m 85}$



Dubai Transportation is planned on four main levels



RTA preserves its pioneer as a Dubai-wide strategic transport model, working on long term planning which may reached in the next 20 years.



RTA is a pioneer in issuing specialised master plans (such as shared mobility master plan) reflecting the whole of Dubai's transport master plan.

RTA works on specific intensive plans and localised studies relevant to mobility.

All plans are integrated and based on the same data base (DSTM)

Level 01:

Dubai-wide transport strategic plans Strategic plans and implementation plans

Level 03:

Corridor/project-specific plans and studies Detail corridor/project - level plans and engineering studies

Level 02:

Mode-specific detailed master plans Example: Rail master plans, bus master plan

Level 04:

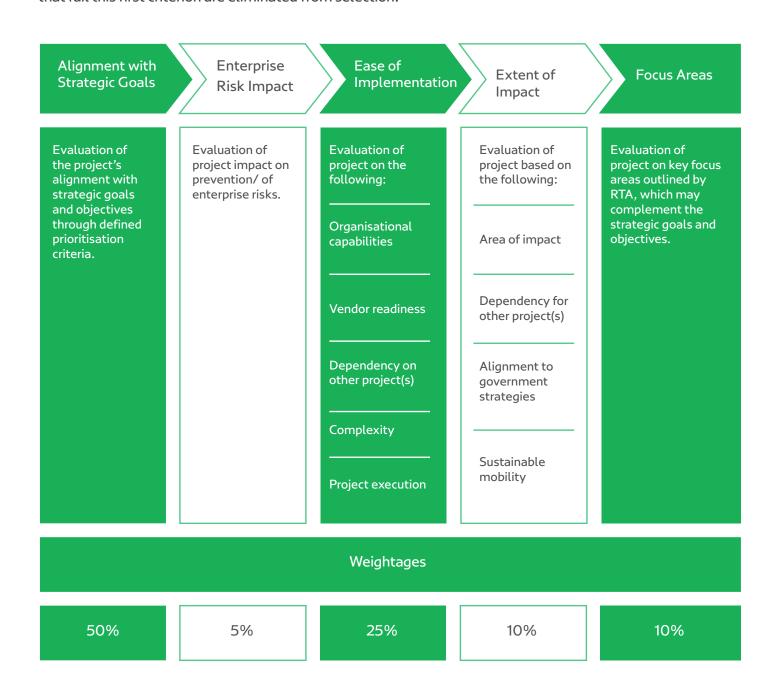
Localised plans and studies

Detailed plans and studies for certain road sections, junctions, stations etc.

Project Prioritisation Framework

Projects Portfolio Management (PPM) is the centralised management of one or more portfolios of projects that an organisation undertakes to achieve its strategic goals and objectives.

Project portfolio management is a formal approach used by organisations to identify, prioritise, coordinate and monitor projects that align with their strategy and goals. This approach examines the risk-reward ratio of each project, the available funds, the likelihood of a project's duration and the expected outcomes. PPM, is a top-down process, as that organisation's decision-makers, led by a portfolio manager, examines each potential project to first determine if the project supports the goals and objectives of the business. Projects that fail this first criterion are eliminated from selection.



 $^{\prime\prime}$ and $^{\prime\prime}$

This is our 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 criteria include:

01

Energy consumption and clean energy such as renewables and clean fuel



Product life cycle, considering reduce, reuse and recyclability



Reduce environmental impact



Quality of working environment



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 6.2.

We have four technical plans that support the integration of sustainable transportation, these are:

01

Enhancement work around PT stations



Pedestrian bridges and tunnels



Cycling infrastructure



Soft mobility plans

In addition, RTA implement integration elements in all infrastructure project to increase the FLM trips, such as:

Model Neighbourhood. Hessa street

Al Shindgha project.

Expolink metro station.

Moreover, RTA encourages residents to use sustainable transportation modes by widening the shared micro-mobility network in Dubai (e-scooter and e-bike). E-bikes (careem) operate in 41 areas in Dubai, with a total of 1800 stations. Shared e-scooters operate in 21 areas and along 544km in Dubai, with a total of 300 parking spaces distributed throughout the city.

Case Study

Mohammed bin Rashid approves Dubai Metro Blue Line project

His Highness Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of UAE and Ruler of Dubai, has approved the Dubai Metro Blue Line project, a new 30 km metro route that will strategically link key areas in the emirate through 14 stations, in line with the anticipated growth of around one million residents outlined in the Dubai 2040 Urban Master Plan.

The Blue Line represents a significant advancement as the first metro route crossing Dubai Creek through a 1300-metre viaduct. The Blue Line will span a total length of 30 km, with 15.5 km running underground and 14.5 km above ground.

With its 14 stations, including key interchange points like the Creek Station on the Green Line, Centrepoint Station on the Red Line, and Dubai International City Station 1, along with the iconic station at Dubai Creek Harbour, the Blue Line is set to be a pivotal element in the ongoing development of the city's transportation network.

Best City in the World

The new line is a key integration point between the Red and Green Lines of Dubai Metro. It plays a significant role in realising the objectives of the Dubai Economic Agenda (D33) and Dubai 2040 Urban Master Plan aimed at transforming Dubai into the world's best city to live in by offering sustainable and soft mass transit solutions. These solutions are designed to facilitate the mobility of both residents and visitors, promoting well-being and enhancing Dubai's global competitiveness as a leading destination for hosting international events. Additionally, they align with the aspirations of the Dubai 2040 Urban Master Plan, which aims to create a '20-minute city.'

Economic Return

Initial studies by RTA indicated that infrastructure investment is a key driver of economic growth in cities worldwide. The Dubai Metro Blue Line project aligns with the objectives of the Dubai Economic Agenda, D33, offering economic, social and environmental returns.

The Blue Line is also expected to decrease traffic congestion on its served routes by 20% and appreciate the value of land and properties near stations by up to 25%. The Blue Line also provides a direct connection between Dubai International Airport and nine key areas situated along its route.

"Dubai Metro maintains its position as the world's longest driverless metro network, with a current total length of 90 km."

Major Sustainable Infrastructure Performance Measures

Some markers of the progress made since the inception of RTA are outlined below:



Road	2006	2019	2020	2021	2022	2023
Road Network Length (Lane-km)	8,715	17,920	18,255	18,475	18,768	18,768



Rail	2006	2019	2020	2021	2022	2023
Metro Network Length (km)	0	74.25	74.25	89.3	89.3	89.3
Number of Metro Stations	0	47	47	53	53	53
Tram Network Length (km)	0	10.6	10.6	10.6	10.6	10.6
Number of Stations	0	11	11	11	11	11



Bus	2006	2019	2020	2021	2022	2023
Network Length (km)	2,095	3,810	3,810	3,810	4088	3967
Bus Routes	74	161	156	162	178	183
Bus Fleet	620	1,663	1,726	1,628	1400	1398



Shared Mobility	2006	2019	2020	2021	2022	2023
Taxi Fleet	5,944	10,909	11,006	10,845	11892	12,532
Car Share Vehicles	0	400	400	379	379	584
Bicycle Network Length (km)	9	425	463	502.17	543.17	543.6
Shared Bicycles	0	780	780	780	1400	1800
Bus on Demand Areas	0	5	5	4	3	3



Marine	2006	2019	2020	2021	2022	2023
Network Length (km)	1.35	79	79	85.81	100.63	143.63
Number of Lines	2	16	16	18	24	22
Number of Stations	4	50	50	53	54	54
Marine Fleet	148	198	203	205	205	204

RTA's public ridership statistics

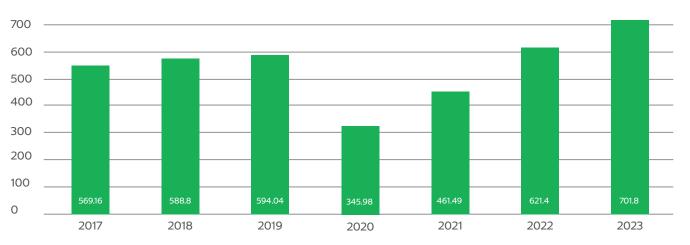
RTA's public ridership reflects the evolution in culture and behaviour of the community with regards to use of public transport. RTA's strategic and executive road and transport plans are built on the principle of integration to ensure smooth mobility across the Emirate.

"702 million riders used public transport in Dubai in 2023, marking a 13% increase year-on-year."

"The share of public bus riders hit 25%, and shared mobility riders grew from 5% in 2022 to 6% in 2023"

Ridership	Unit	2017	2018	2019	2020	2021	2022	2023
Public Transport Ridership in Metro	Million Passengers	200.75	204.41	202.98	113.63	151.26	225.1	260.03
Public Transport Ridership in Tram	Million Passengers	6.23	6.4	6.51	3.65	5.34	7.5	8.84
Public Transport Ridership in Public Buses	Million Passengers	155.32	167.93	157.1	95.42	116.32	157.3	173.47
Public Transport Ridership in Marine Transport	Million passengers	13.76	14.14	14.36	8.05	10.94	15.9	17.43
Ridership in Dubai Taxi and Franchise Taxi	Million Passengers	175.61	173.77	179.85	109.94	154.71	183	198.44
Shared Mobility Ridership (e-hailing and car-sharing)	Million Passengers	17.49	22.16	33.24	15.29	22.92	32.5	43.61
Total Public Transportation with Shared Mobility and Taxi Passengers	Million Passengers	569.16	588.81	594.04	345.98	461.49	621.4	701.82

Public Transport Ridership (Million Passengers)*



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

6.2 Emissions Management

Climate change is the most serious and urgent problem facing the world today, and we as RTA are intimately aware of our role in the solution locally. Achieving net-zero emissions public transport in Dubai by 2050 is not only ambitious, it is necessary moving forward, and we have made and continue to make great strides towards that goal through innovative energy efficiency projects and climate resilient technologies. RTA will continue to be a world-leader in this regard and will demonstrate that a sustainable future for transportation is possible.

RTA is continuously developing enormous efforts to achieve effective low carbon economy with energy efficiency management to protect the environment.

"RTA is the first governmental entity in the region that established a Green Economy Strategy in 2016 and the Net-Zero Emission Public Transportation 2050 Strategy."

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.

RTA's key achievements and commitments



40 Green Economy projects and initiatives



RTA's specialised strategy towards net zero emission public transportation by 2050



9% higher than the targeted value for total avoided tCO2e emissions from the initiatives

Climate Change Adaptation and Climate Risks

Due to its geographic location, the UAE and Dubai has always had to adapt to an extreme climate and the challenges this brings for lives and livelihoods. Heat is harsh and water is scarce. Dubai developed a Climate Change Adaptation Strategy via Dubai Municipality with close collaboration with RTA and other strategic partners, to ensuring climate change readiness of all relevant sectors (environment, food security, energy, water, health, infrastructure and business).

In its latest Strategy update (2023–2030), the RTA has focused further on the Climate Adaptation and identified Climate Risks at both strategy and operational levels in collaboration with multi-stakeholder groups. RTA's climate Adaptation measures consider extreme weather events, including increase in temperature, flooding, sandstorms, sea level rise, heavy rain, extreme wind and covers various activities, from infrastructure design and development of roads and buildings to public transport related projects.

RTA's Climate Change Adaptation measures is vital for having resilient infrastructure in the city, which also comprise social, environmental and economic benefits to the Emirate when having infrastructure that is ready to adapt to the expected changes in the climate and extreme weather scenarios.

RTA's climate change adapting projects and initiatives



Road design criteria change

Solar PV Energy System

Buildings and Facilities

Installation for RTA



Electric delivery scooter trials



Development of Electric Bus Trial in Dubai



Street lighting replacement



Electric and hybrid taxis



Supply of RTA Public Transport Buses (2024–2025) – Replace ageing fleet, electric charging infrastructure

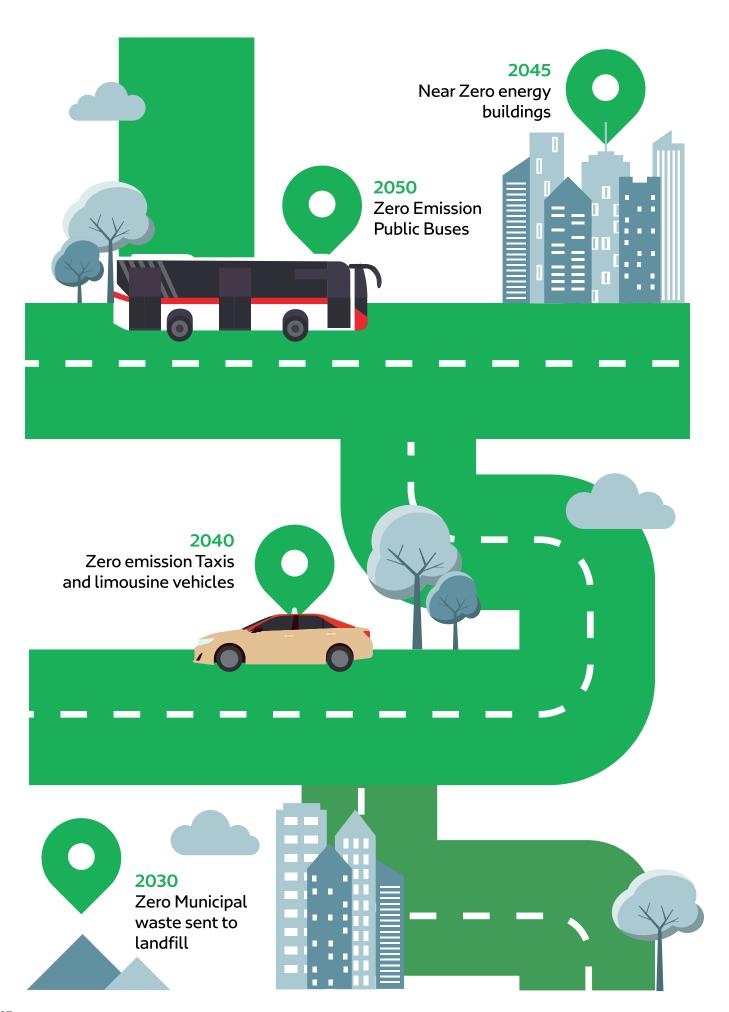
Climate change mitigation

Kyoto (1997) marked the awakening of global climate action, Paris (2015) was the moment where the world agreed collective commitment to have more ambitious in the fight against climate change to limit global warming to well below 2°C and pursue efforts towards limiting it to 1.5 °C. That's why the UAE has made climate action central to its development as a nation. The UAE was the first in the region to sign the Paris agreement, and the first to set a strategic pathway to net zero by 2050. It understood early the need for the energy transition and began to diversify over two decades ago.

In continuation to UAE's efforts to mitigate the effects of global warming the UN Framework Convention on Climate Change (UNFCCC) announced that the UAE will host the 28th Conference of the Parties (COP28) in 2023. Similarly, the Emirate of Dubai also developed a strategy to cut carbon emissions by 16% by the end of 2021 and it has been expanded to 30% by the end of 2030. RTA has set an ambitious strategy to achieve net-zero emission from public transportation by the year 2050. In the process, RTA is becoming the first government entity in the Middle East and North Africa to develop an integrated strategy targeting public transport and its infrastructure.

 $_{
m 5}$

The strategy consists of three main Pillars with ten initiatives, the implementation of the strategy initiatives is estimated to reduce 10 million tons of Carbon Emissions by 2050.



Case Study

Launching trial operation of First Autonomous Electric Abra

RTA has embarked on a trial operation of the 'First Autonomous Electric Abra', with a capacity to carry eight riders. It was manufactured locally at RTA's Al Garhoud Marine Maintenance Centre, featuring a design that preserve the heritage identity of abras. The initial journey of this abra took place from Al Jaddaf Station to the Festival City Station on Dubai Creek.

The operation of the Autonomous Electric Abra is in line with RTA's efforts to achieve Dubai's Strategy for Self-Driving Transport that aims to convert 25% of the total mobility journeys in Dubai into self-driving journeys by 2030. It also contributes to the realisation of Dubai's master plan to curb carbon emissions of public transport means as per the requirements of the Dubai Supreme Council of Energy.

The Autonomous Electric Abra boasts superb features highlighted by zero carbon emissions, lower operating and maintenance costs by 30% and the elimination of noise compared to diesel-powered models. RTA has developed a master plan to develop the marine transport means, which is vital for the smooth mobility in the Emirate. The plan envisages increasing the capacity of the abra stations by 33%, using advanced technologies to reduce maintenance costs and increase the lifespan of assets, improving the lighting of stations and marinas, and providing facilities for customers and investment areas.



Emissions Accounting

RTA has a robust emission accounting and management system in line with ISO 14064 standards for Greenhouse Gas (GHG) accounting and verification to measure, monitor and report on GHG emissions to support environment sustainability and transition to a low-carbon economy. RTA's emission scope and boundary cover fuel used for road transport activities, electricity and water consumption in buildings, and other RTA assets, including rail operations. It also includes emissions from projects and waste. This approach ensures environmental integrity, credibility, and transparency while facilitating the development and implementation of mitigation actions for emission reduction and removal.

RTA's emissions by sScope (2016-2023)- tCO2e



Scope 1

Emission includes petrol and diesel consumption in the vehicles fleet, refrigerants from A/C units, diesel generators and fire distinguishers.

Scope 2

Emissions includes electricity consumption.

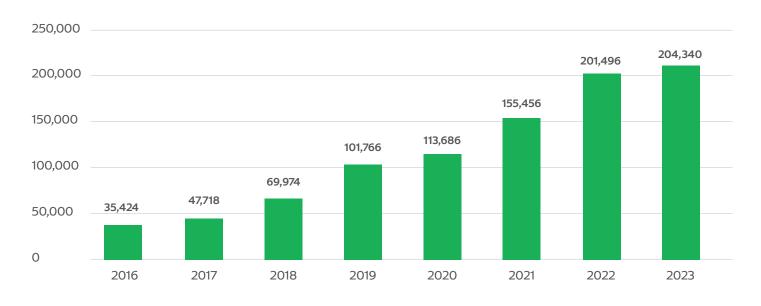
Scope 3

Emissions includes business travel, waste from RTA sites, also, the consumption of electricity, water fleet fuel, diesel generator, refrigerant and fire extinguishers in RTA projects. Emission factors have been updated according to local authorities and IPCC Assessment Report 6.

Emissions Avoided

In the year 2023, RTA sectors/agencies undertook 40 Energy and Green Economy initiatives that resulted in a cumulative avoided emission of 204,340 tCO2e, which is 9% higher than the targeted value.

RTA's emissions avoidance due to EandGE initiatives (2016-2023)

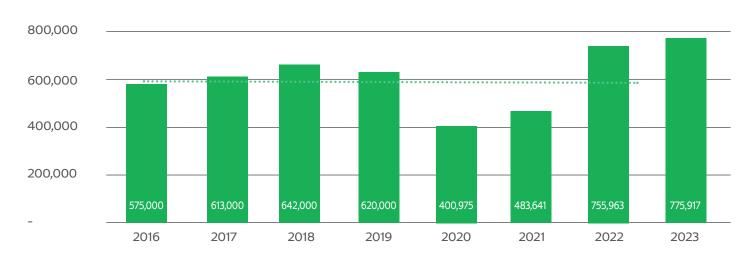


Emissions avoidance (tCO2e)

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

Additionally, within its scope as a public transport authority, RTA encourages the community to shift from using private vehicles to using public transport, which further helps in reducing the congestion on road and avoiding emissions. The below graph depicts the estimated carbon emissions removed from Dubai roads because of shifting to public transport (Dubai Metro, Dubai Tram and Buses) (tCO2e/year):

RTA's avoided emissions due to shifting from private to public transport



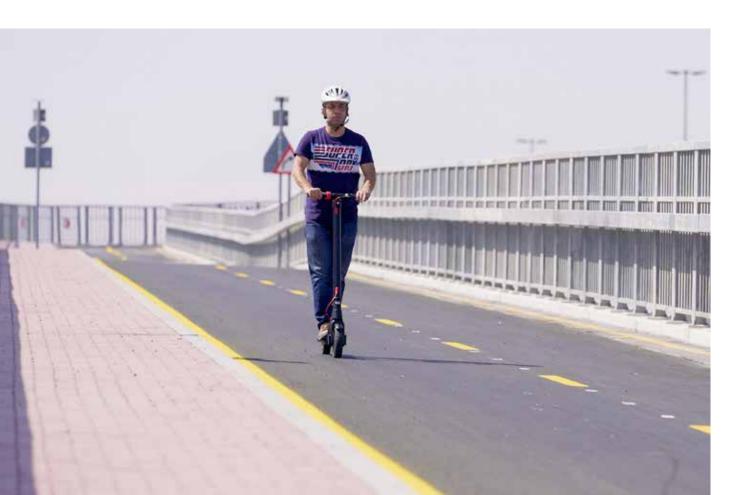
"Since 2016, RTA managed to avoid emissions of nearly 4.8 million tCO2e due to the shift to public transport"

RTA unveiled a green initiative targeting delivery companies advocating a migration to eco-friendly electric bikes. The plan involves enhancing the infrastructure of commercial transport business, reviewing licensing and registration processes, and developing experimental charging stations for electric bike batteries. These measures are crucial to fulfil the objective of maintaining sustainable, clean and environmentally friendly power for these bikes.

This project is a part of the RTA's ongoing efforts to elevate the efficiency and user experience of sustainable transportation. It seeks to offer more effective and sustainable services consistent with the objectives of Dubai Vision 2030 to reduce carbon emissions by 30%. This initiative also coincides with the Year of Sustainability 2023.

The goal of this initiative is to broaden and improve the scope of current and future commercial transport services, and accelerate the shift towards zero-emission transportation means. As such, it echoes an enhanced corporate responsibility towards all community segments. In collaboration with industry experts, RTA has initiated steps to research and develop a prototype e-bike model befitting the job nature of delivery business, thereby encouraging companies in this field to embrace green, eco-friendly transportation means.

The plan also envisages setting up charging stations across Dubai to serve as enablers of the gradual migration to electric bikes, which will undoubtedly cut operational costs by reducing dependence on fossil fuels. It will also curb the negative driving conduct by using electric bikes, equipped with advanced technology superior to traditional motorcycles, which in turn will consequently decrease.



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



Management of energy initiatives to support electricity management



Management of water initiatives to support effective water reuse and recycling



Management of fuel initiatives to support effective fuel management



Management of waste initiatives to limit the waste send to landfill and increase the waste recycling and reuse

To support the implementation of the RTA's Green Economy Framework, RTA's Sectors and agencies undertake multiple Energy and Green Economy initiatives every year, for example:

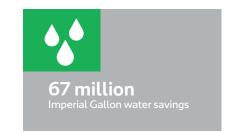
- 01
- Solar PV projects within RTA buildings and facilities
- 02
- Introducing Energy conservation measures and retrofitting the RTA buildings and facilities including street lighting
- 03
- Having LEED certified new RTA buildings and metro stations
- 04
- Alternative fuel and clean fuel roadmap for public buses, marine transport, Dubai taxis respectively
- 05
- Effective waste and water management initiatives and projects in RTA
- 06
- Reuse and recycle of water and water from vehicles' washing facilities

The implementation of those projects and initiatives for 2023 has resulted in

40 energy and green economy projects and initiatives in 2023

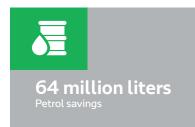








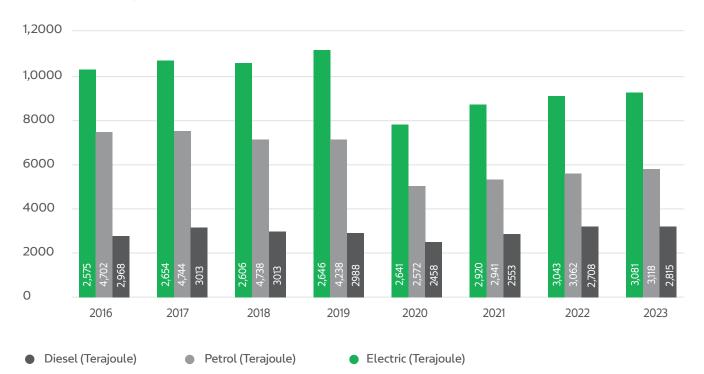




Management of energy

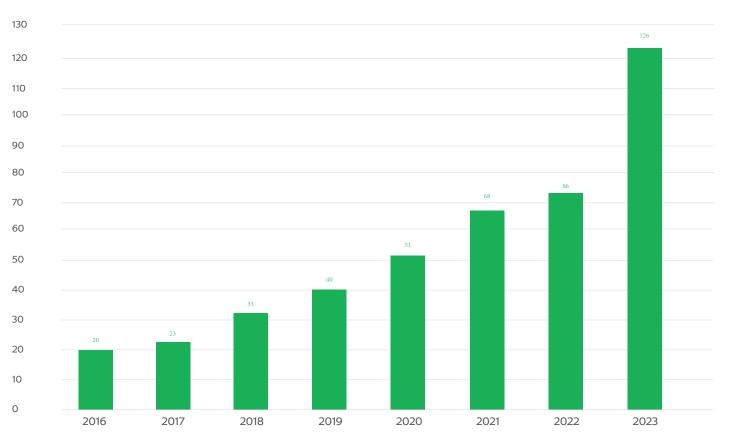
In line with ISO 50001 and RTA's internal energy management system, the activities with significant energy impact are identified, prioritised for continual improvement. Legal register is maintained with all legal requirements/obligations related to energy management, and compliance is monitored through the interim audits/ inspections and a compliance evaluation report is presented to RTA's top management.

RTA's Total Energy Consumption



Electricity savings increased by nearly 46% with major savings attributed from PV Solar Systems energy efficient LED street lighting initiatives and initiatives in Dubai metro and tram stations.

RTA's Total Electricity Savings from EandGE Initiatives



Total electricity savings (Million kWh)

"In 2023, no non-compliance was recorded concerning RTA's environmental performance"

Case Study

Installation of solar panels at Dubai Metro and Tram Depots

RTA has started the installation of solar energy panels at the Dubai Metro Depots at Jebel Ali and Al Qusais as well as the Tram Depot at Al Safouh. The project, which is expected to be completed by the first quarter of 2024, is set to produce a total of 9.959 megawatts of solar power.

Through this project, RTA is seeking to materialise the Dubai Government's "Shams Dubai" initiative and the Dubai Clean Energy Strategy. It also contributes to the realisation of RTA's long-term strategy aimed at reaching net-zero emissions by 2050, focusing on three primary sectors: public transportation, buildings and related facilities, and waste management.

The Solar PV power systems represent a key element of sustainable renewable energy sources, which supports RTA's efforts to improve the efficiency of the infrastructure of facilities. Moreover, solar panels save costs, conserve resources, reduce carbon emissions and enhance environmental sustainability. RTA is expected to achieve a total saving of carbon dioxide emissions amounting to 3.962 tons annually. The solar panel installation project on RTA's buildings and facilities has been recognised in the MEP Middle East Awards, a reputed regional award that showcases the achievements of individuals, projects and companies in mechanical and electrical engineering.



RTA has recently upgraded 2,000 conventional lighting units with energy-efficient LED lights. The project scope extends 19.5 km and serves 16 lanes in both directions on the Airport and Al Ittihad Roads. RTA is keen to make its assets more sustainable in line with best energy conservation practices and support for the green economy. Such efforts contribute to achieving sustainable development and promoting a clean environment in Dubai and across the UAE.

Works included re-engineering the operating system of the lighting units to integrate sustainable, environmentally friendly and highly efficient lights. Undertaking the project underscores RTA's commitment to adopting the latest innovative means for optimising the use of assets, extending their lifetime and saving the power consumption across the lighting network.

LED technology boasts numerous environmentally friendly features, such as: a 55% reduction in energy usage compared to conventional lighting units and a longevity increase of up to 173% over older streetlamps. Specifically, the new lights have a lifespan of 60,000 hours, in contrast to the 22,000 hours typical of traditional lamps. As such, it results in reducing the periodicity of replacing lamps along with maintenance and operating costs. It also reduces energy loss and heat emission by 20% compared to traditional lamps. It does not only enhance the operational efficiency of the lamp system but also raises the efficiency of the lighting energy grid throughout Dubai's streets.

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 the relevant RTA's buildings and facilities as well as promote water recycling, water reuse and wastewater treatment.

RTA targets efficient management of water through the implementation and monitoring of the 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:



Installation of Water Aerators for Water Faucet.

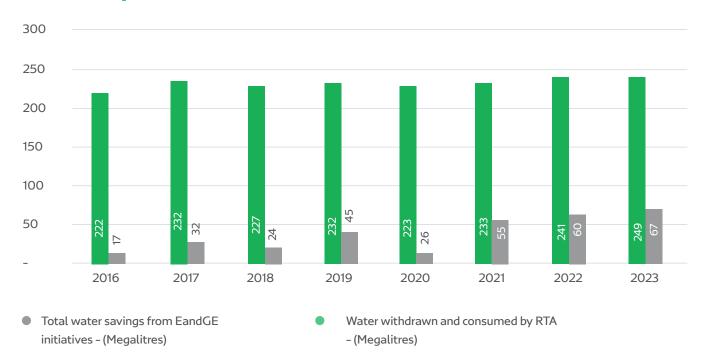


Installation of Water Flow Controllers in the metro stations.



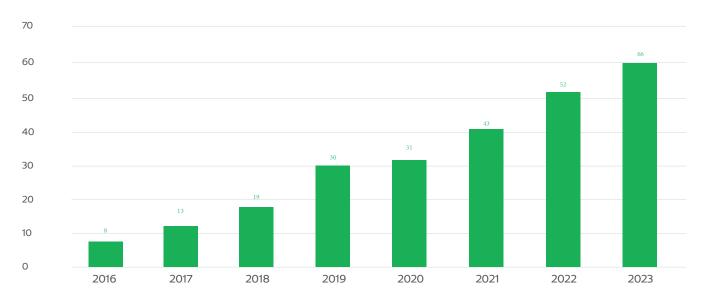
Recycling water used in the washing and cleaning of public transport buses and taxis.

Total Water Savings and Consumption at RTA



Management of fuel

RTA's initiatives in 2023 supported the saving of 66 million liters of fuel (petrol and diesel), mainly through using hybrid and electric taxis and more energy efficient public buses, also, the RTA's online services contributed to reducing the visits to the customer centers and therefore avoiding trips by customers' vehicles.



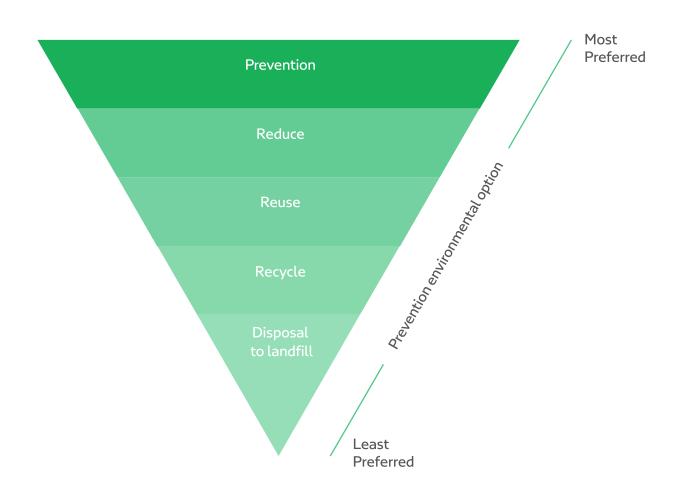
Total fuel savings (Million Litres)

Management of waste

RTA's waste management system prioritises the prevention of waste generation and practices that encourage the reuse and recycling of waste. Landfilling is only considered when other options cannot be implemented.

RTA's approach to waste management follows the "waste hierarchy," which ensures that all available alternatives are considered to divert waste from landfills to the maximum extent possible. Based on this principle, RTA has designed a waste management system to effectively manage both hazardous and non-hazardous waste.

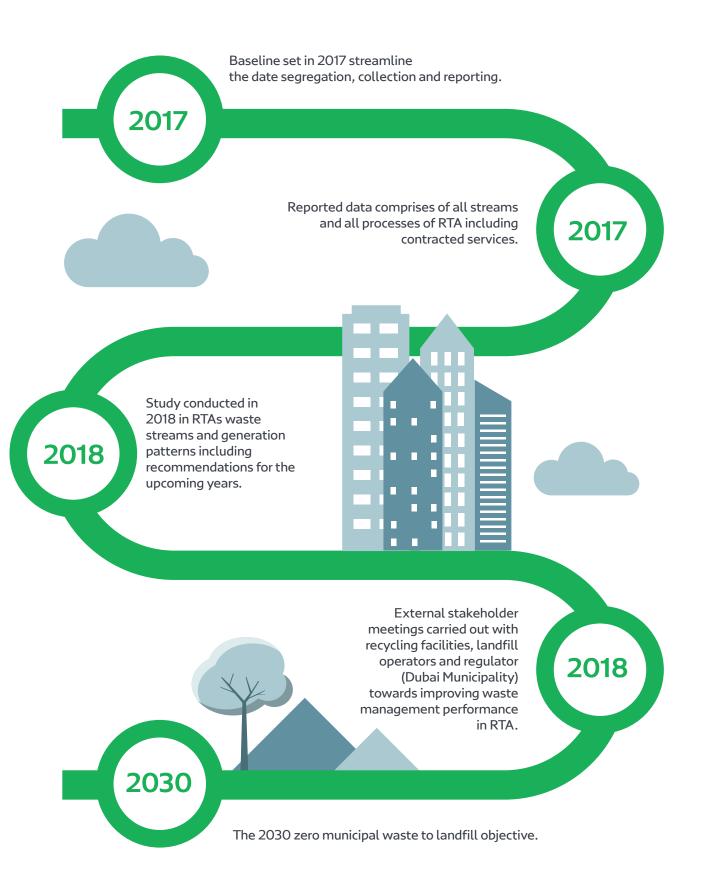
The circular economy has also been integrated throughout the assets' lifecycle. RTA pursues the ambitious objective of achieving zero municipal waste to landfills by 2030 to enhance its leading status in environmental performance. At RTA, we implement a hierarchical approach to waste management.



Monitoring waste

The RTA monitors its waste management data periodically across its activities.

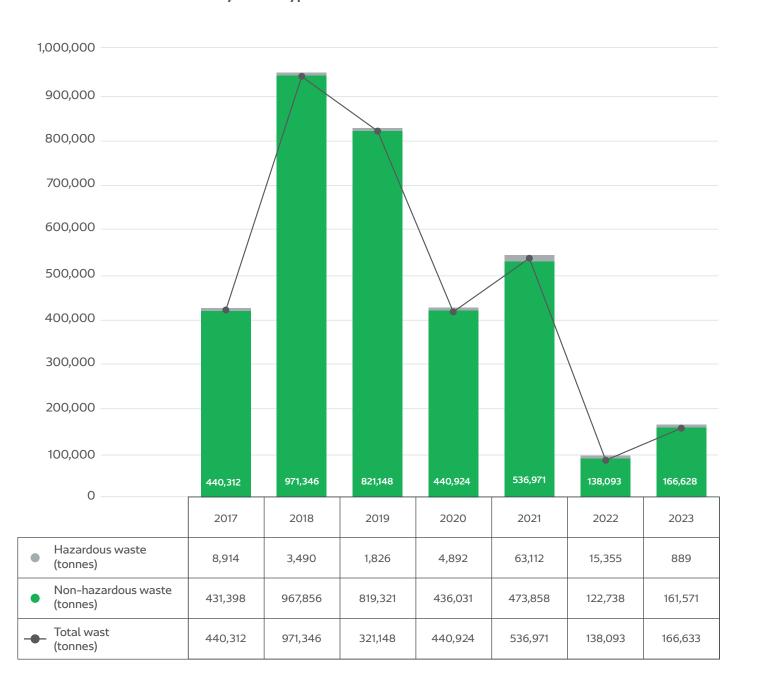
The key analysis carried out to evaluate the overall waste management performance is the percentage of waste diverted from landfills and percent of waste landfilled.



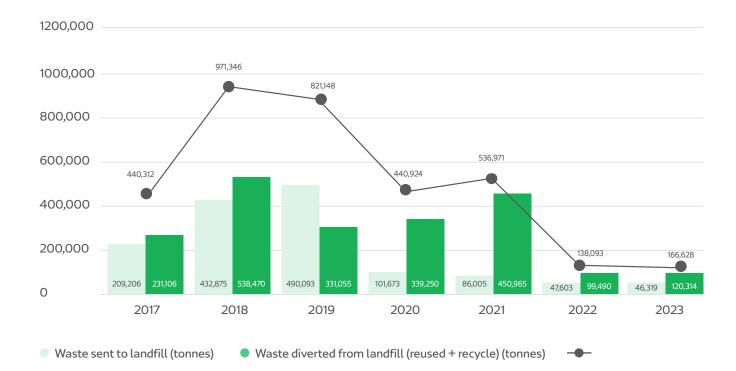
RTA has a robust compliance management system deployed at enterprise level that periodically evaluates compliance to all applicable regulations and RTA ensures compliance at all times.

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

RTA's Total Waste Generation by Waste Type

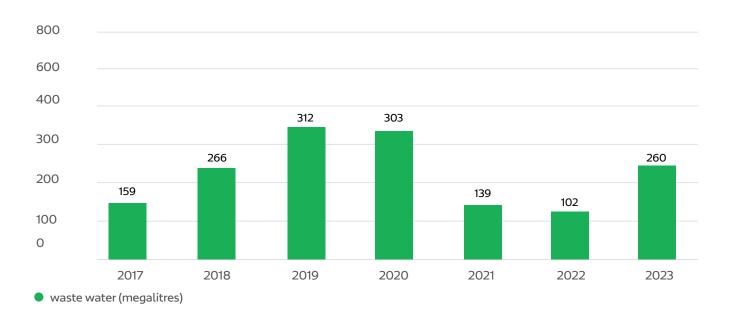


RTA's Waste Disposal (2017-2022)



"In 2023, RTA achieved a recycling ration of 72% of total waste"

Waste Water at RTA



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 face 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 preserve and maintain Dubai's biodiversity in its natural state, all RTA projects consider the preservation of marine life and the protection of fauna and flora throughout the Environmental Impact Assessment (EIA) process, from planning and execution to implementation, operation, and maintenance.

Awareness and training

In 2023, here are some of the key events happened within RTA's awareness plan:



UITP Mena Transport Congress and Exhibition



MENA Climate Week



WGES 2023



Earth hour



World Environmental Day



WETEX 2023



World Energy Day



RTA's Sustainability Day



RTA Sustainability The 10 principles of the The Sustainable **GRI Standards RTA Material Topics UN Global Compact Focus Areas Development Goals** Labour GRI 413: People happiness Community Local Local community Engagement Principle 3: Communities Compliance Businesses should uphold Health and Safety 2016 the freedom of association and the effective recognition of the right to collective bargaining; Principle 4: the elimination of all forms of forced and compulsory labour; GRI 403: • Occupational Health Principle 5: the effective Health and Safety Occupational and safety abolition of child labour; and Health and Compliance Safety 2018 GRI 418: Principle 6: the elimination Wellbeing and • People happiness Empowerment of discrimination in respect of Customer Customer privacy Privacy 2016 employment and occupation. • Training and education • Employment GRI 401: • Diversity and equal Employment opportunity Compliance

7.1 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 fulfill our role as a socially committed organisation.

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

RTA focuses on three strategic pillars within its CSR plan which are national identity and wellness and infrastructure, and societal sustainability.

National Identity	Wellness and infrastructure	Societal Sustainab	ility
Preserving our identity, and our arabian and emirati cultures	Improvement of RTA related less privileged societies	Enhancement of volunteerism	Enablement of low-income earners
Supportive initiatives for month of reading Marking national occasions Societal initiatives in Fitr and Adha Eids International day of arabic language Other initiatives (Tolerance, Religions, Respect, Traditional uniforms)	Providing safe mobility in poor countries Education zones accessibility in remote areas Developing infrastructure project in damaged countries Societal partnerships with partner and private entities	Diversification in volunteering Volunteering in Expertise transfer Engagement in public and private initiatives	Initiatives for Needy families and seniors Enablement of people of determination Support of school and vocational education

Target Audience



Dubai Community



PT Riders

Seniors



People of determination



Childrens



Low Income earners



Labours



Students

RTA is at the forefront of shaping the future of mobility in the city. With a forward-thinking and innovative approach, RTA's marketing strategies are instrumental in driving transformation and revolutionising the way people move within Dubai. Through extensive research, strategic partnerships, and cutting-edge technologies, RTA aims to create a seamless and sustainable transportation ecosystem that caters to the evolving needs of residents and visitors alike.

By leveraging data-driven insights and embracing emerging trends such as smart mobility solutions, electric and autonomous vehicles, and integrated transportation networks, RTA is paving the way for a more connected, efficient, and environmentally friendly urban environment. With a relentless commitment to excellence and customer satisfaction, RTA's marketing approach not only promotes its services but also inspires a collective vision for a smarter, more accessible, and inclusive city of the future.

RTA's key achievements and commitments in 2023



5.2 million CSR beneficiaries



AED 7.4 million spent by RTA on CSR initiatives



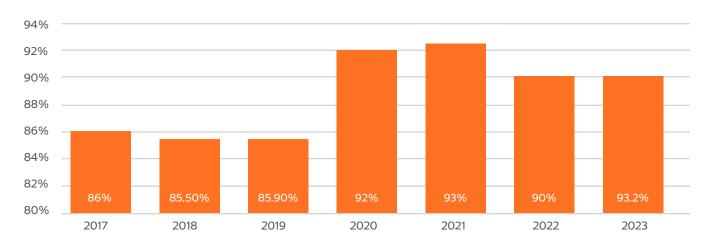
5,066 Volunteering hours by RTA employees



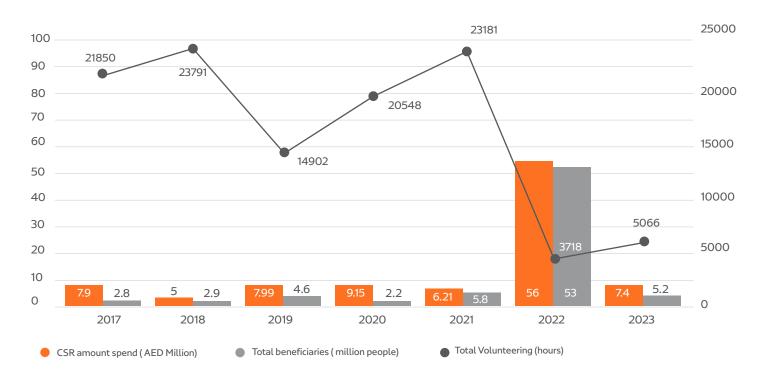
50 CSR Initiatives

RTA's CSR performance measures

% Society Satisfaction at RTA



Public Transport Ridership (Million Passengers)*



In line with RTA's strategic plan 2024–2030, which encompasses promoting reputation, competitiveness, leadership, teamwork, tolerance, leadership, teamwork, tolerance and pioneering, RTA's Marketing and Corporate Communications Department was keen to link each initiative to its corresponding corporate value.



As part of RTA's ongoing initiatives since 2018, the authority also provided school buses to several countries, aiding 10,000 students in Tanzania, 10,585 in Thailand, and 1,475 in Uganda. RTA also provided classrooms to 556 students in Egypt and supported the "Well of Hope" initiative by donating the digging of 10 wells.

Case Study

Constructing 40 air-conditioned rest areas for delivery riders

RTA intends to construct 40 air-conditioned rest areas for delivery riders in key areas across Dubai. The initiative aims to enhance road safety, foster well-being and reduce the risks of road accidents. By providing these facilities, RTA seeks to offer comfortable amenities to delivery riders while waiting for new orders, thereby increasing their overall happiness rating, and encouraging them to comply with traffic laws and regulations.

The exterior of the rest areas was designed to reduce the impact of sunlight and ensure proper insulation without compromising the view. Each rest area is air-conditioned and equipped with a snack dispenser, water cooler and mobile phone charging station. Each rest area accommodates up to 10 people, depending on the district and has ample parking spaces for motorcycles adjacent to the facility.

RTA has charted out an integrated structure for the delivery market to uphold the quality of services provided to the public including a professional certification of delivery riders.

The selection of rest areas locations for delivery riders is based on a thorough analysis of operational data and the identification of the highest demand areas in coordination with delivery companies.

RTA has already completed the construction of two rest areas in Al Barsha and the remaining ones are scheduled for construction in three phases. All rest areas are expected to be operational by July 2024.

This initiative stems from RTA's efforts to regulate and enhance the safety of the delivery sector, which has seen huge growth in recent years. The number of companies offering motorcycle delivery services in Dubai grew to 2,891 in 2022, which represents a 40% increase compared to the previous year, 2021.



Case Study

Joining DYOD campaign to educate underprivileged students worldwide

RTA has donated 450 computers to the Donate Your Own Device (DYOD) campaign initiated by the Digital School; an initiative launched by His Highness Sheikh Mohammed bin Rashid Al Maktoum.

The DYOD campaign aims to collect used electronic devices from individuals and institutional donors, refurbish and recycle them to support underprivileged students worldwide, enhancing their access to education through digital means, ensuring they have access to high-class education opportunities.

The "DYOD" campaign seeks to involve the largest number of institutions in supporting students with ten thousand electronic devices, by donating surplus and old computers and electronic devices. participating institutions will be granted a green contribution certificate in sustainability and recycling.

This marks RTA's inaugural contribution to the campaign initiated this year to assist students in need by fulfilling their educational requirements, which entails the provision of computers to ensure continued learning. This allows students to keep up with the latest scientific publications and fosters communication between underserved students and teachers.



7.2 Health and Safety

RTA works relentlessly to preserve its leading reputation through promoting a culture of safety and sustainable development, in which it ensures that no one is being harmed and no property is damaged. RTA remains resilient through adopting the highest standards and implements world class practices in occupational health and safety through its occupational health and safety management system and ensure rigorous implementation without compromise and working towards achieving its vision of being the world leader in seamless and sustainable mobility.

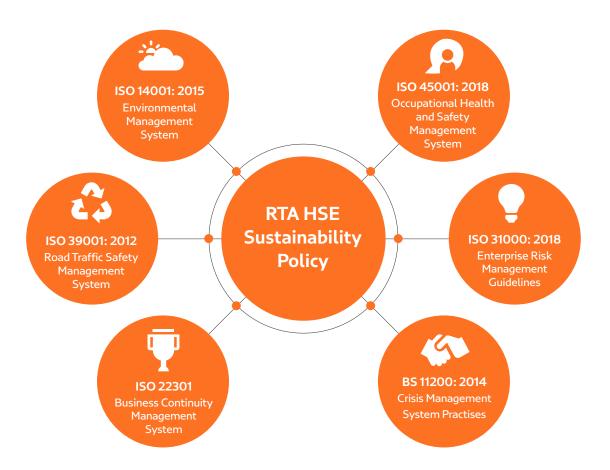
Occupational Health and Safety

RTA is fully committed to ensuring the health and safety of our employees and customers as it is not only a legal obligation but also a moral responsibility. RTA takes all necessary measures to provide a safe and healthy work environment, identify and control workplace hazards and keeping its goal to continuously improve our health and safety performance, and strive for zero accidents in our activities and services as a business priority.

RTA established its occupational health and safety management system to meet the highest standards and best practices and hazard identification and risk assessment are key elements in it. They include activities to identifying, potential hazards in the workplace and evaluating their likelihood and potential consequences and assessing associated risks and establishing controls that brings risk to acceptable levels.

The management system also defined the requirements for accident notification, reporting and investigation through a systematic process aims at ensuring adequate reporting and investigation of incidents to define the root causes and ensure adequate corrective actions are implemented to prevent recurrence.

The Integrated Model

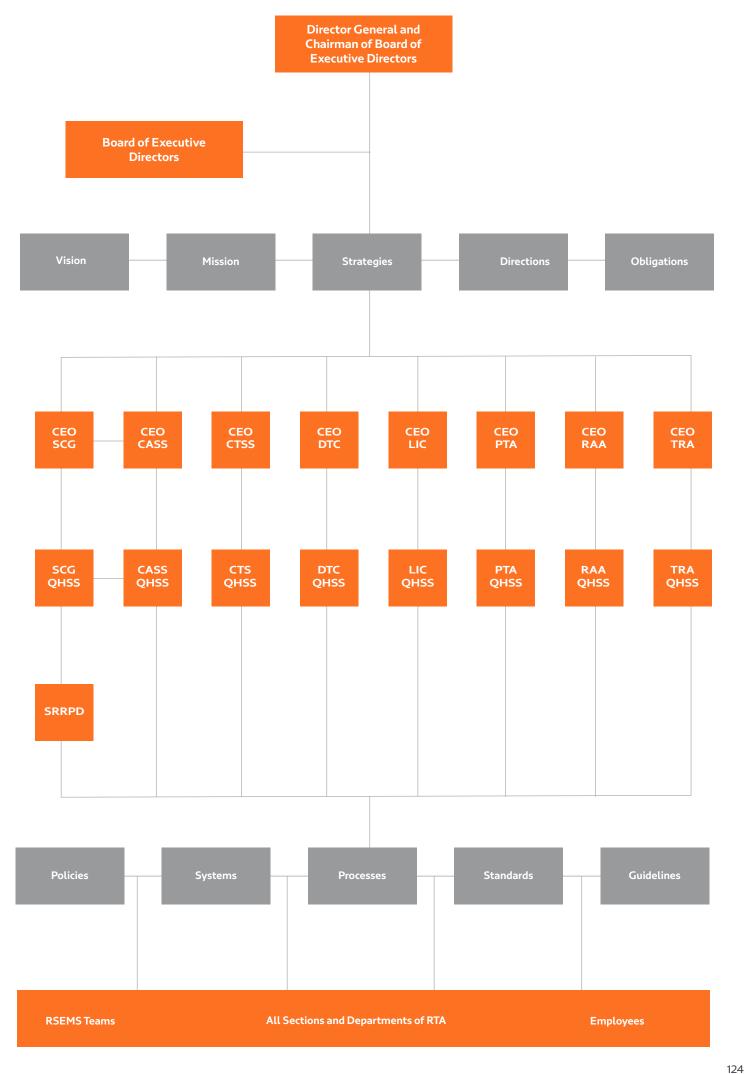


RTA's health and safety governance

Under the Directives of 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 health and safety 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 Sustainability (QHSS) 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 addresses 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 Enterprise Risk Management (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 organisation; capabilities understood in terms of resources and knowledge (e.g., capital, time, people, intellectual property, processes, systems, and technologies); data, information systems, and information flows; relationships with internal stakeholders, taking into account their perceptions and values; contractual relationships and commitments; interdependencies and interconnections. The figures below show the ERM risk management model and approach in RTA.

OHS Incident Management

RTA has developed a comprehensive policy for incident management, and all OHS incidents are reported and managed according to this policy. OHS incidents are classified as Severe, Moderate, Minor, and Near Miss incidents and are handled based on their severity and nature. All OHS incidents are reported and investigated at various levels to prevent recurrence. The findings and recommendations from investigations are implemented through the management of actions using system components such as risk assessments, operational controls, internal audits, and management review, fostering a culture of continual improvement in the OHS management system.

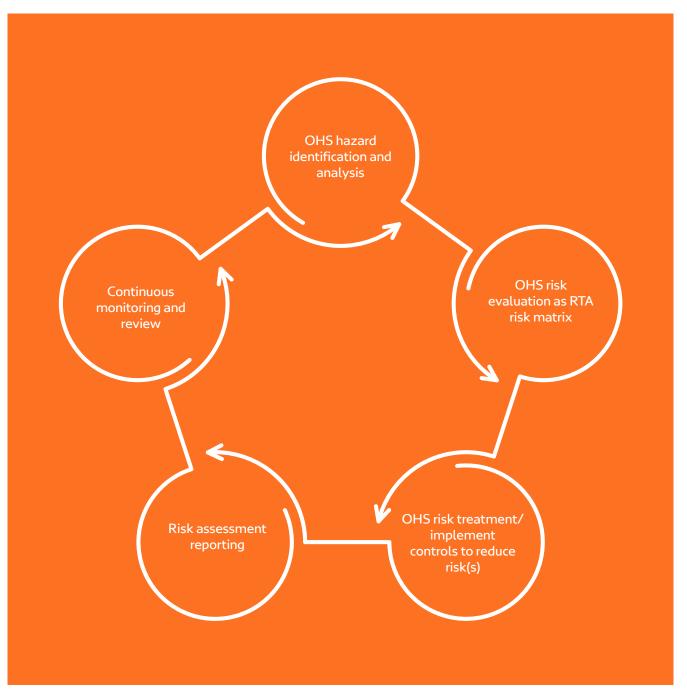
OHS Services Support to Employees and Contractors

Occupational health services are crucial for the well-being of employees and contractors of RTA. Different programs are adopted by RTA that aims at ensuring that employees and contractors are safe, healthy, and able to perform their duties effectively. One of the key services provided is medical surveillance. This involves monitoring the health of employees and contractors who are exposed to potentially harmful substances or work in hazardous environments and can help to identify early signs of illness or injury, allowing for timely intervention and treatment. Another important aspect of occupational health service is health promotion activities that are taking place regularly inside RTA. This involves promoting healthy lifestyle habits and encouraging employees and contractors to take an active role in their own health and well-being through different activities included smoking cessation, healthy diets, stress management, and exercise programs.

RTA supports the promotion of worker and contractor health in several ways, including:

- Workplace health and safety policies that promote workplace health and safety.
- Access to healthcare by offering health insurance benefits to employees and partnering with local healthcare providers to offer on-site clinics or other services.
- Work-life balance through introduction of flexible working hours, remote work options, official short leaves and miscellaneous team building and gathering activities.

Wellness programs that encourage healthy habits among employees and contractors. This included things like on-site fitness classes, healthy food options RTA, general health campaigns and several awareness activities where general health experts are hosted and shared their knowledge and experience with employees.



OHS Communication

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



Supplier and **Contractors Day**

To seek input on HSE and improve the HSE performance management system



HR **Open Day**

Employees can provide input pertaining to OHS aspects and any related concern



Employee Happiness Surveys

Also considered an open platform for employees where HSE is a key aspect



Visitors and Public **Happiness Surveys**

Safety related perception is distinctly captured and analysed towards improvement



Tool Box Meeting/



OHS Training

Based on the scope of operations and corresponding risk assessments, we mandate OHS training on 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.

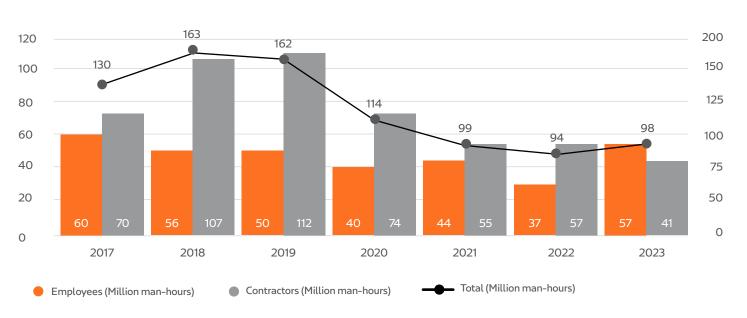
RTA has considered to the best possible extend of worker consultation and participation for its HSE management system activities, few of those are listed below.

- Near miss reporting are encouraged and awarded across the organisation.
- RTA has a mechanism where any employee can raise an HSE concern or a requirement to the corporate HSE through ask-hse@rta.ae.
- Safety observation reports are implemented across the organisational
- Confidential Reporting System (Al Harees).

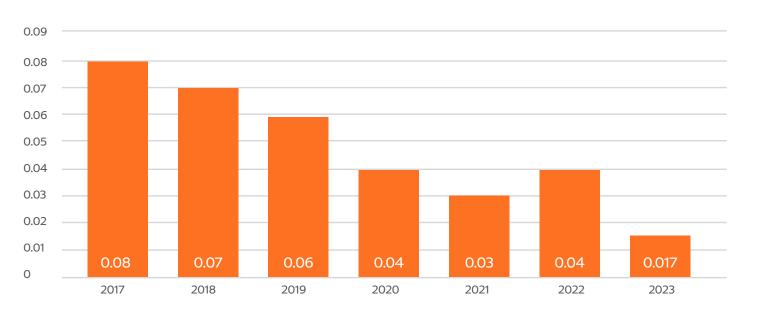
When it comes to the workforce who work for RTA though not directly under its roles, the reporting programs are extended to these groups including contractors and subcontractors by the respective service operational team representing RTA

Major Health and Safety Performance Measures

Man-hours worked



Equivalent Fatality Rate (EFR)



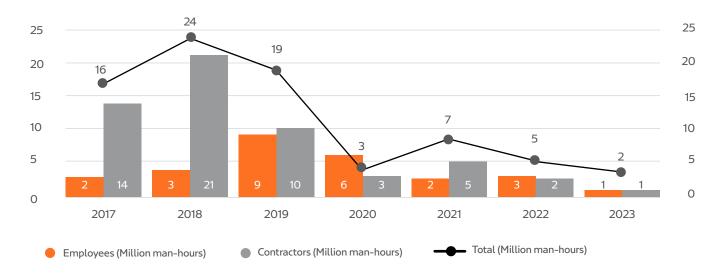
Work related fatality

RTA classifies accidents as minor, moderate and severe, depending on the severity of the incident. Fatal accidents are considered under the severe category. RTA investigates all the moderate and fatal cases and reports it to the top management so appropriate actions are taken accordingly.

Work Related Injuries	Unit	2017	2018	2019	2020	2021	2022	2023
Total number of fatalities as a result of work-related injury	Sum	2	1	1	1	2	3	1
Employees	#	0	0	0	0	1	1	0
Contractors	#	2	1	1	1	1	2	1

Work Related Injury

RTA annual recordable work related injuries (2017-2023)



Total rate of recordable work-related	Year	2017	2018	2019	2020	2021	2022	2023
injuries	Rate	0.12	0.15	0.12	0.05	0.08	0.09	1
Employees Rate	Rate	0.03	0.05	0.18	0.07	0.07	0.11	0
Contractors Rate	Rate	0.20	0.20	0.09	0.04	0.09	0.07	1

Work related hazard

#	Work Related Injuries	
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
В	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 2023.

Case Study

RTA achieves five-star rating in Occupational Health and Safety Audit by British Safety Council

RTA has been awarded a five-star rating from the British Safety Council in recognition of its adherence to standards and practices in occupational health and safety management across work environments, construction sites, and all operational activities.

RTA's achievement highlights its pioneering status and commitment to optimising occupational health and safety. It aligns with the third objective of RTA's Strategic Plan 2023–2030, which aims to enhance mobility safety, provide a secure environment for the community, support transport integration, ensure safe and flexible transport, and strengthen business continuity in the Emirate of Dubai.

The five-star rating is proof of RTA's dedication to excellence and sustainability in implementing the latest occupational health and safety management practices. It demonstrates the effectiveness of strategies and initiatives to continuously improve health and safety systems and related procedures across all sites and operations.

The rating was based on an assessment of 57 elements of occupational health and safety management at RTA, an audit of 5 separate best practice indicators, and inspection visits to 14 operational sites across RTA's Agencies and Sectors. This comprehensive evaluation resulted in a score of 96%, exceeding the minimum requirement of 92 percent to achieve the five-star rating.

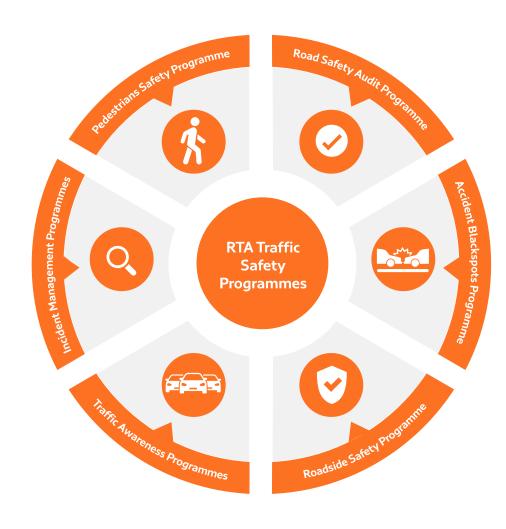
RTA also received a five-star rating from the British Safety Council for best practices in Occupational Health, Safety Management Systems, and Environmental Management Systems, exceeding the target set since the first submission was made in 2018.

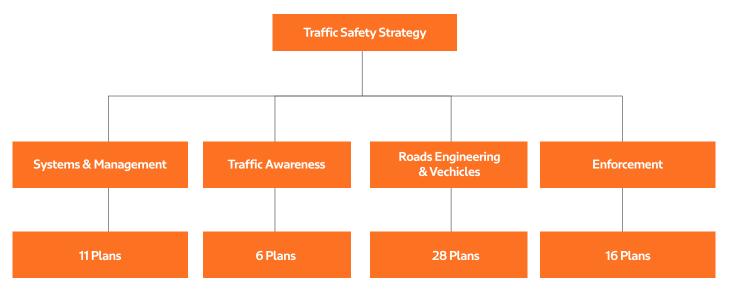


B. Road and Traffic Safety

RTA is responsible for the efficient movement of transport in Dubai, a key component of this responsibility is road safety. The Dubai Road Safety Strategy and accompanying Road Safety Action Plan are modelled on successful international action plans, of varying complexities, implemented in the safest countries in the world.

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





Performance Evaluation

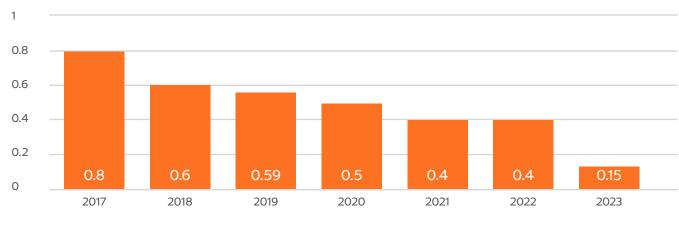
The Dubai Road Safety Strategy objectives planned target and results are outlined below:

Road Accident Fatality Per 100,000 Population



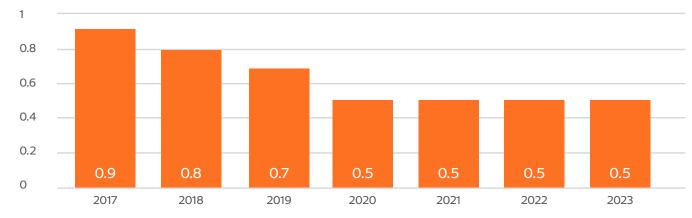
Road Accident Fatality per 100,000 population

Total Work-Related Fatality Rate (per 1,000,000 hours worked)



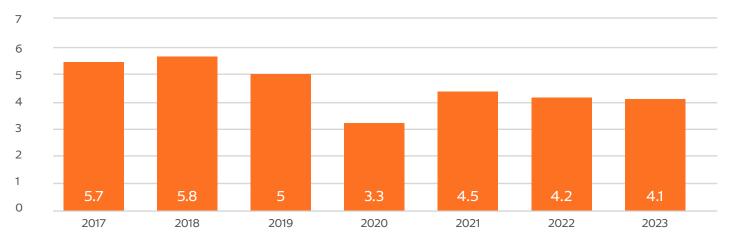
Pedestrian Fatality per 100,000 population

Road Fatality Per 10,000 Registered Vehicle



Road Fatality per 100,000 population

Road Accident Fatalities and Serious Injuries per 100,000 Population



Road Accident Fatality and serious injuries per 100,000 population

Case Study

DTC fits its fleet with top safety systems

RTA's Dubai Taxi Corporation (DTC) has equipped its taxis and school buses with automated engine fire suppression equipment. The move underscores DTC's commitment to fitting the fleets with systems matching the top safety practices and standards.

The new system has so far been installed in 4,459 taxis and has also been fitted into 953 school buses, work is progressing in installing it in all vehicles. The system installed in taxis detects critically high temperatures and automatically dispenses the fire-extinguishing agent directly onto the fire's source and the fire can be put out in seconds without human intervention. The other system fitted in buses detects and suppresses bus engine fires through a pneumatic detection tube. Once it is exposed to danger due to fire, it triggers the rapid dissemination of extinguishing powder, which is applied through a distribution network and dedicated nozzles. Such a system aligns with the top practices worldwide.

The introduction of automatic engine fire suppression systems is in line with DTC's efforts to become a pioneer in enhancing client safety. The system is designed to autonomously detect and extinguish fires, preventing harm to both the driver and passengers.

7.3 Customer Happiness

The importance of customer satisfaction extends beyond meeting present-day customer requirements; it also necessitates establishing a sustainable legacy for future generations who will serve as customers. Within the Customer Happiness Department, our utmost priority remains equipping the Roads and Transport Authority (RTA) to adapt and thrive in the future.

RTA has announced the launch of the CX Strategy 2024–2028, which caters to 42 projects aimed at leveraging RTA's CX across all service delivery channels. This is in addition to CHD's holistic operational framework and follows a specialised approach for every function related to the Customer Happiness Industry, Service Management Framework, acting as an umbrella for the Service Design Framework, Multichannel Service Assessment Framework, and Understanding Customer Needs Framework.

RTA's commitments towards customers are addressed in the Customer Charter, published on the RTA website and displayed in Customer Happiness Centers. CHD complies with ISO 10001:2018 and ISO 10002:2018 in this regard.

"In 2023, no incident, case, or complaint pertaining to customer data privacy breach was recorded"

RTA Service Design Framework

With the intention of pioneering in fulfilling customer needs, RTA conducted benchmark studies and reviewed business cases such as those from Gartner, Forrester, and the Dubai Model to adopt global best practices in Customer Centricity, Customer Experience, and their impact on Service Delivery. These efforts inspired and led to the development of the RTA Service Design Framework.

The framework outlines critical steps and phases supported by essential tools that translate customer insights into identifying existing gaps, analysing customer feedback, understanding survey responses indepth, and improving processes and procedures related to service performance across all delivery channels. The 'AS IS' scenario discussions and workshops encourage team members working on the Service Design project to challenge themselves and develop 'TO BE' value propositions that are both customer-centric and brand-effective.

This framework has also supported RTA in designing services for tourists and business services (G2B), aiming to proactively anticipate and enhance the experience for tourists, ensuring a seamless journey from one destination to another and delivering a "WOW" experience, regardless of their budget or the length of their stay in Dubai.

"Winner of Stevie International Award - Gold Category"

RTA's key achievements and commitments in 2023



85% RTA's Customer Happiness Meter



Five Stars Ranking for all Customer Happiness Centers



MENA Stevie Award 2023

RTA's Support to 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:

ail Agency	 Tactile floor paths to guide visually impaired persons at rail stations
	All ticket-selling booths are designed to be accessible to wheelchair users
	Special spaces on all rail facilities for wheelchair users
	 Installation of audio-visual cautionary signs upon opening and closing of platform screen doors
	Parking provisions for special needs near the main station entrances
ublic Transport	 Provision of automatic doors to ease the entry and exit process
gency	 Lowering the floor level, enabling passengers of this category to use them easily
	Hand-rests and push buttons at a suitable height
	Air-conditioned and wheelchair accessible bus shelters
	 Retrofitted marine transport stations and vehicles for accessibility, including ease of access and allocated spaces
	 LCD monitors with audio - visual are available to provide information about waterbus and safety procedures
ard Services epartment	Personalised card to access free transport in Dubai Metro and public buses
	Card renewal every five years at a discounted price

RTA Services	Provisions for People of Determination
Traffic and Roads Agency	 Lower pavement height in junctions and elevated pedestrian crossings for wheelchair accessibility Lifts installed at footbridges Specially allocated parking spaces, parking permits, and free parking spots
Licensing Agency	 Provision of integrated directional signs to educate all, including People of Determination Preparation of vehicles for People of Determination, testing them, and getting them officially by the Vehicle Licensing Department
Dubai Taxi	 Special fare system 5 taxis dedicated to people of determination across Dubai These taxis are fitted with: 1. Special lifts for wheelchairs; 2. Artificial respiratory systems; 3. A wheelchair on board; 4. Seats for companions.
Customer Happiness	 Providing seats for People of Determination at the main entrance of some Customer Happiness Centres Providing a fast-track queue Providing special parking near the main gates Giving priority to People of Determination Providing a dedicated video conferencing service at the parking's entrance for the People of Determination

Customer Happiness Performance

RTA has a detailed guide for handling and resolving complaints. When a complaint is raised through any communication channel, it is directed to the appropriate operational department, and a Service Level Agreement (SLA) is activated to ensure its timely resolution.

Adherence to the agreed SLA in closing customer complaints at RTA 2017-2022 (%)

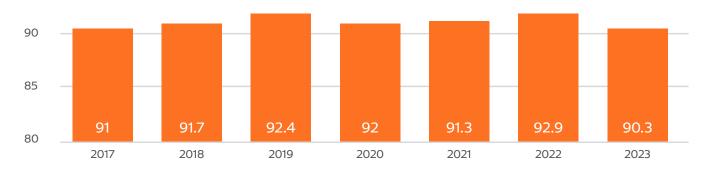


RTA achieved average waiting and service time in 2023 has scored the lowest since 2017, with a total time of 2 minutes.

Customer Happiness	Units	2017	2018	2019	2020	2021	2022	2023
Customer happiness centers (mm:ss) - Average waiting time	mm:ss (Time)	2:42	1:54	1:30	1:28	0:59	0:47	1:00
Customer happiness centers (mm:ss) - Average service time	mm:ss (Time)	2:29	2:24	2:12	2:03	1:56	2:71	1:00
Total	mm:ss (Time)	5:11	4:16	3:42	3:31	2:55	3:18	2:00

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

Customer satisfaction results (%)



Case Study

Comprehensive Digital Experience Lab to elevate customer service excellence

RTA has introduced the pioneering Comprehensive Digital Experience Lab. The Lab aims to bolster the quality of customer service provided via digital channels and enhance employees' experience with digital systems by engaging relevant personnel in digital service design stages.

"first of its kind initiative among Dubai Government organisations."

The Lab contributes to enhancing the quality and design of services from customers' perspective while simultaneously improving and standardising their experiences across various digital channels. It also boosts the customer happiness index, the adoption of digital services, and supplies the necessary technologies and skilled personnel to operate the lab.

The establishment of the Comprehensive Digital Experiment Lab aligns with the directives of His Highness Sheikh Mohammed bin Rashid Al Maktoum, Vice-President, Prime Minister of the UAE, Ruler of Dubai, to enhance wellbeing in Dubai and its global competitiveness. It also contributes to offering a variety of choices for residents with the goal of transforming Dubai into the world's best city for living.

This involves delivering comprehensive, interconnected, and proactive digital experiences for customers to ensure maximum happiness with RTA's services. This drive is aligned with the Services 360 Policy, which seeks to provide seamless and forward-thinking services across all digital platforms to measure up to customer aspirations.

The Lab has been designed in line with the world's best practices, utilising international expertise and benchmarks from leading international companies. It features a dedicated test room for customers to evaluate services and engage with various experiments through guided sessions, trialling specific services on apps or alternative digital platforms."

The Comprehensive Digital Platform is a new concept in designing the User's Experience. It focuses on engaging not only external customers but also internal customers (employees) in various service design phases. The Lab has been used in key current projects such as RTA App, smart kiosks, and dashboards that serve RTA's decision-makers.

7.4 Employment

We provide the knowledge and skills that enable employees to actively support RTA's sustainability initiatives. Our vision for the 2023 is to strategically prioritise nationalisation initiatives, foster future readiness, and enhance employee happiness. By nurturing local talent, equipping our workforce with the skills of tomorrow, and ensuring a positive work environment, we are empowering our organisation to thrive in a globalised world, while building a stronger sense of pride, loyalty, and happiness among our employees.

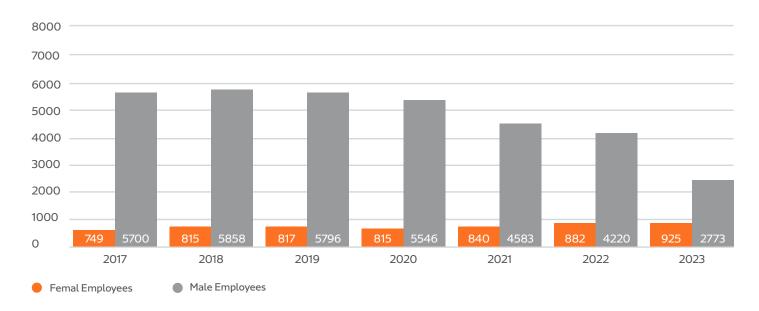
In RTA we believe in Sustainable HR practices that encourage responsible management of employees while promoting environmental sustainability, social responsibility, and economic viability. By integrating sustainability principles into our HR activities, we enhance our corporate reputation, attract and retain top talent, and contribute to a more sustainable future. This approach highlights key areas and strategies to implement sustainable HR practices throughout the employee lifecycle from attraction to offboarding. We foster a culture of sustainability by aligning HR policies, values, and ethical decision-making with sustainability principles.

We Proactively seek diverse talent pools to ensure a diverse and inclusive workforce while fostering a work environment that supports employee well-being, including flexible work arrangements, work-life balance, and employee health and wellness programs.

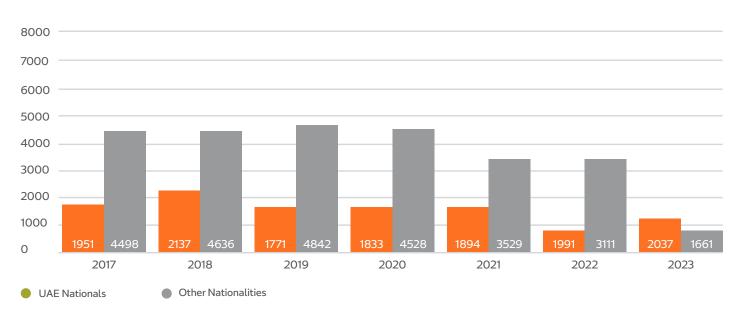
We recognise and reward employees' contributions through performance evaluations and acknowledgments. We continue to develop leadership programs that emphasise sustainability leadership skills, highlighting the importance of sustainable development and responsible management practices.

We will continue to enable RTA to succeed in its sustainability journey while enhancing their reputation and overall organisational performance.

YoY- Male and Female Employees at RTA (2017-2023)



YoY- Nationals and other nationalities at RTA



New Employee Hires	Based o	n gender	Based on age - group			
in 2023	Male	Female	Under 30 years old	30 - 50 years old	Over 50 years old	
#	216	108	170	140	14	
Total	32	4	324			

Total number of employees	Based o	n gender	Based on age - group			
leaving employment in 2023	Male	Female	Under 30 years old	30 - 50 years old	Over 50 years old	
#	115	58	64	89	20	
Total	173	3	173			

"We have a comprehensive technology roadmap covering the full spectrum of the HR function in coordination with the concerned stakeholders"

RTA Major commitments and achievements in 2023



85.7% Employee Satisfaction



97% Trained Employees



5% Turnover



64% Emiratisation for RTA nationalised jobs



Well being project



Internal Recruitment mobility fair



Happiness integrated master plan



Learning Strategy

RTA is committed to guarantee the future readiness of its workforce through a couple of initiatives of paramount importance:



RTA Future Jobs Study



RTA Future Skills and Competencies Study



Workload Analysis Project

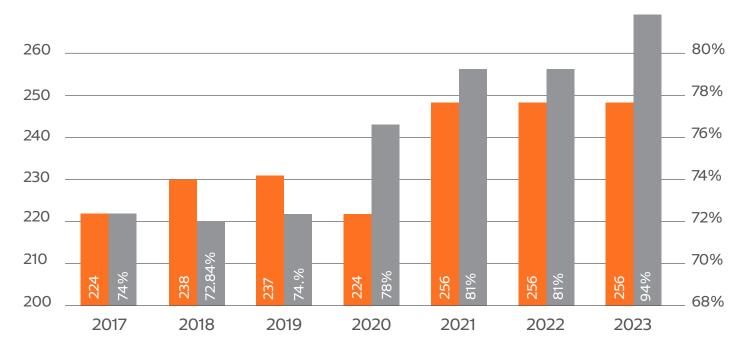


Career Path for Engineers

Emiratisation

RTA gives priority to the attraction and acquisition of UAE nationals across all targeted jobs, core technical or support. In addition to the succession planning activities and multiple diverse learning and development programs, among which the leadership academy and the scholarship programs, summer training to establish a continuous pipeline of UAE nationals across all verticals which contributed to the achievement of having more than 230 UAE Nationals in the middle and senior management positions.

RTA UAE Nationals in Management Levels (2017-2023)



 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.

Training and Development

With rapid advancements in technology and a rapidly evolving work landscape, RTA implements effective and innovative training and development strategies.

This approach highlights key areas and strategies to maximise the impact of training and development programs, ensuring continuous skill development, employee engagement, and organisational growth. We conduct a comprehensive needs analysis to identify the skills and knowledge gaps within the organisation and engage key stakeholders, including employees and managers, to gather input and align training and development initiatives with business goals and strategic objectives.

We leverage data analytics and employee feedback surveys to uncover emerging skill requirements and evolving job roles and continuously enhance the learner experience. We offer a range of learning formats such as gamification, virtual reality, and blended learning, to accommodate diverse learning preferences. We integrate sustainability principles into training and development initiatives to empower our workforce to drive sustainability practices, facilitate knowledge sharing, and contribute to a greener future. To evaluate and enhance our practices we establish clear learning objectives and performance metrics to evaluate the effectiveness of training and development programs. By adopting these strategies we nurture a skilled and engaged workforce, enhance organisational agility, and drive sustainable growth.

Performance Feedback	Units	2017	2018	2019	2020	2021	2022	2023
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	100	100

Breakdown by employee gender

Male	#	5,700	5,858	5,796	5,546	4,583	4,220	2,773
	%	100%	100%	100%	100%	100%	100%	100%
Female	#	749	815	817	815	840	882	925
	%	100%	100%	100%	100%	100%	100%	100%
Breakdown by employee category (total)	#	6,449	6,673	6,613	6,361	5,423	5,102	3,698
Executibe and Senior management	#	109	111	114	120	117	92	92
Middle management	#	193	213	207	194	200	177	157
Staff (Professional, Operational and administrative)	#	6,147	6,349	6,292	6,047	5,106	4,833	3,449

Employee Benefits

RTA continues adheres to the Dubai Government Human Resources Management Law number (8) for providing the approved benefits. We had no incidents of discrimination in 2023. Some of the benefits for the employees included:



Medical insurance



Retirement provisions



Gym facilities



Continuous learning opportunities



Health-care benefits, including disability and invalidity coverage



Nursery benefits to employees with children



Ticket allowance



Employee discounts for various retail options



Multiple types of leaves



Medical clinic and pharmacy provisions



Mobile allowance

Maternity leave in the Dubai Government is regulated by Decree No. 14 of 2017 – concerning Maternity, Miscarriage, Stillbirth, and Childcare Leave for Female Employees of the Government of Dubai. The decree grants female employees 90 days of maternity leave starting from the delivery date. She may also apply for her maternity leave up to 30 days prior to the expected date of delivery. Annual leave and unpaid leave can be added to maternity leave–taking the maximum total number of days to 120.

After resuming work and for one year from the date of the baby's birth, the mother is entitled to 2 hours of reduced working hours to nurse her child, either at the beginning or at the end of the working hours. Where a female employee gives birth to a baby with special needs, she will be granted childcare leave for the period from the expiry date of the maternity leave to the date on which her baby completes one year of age. According to Dubai Government Human Resources Management Law No. 8 of 2018, male employees are entitled to 3 days of fully paid paternity leave, to be taken within one month of the birth of the child

Parental Leave	Sum (#)	2017	2018	2019	2020	2021	2022	2023
Total number of employees that were entitled to parental leave	#	5,758	5,556	5,580	5,378	4,471	4,225	2,842
Male	#	5,010	5,089	5,095	4,885	3,972	3,652	2,248
Female	#	748	467	485	493	499	573	231
Total number of employees that took parental leave	#	224	250	285	231	212	242	231
Male	#	155	171	215	181	141	180	169
Female	#	69	79	70	50	71	62	62
Total number of employees that returned to work in the reporting period after parental leave ended	#	203	247	276	227	208	234	216
Male	#	144	169	208	179	138	175	157
Female	#	59	78	68	48	70	59	59
Total number of employees that returned to work after parental leave ended that were still employed 12 months after their return to work	#	203	247	276	227	208	234	216
Male	#	144	169	208	179	138	175	157
Female	#	59	78	68	48	70	59	59
Return to work and retention rates of employees who took parental leave	#	178	198	194	195	196	192	188
Male	#	93	99	96.7	99	98	97	93
Female	#	86	99	97.1	96	99	95	95

"there was no incident of discrimination during 2023"

People of Determination (PoD)

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

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

Grievance Redressal

RTA approaches grievance redressal in line with the Dubai Government approach and inspirations. We ensure stabilised 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, procedures affecting their position. We actively work to address the difficulties our employees face to provide an appropriate working environment.

Case Study

Training 4,400 Taxi drivers, carrying out 134 training courses

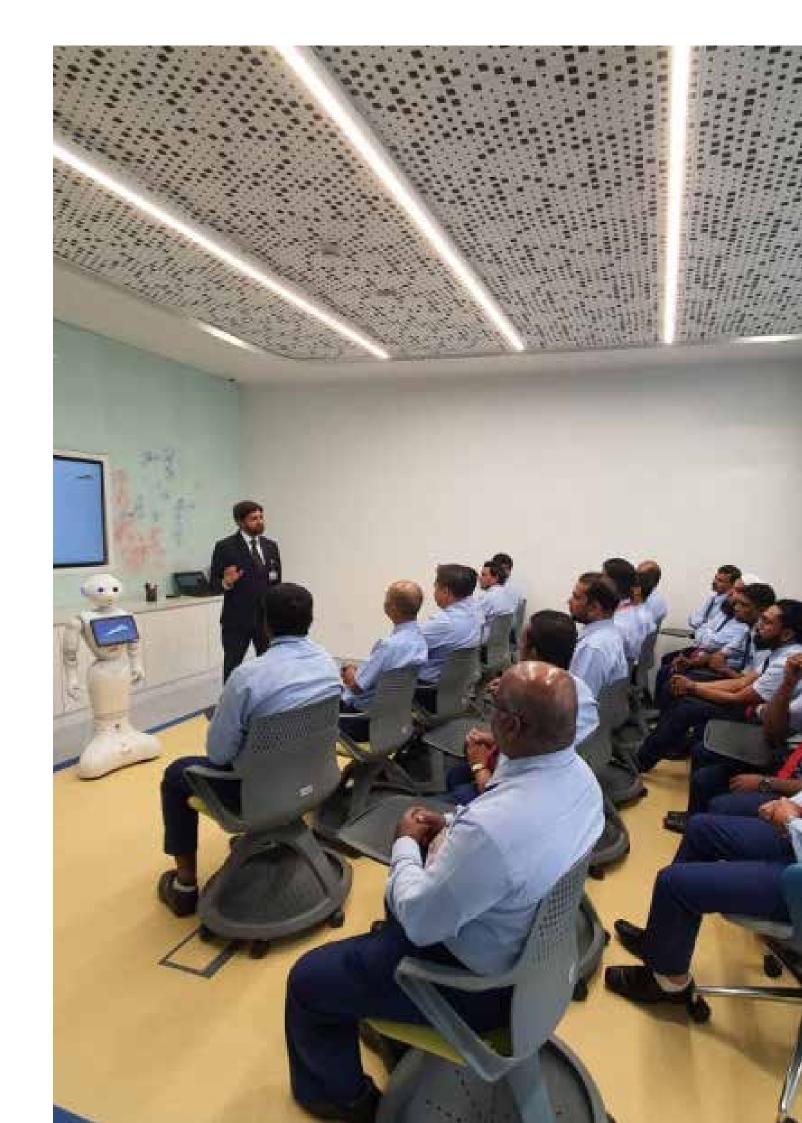
4400 drivers have been trained by RTA's Dubai Taxi Corporation (DTC) as per its 2023 training plan to boost their efficiency and achieve excellent operation while providing transportation services in line with the highest international standards. The training focused on adopting innovative and sustainable ways to achieve customer satisfaction.

Advanced Training Programmes

Through its Drivers Training Centre, which boasts several regional and international certifications and awards, various training programs are conducted that include training new drivers on incident prevention, performance enhancement, and educating them about their tasks and responsibilities. It also holds educational workshops on traffic laws, public safety, customer service, communication skills, and dealing with people of determination as well as emergencies.

The programs include 134 training courses based on best practices and benchmarks for safe driving, customer service, and traffic health and safety.

DTC places great importance on developing the skills of its human resources and is keen to employ innovative strategies and advanced methods for qualifying drivers, including the utilisation of technology and artificial intelligence.





INDEPENDENT REASONABLE ASSURANCE REPORT ON RTA'S SUSTAINABILITY INFORMATION 2022

TO H.E. DIRECTOR GENERAL AND CHAIRMAN OF THE BOARD OF EXECUTIVE DIRECTORS OF THE ROADS AND TRANSPORT AUTHORITY (RTA), DUBAI

We have undertaken a reasonable assurance engagement on Roads & Transport Authority ("RTA") Sustainability Information in the Sustainability Report 2022. Our assurance engagement does not extend to information out of the assurance scope or linked to from the Sustainability Information or from the Sustainability Report 2022, including any images, audio files, or embedded videos. To the fullest extent permitted by law, we do not accept or assume any responsibility to anyone other than RTA for our work, for this independent assurance report, or for the conclusions we have reached.

OUR REASONABLE ASSURANCE OPINION

In our opinion, RTA's Sustainability Information included in the Sustainability Report 2022 is prepared, in all material respects, in accordance with the GRI Standards and the basis of preparation set out in sections (2) and (10) of the Sustainability Report 2022, titled *About the Report* and *GRI Content Index*, respectively (see also below under 'Understanding how RTA has prepared the Sustainability Information').

Our assurance conclusion is specifically focused on the information contained within the Sustainability Report 2022. We want to clarify that we do not provide an assurance conclusion for any other information featured in the report or connected to it, such as images, audio files, or embedded videos, including those linked to from the Sustainability Information.

EMPHASIS OF MATTER

We highlight the significance of GRI Standard 201 as it pertains to the disclosure of economic performance. It's worth noting that the disclosed information currently diverges from GRI requirements due to legal constraints imposed by Law No. 1 of 2016 concerning the financial system of the Government of Dubai, which restricts the public disclosure of economic information in official documents. It's important to underline that our assessment remains unaltered in relation to this issue.

INHERENT LIMITATIONS IN PREPARING THE SUSTAINABILITY INFORMATION

The Sustainability Information may include information based on hypothetical situations such as climate-related scenarios or other future events subject to inherent uncertainty because of incomplete scientific and economic knowledge about the likelihood, timing or effect of possible future physical and transitional climate-related impacts.

RTA'S RESPONSIBILITIES

Management of RTA is responsible for:

- Selecting or establishing suitable criteria for preparing the Sustainability Information, taking into account applicable law and regulations related to reporting the Sustainability Information;
- The preparation of the Sustainability Information in accordance with the Criteria;
- Designing, implementing, and maintaining internal control over information relevant to the preparation
 of the Sustainability Information that is free from material misstatement, whether due to fraud or error.

OUR RESPONSIBILITIES

We are responsible for:

- Planning and performing the engagement to obtain reasonable assurance about whether the Sustainability Information is free from material misstatement, whether due to fraud or error.
- · Forming an independent opinion, based on the evidence we have obtained; and
- Reporting our opinion to the Directors of RTA.
- As we are engaged to form an independent opinion on the Sustainability Information as prepared by management, we are not permitted to be involved in the preparation of the Sustainability Information as doing so may compromise our independence.

PROFESSIONAL STANDARDS APPLIED

We performed a reasonable assurance engagement in accordance with International Standard on Assurance Engagements 3000 (Revised) Assurance Engagements other than Audits or Reviews of Historical Financial, issued by the International Auditing and Assurance Standards Board (IAASB).

¹ By Sustainability Information, we understand the agreed scope of our engagement, limited to the sustainability disclosures included in and defined by, the GRI Standards.

OUR INDEPENDENCE AND QUALITY CONTROL

We have complied with the independence and other ethical requirements of the International Code of Ethics for Professional Accountants (including International Independence Standards) issued by the International Ethics Standards Board for Accountants, which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality, and professional behaviour.

Our firm applies International Standard on Quality Control 1 and accordingly maintains a comprehensive quality control system, including documented policies and procedures regarding compliance with ethical requirements, professional standards, and applicable legal and regulatory requirements.

An independent and multidisciplinary team carried out our work, including assurance practitioners, engineers, and sustainability specialists. We remain solely responsible for our assurance opinion.

SUMMARY OF THE WORK WE PERFORMED AS THE BASIS FOR OUR ASSURANCE OPINION

A reasonable assurance engagement involves performing procedures to obtain evidence about the Sustainability Information. The nature, timing and extent of procedures selected depend on professional judgment, including the assessment of risks of material misstatement, whether due to fraud or error, in the Sustainability Information. In making those risk assessments, we considered internal control relevant to RTA's preparation of the Sustainability Information. A reasonable assurance engagement also includes:

- Evaluating the suitability in the circumstances of RTA's use of the Criteria, as the basis for preparing the Sustainability Information.
- Evaluating the appropriateness of measurement and evaluation methods, reporting policies used and the reasonableness of estimates made by RTA; and
- Evaluating the disclosures and overall presentation of the Sustainability Information.

Our work did not include physical inspections of RTA's operating assets, and we do not express opinions on targets.

METHODOLOGY

- Interviewed a selection of RTA's process owners to understand the status of sustainability activities and the progress made during the reporting period.
- Reviewed selected group-level documents relating to sustainability aspects of RTA's performance to understand the progress made across the organisation and test the coverage of topics within the Report.
- 3. Carried out the following activities to review sustainability data samples and processes:
 - Reviewed disaggregated sustainability data reported by a sample of RTA areas of activity to assess whether the data had been collected, consolidated, and reported accurately.
 - b. Reviewed and challenged supporting evidence from the sample of businesses.
 - c. Tested whether sustainability data had been collected, consolidated, and reported appropriately at the group level.
- 4. Reviewed the coverage of material issues within the Report against the key sustainability issues derived from RTA's processes for determining material sustainability issues.
- 5. Reviewed information or explanations about selected data, statements, and assertions within the Report regarding RTA's sustainability performance.

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.



Binit ShahPartner, Crowe MAK
Assurance Services

The Prism - Level 21 - Sheikh Zayed Rd - Dubai - United Arab Emirates Varghese Kallukaran Senior Manager, Crowe Mak Lead Verifier Assurance Services

The Prism - Level 21 - Sheikh Zayed Rd - Dubai - United Arab Emirates =====

Luis Piacenza, Partner, Crowe Accelera Management SL Senior expert Sustainability Services.

Av. Diagonal, 429, 5th floor. Barcelona - Spain

August 9th, 2023





GRI Content Index



For the Content Index – Advanced Service, GRI Services reviewed that the GRI content index has been presented in a way consistent with the requirements for reporting in accordance with the GRI Standards, and that the information in the index is clearly presented and accessible to the stakeholders. The service was performed on the English version of the report.

Statement of Use

Roads and Transport Authority in Dubai (RTA) has reported in accordance with the GRI Standards for the period 1 January 2023–31 December 2023

GRI1used

GRI 1: Foundation 2021

GRI STANDARD / OTHER SOURCE

DISCLOSURE

LOCATION

OMISSION					
Requirement Omitted	Reason	Explanation			

GRI SECTOR STANDARD REF. NO.

General Disclosure

GRI 2: General Disclosures 2021

2-1 Organisational details	17-22	
2-2 Entities included in the organisation's sustainability reporting	16, 24	
2-3 Reporting period, frequency and contact point	13,15,16	
2-4 Restatements of information	RTA has not made any restatement in the reporting period	
2-5 External assurance	16, 153-156	
2-6 Activities, value chain and other business relationships	16, 19-22	
2-7 Employees	144	
2-8 Workers who are not employees	RTA does not have any workers who are not employees	
2-9 Governance structure and composition	23, 24	
2-10 Nomination and selection of the highest governance body	25, 26	
2-11 Chair of the highest governance body	25, 26	
2-12 Role of the highest governance body in overseeing the management of impacts	19	
2-13 Delegation of responsibility for managing impacts	35, 36	

General Disclosures

GRI 2: General Disclosures 2021

2-14 Role of the highest governance body in sustainability reporting	35, 36	
2-15 Conflicts of interest	Omitted	2-15 Not RTA is a governmental Conflicts of Applicable entity (no interest shareholders)
2-16 Communication of critical concerns	44, 81, 139, 148	
2-17 Collective knowledge of the highest governance body	25, 26	
2-18 Evaluation of the performance of the highest governance body	145	
2-19 Remuneration policies	145, 146	
2-20 Process to determine remuneration	145, 146	
2-21 Annual total compensation ratio	145, 146	
2-22 Statement on sustainable development strategy	33-37	
2-23 Policy commitments	36, 37	
2-24 Embedding policy commitments	36, 37	
2-25 Processes to remediate negative impacts	None of our operations had actual significant negative impacts on local communities during the reporting period. Our approach to managing potential negative impacts is discussed throughout this report in the sustainable procurement, emissions management and customer happiness chapters	
2-26 Mechanisms for seeking advice and raising concerns	44, 81, 139, 148	
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 2023	
2-29 Approach to stakeholder engagement	43, 44	
2-30 Collective bargaining agreements	Collective bargaining agreements are illegal in the UAE	

GRI STANDARD / OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION Requirement Reason Explanation Omitted	GRI SECTOR STANDARD REF. NO.
Material Topics				
GRI 3: Material Topics 2021	3-1 Process to determine material topics	45		
	3–2 List of material topics	45-46		
Economic Perf	ormance			
GRI 3: Material Topics 2021	3-3 Management of material topics	45, 61		
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	63, 64		
Market Presence	e			
GRI 3: Material Topics 2021	3-3 Management of material topics	45, 61		
GRI 202: Market Presence 2016	202-2 Proportion of senior management hired from the local community	142		
Indirect Econom	nic Impact			
GRI 3: Material Topics 2021	3-3 Management of material topics	45, 61		
GRI 203: Indirect Economic Impacts 2016	203 – 1 Infrastructure investments and services supported	65, 66		
Procurement Pr	actices			
GRI 3: Material Topics 2021	3-3 Management of material topics	45, 61		
GRI 204: Procurement Practices 2016	204 – 1 Proportion of spending on local suppliers	82		

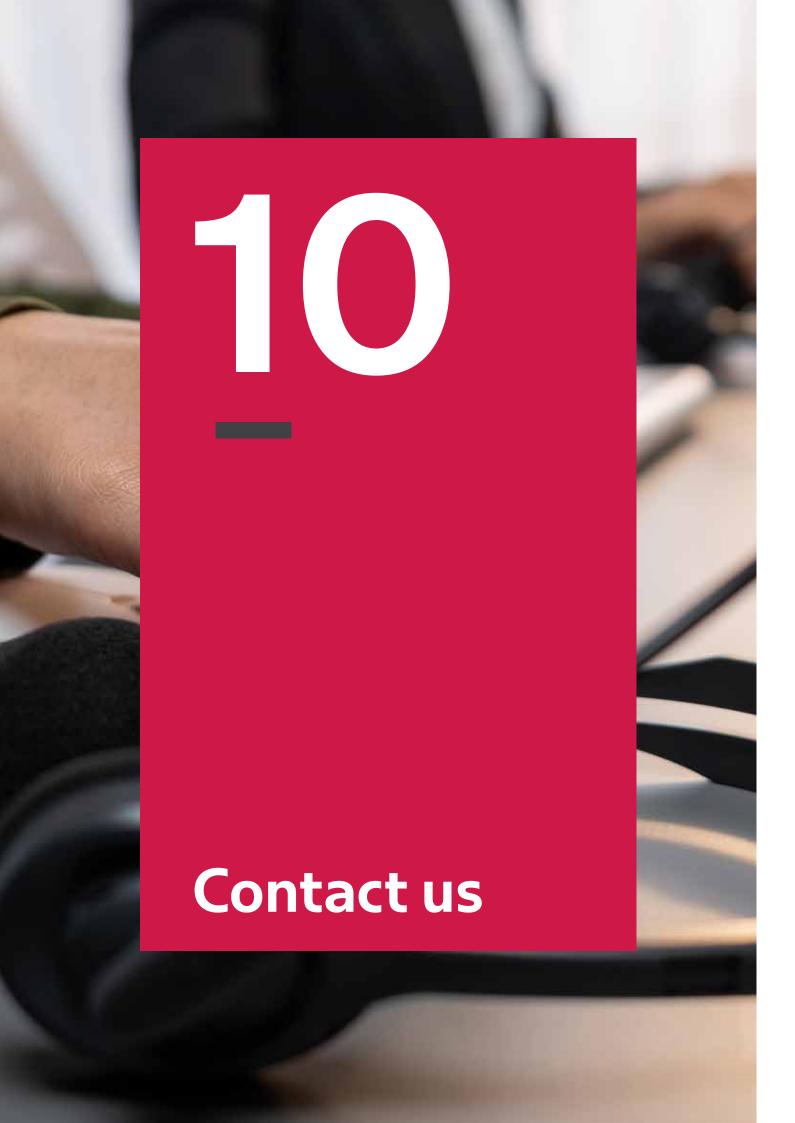
Anti-Corruption	Practices		
GRI 3: Material Topics 2021	3-3 Management of material topics	45, 61	
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	125	
	205-2 Communication and training about anti-corruption policies and procedures	80	
	205-3 Confirmed incidents of corruption and actions taken	In 2023, no instances of corruption were identified	
Responding to C	hanging Market Needs		
GRI 3: Material Topics 2021	3-3 Management of material topics	41, 56	
As per RTA Sustainability Framework requirements	RTA internal-specific disclosure	59, 60	

GRI STANDARD			OMISSION 	GRI SECTOR
/ OTHER SOURCE	DISCLOSURE	LOCATION	Requirement Reason Explanation Omitted	STANDARD REF. NO.
Compliance				
GRI 3: Material Topics 2021	3-3 Management of material topics	45,85		
	RTA internal-specific disclosure	86		
Energy and Emi	issions			
GRI 3: Material Topics 2021	3-3 Management of material topics	45,85		
GRI 302: Energy 2016	302-1 Energy consumption within the organisation	103		
	302-4 Reduction of energy consumption	104		
Water and Efflu	ents			
GRI 3: Material Topics 2021	3-3 Management of material topics	45,85		
GRI 303: Water and Effluents 2018	303–1 Interactions with water as a shared resource	106		
	303-2 Management of water discharge-related impacts	111		
	303-3 Water withdrawal by source	111		
	303-4 Water discharge	111		
	303 – 5 Water consumption	107		
Biodiversity				
GRI 3: Material Topics 2021	3-3 Management of material topics	45,85		
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	112		
	304–2 Significant impacts of activities, products and services on biodiversity	112		
	304-3 Habitats protected or restored	112		
	304-4 IUCN Red List species and national conservation list species	112		

Waste			
GRI 3: Material Topics 2021	3-3 Management of material topics	45, 85	
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	109, 110	
	306-2 Management of significant waste-related impact	109, 110	
	306-3 Waste generated	111	
	306-4 Waste diverted from disposal	111	
	306-5 Waste directed to disposal	111	
Innovation			
GRI 3: Material Topics 2021	3-3 Management of material topics	45, 47	
As per RTA Sustainability Framework requirements	RTA internal-specific disclosure	47, 48	

GRI STANDARD			ОМ	IISSION		GRI SECTOR
/ OTHER SOURCE	DISCLOSURE	LOCATION	Requirement Omitted	Reason	Explanation	STANDARD REF. NO.
Employment						
GRI 3: Material Topics 2021	3-3 Management of material topics	45, 115				
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	142, 143				
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	146				
	401-3 Parental leave	147				
Occupational He	ealth and Safety					
GRI 3: Material Topics 2021	3-3 Management of material topics	45, 115				
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	122, 123				
2010	403-2 Hazard identification, risk assessment, and incident investigation	125, 126				
	403-3 Occupational health services	126				
	403-4 Worker participation, consultation, and communication on occupational health and safety	127				
	403-5 Worker training on occupational health and safety	127				
	403-6 Promotion of worker health	127				
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	125,130				
	403-8 Workers covered by a management system	128				
	403-9 Work-related injuries	129				
	403-10 Work-related ill health	130				

Training and Edu	ıcation		
GRI 3: Material Topics 2021	3-3 Management of material topics	45, 115	
GRI 404: Training and Education 2016	404-1 Average hours of training per year, per employee	145	
	404-3 Percentage of employees receiving regular performance and career development reviews	145	
Diversity and Ed	ual Opportunity		
GRI 3: Material Topics 2021	3-3 Management of material topics	45, 115	
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	142, 144	
Local Communit	:у		
GRI 3: Material Topics 2021	3-3 Management of material topics	45, 115	
GRI 413: Local Communities 2016	413-2 Operations with significant actual and potential negative impacts on local communities	None of our operations had actualsignifi- cant negative impacts on local communi- ties during the reporting period. Our approach to managing potential negative impacts is discussed throughout this report in the sustainable procurement, emissions management and customer happiness chapters	
Customer Privac	:у		
GRI 3: Material Topics 2021	3-3 Management of material topics	45, 115	
GRI 418: Customer Privacy 2016	RTA internal specific disclosure	In 2023, no instances of non-compliance were identified regarding data security and data privacy of RTA customers	
People Happine	ss		
GRI 3: Material Topics 2021	3-3 Management of material topics	45, 115	
As per RTA Sustainability Framework	RTA internal-specific disclosure	117, 136	
requirements			





Mailing Address

Roads and Transport Authority P. O. Box: 118899 Dubai, United Arab Emirates



Telephone

Toll Free. Available 24/7: 800 90 90 Overseas callers 24/7: +971 4 605 1414 E-mail: ASK@rta.ae

