



RTA SUSTAINABILITY REPORT 2022

Transformative technology towards
sustainable mobility

rta.ae



H.H. Sheikh Mohammed bin Rashid Al Maktoum

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



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

Crown Prince of Dubai, Chairman of Dubai Executive Council



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

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



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Director General's Message

The Capital of Sustainability

We are pleased to announce the eighth issue of the annual sustainability report for 2022, which highlights RTA's practices in the sectors of environment, society, and governance (ESG), in conjunction with the UAE's hosting of the Conference of the Parties on Climate Change (COP28) in November 2023.

This is part of RTA's commitment to disclose its annual sustainability performance in accordance with the GRI Sustainability Reporting Standards, which confirms RTA's efforts to raise the maturity levels in the field of sustainability, achieving its vision of global leadership in seamless and sustainable mobility, in line with the United Nations' sustainable development goals.

RTA has begun its trailblazing march towards implementing the directives of His Highness Sheikh Mohammed bin Rashid Al Maktoum, Vice President, Prime Minister of the UAE, Ruler of Dubai, His Highness Sheikh Hamdan bin Mohammed bin Rashid Al Maktoum, Crown Prince of Dubai, Chairman of the Executive Council, and His Highness Sheikh Maktoum bin Mohammed bin Rashid Al Maktoum, Deputy Ruler of Dubai, Deputy Prime Minister, Minister of Finance, and translating them into reality. To strengthen Dubai's global position in several fields, including sustainability, 2022 witnessed the adoption of RTA's new strategic plan for the years 2023-2030 in line with the UAE Government's vision: "We are the UAE 2031," the Dubai Government directions and the Dubai Urban Plan 2040, which includes key agendas that support making Dubai an integrated model for a sustainable city.

Moreover and in line with our commitment to achieving sustainable mobility in Dubai, sustainability has been allocated as the second strategic goal of RTA's new strategy which includes: 'Integration and Innovative Mobility,' 'Sustainability,' 'Health, Safety and Security,' 'Customer Happiness' and 'Future Foresight.' RTA also reformulated its mission, corporate values and strategic objectives, as the new strategic plan defined its vision to achieve global leadership in seamless and sustainable mobility through the development of innovative and sustainable road and transportation systems, and services that elevate customer service to the global level, and enhance the value of competitive institutional reputation, innovative thinking, teamwork, tolerance, cooperation and the pursuit of leadership.

The annual report highlights RTA's role in employing the latest technologies in shaping the future of sustainable mobility, transforming Dubai into a sustainable city with global leadership by leveraging information and communication technology to improve the quality of life, increase operational and service

efficiency, boost competitiveness and meet the needs of current and future generations in economic, social, environmental and cultural aspects to ensure the continuity of sustainable development.

By implementing the environmental leadership pillar within RTA's sustainable framework, we have endorsed the plan to convert 100% of Dubai's taxis (Dubai Taxi and Franchise Companies) into environmentally friendly vehicles (hybrid, electric and hydrogen) by 2028. This is in line with RTA's roadmap to make public transport zero-emission by 2050 and the Dubai Government's strategic directions towards comprehensive environmental sustainability. RTA has also implemented 43 energy and green economy initiatives, which have contributed to achieving a record abundance in 2022 of more than 86 million kilowatt-hours of electricity, 50 million litres of fuel, and avoided nearly 201,000 tons of carbon dioxide equivalent.

As part of the collaboration to provide innovative solutions to develop future transport networks, an RTA delegation visited San Francisco in November 2022 to meet with senior Cruise officials and learn about the latest developments and commercial operation of autonomous vehicles.

HE. Mattar Mohammed Al Tayer

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

02

About this Report

This is the eighth sustainability report issued by the Roads and Transport Authority (RTA). The report demonstrates RTA's ESG performance, progress and initiatives from 1 January to 31 December 2022.

01

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 playing a leading role in preparing Dubai for the next 50 years and supporting the pioneering of Dubai in enhancing the quality of life of Dubai's residents.

02

Information Covered

The core sections include RTA's efforts and commitment towards Economic Prosperity, Social Stewardship and Environmental Stewardship.

03

Reporting Framework

RTA's 2022 Sustainability Report has been prepared in accordance with the GRI Sustainability Reporting Standards. GRI is the most widely used and recognized global reporting framework. The report also aligns with the United Nations Sustainable Development Goals (UN SDGs), United Nations Global Compact (UNGC) Principles, Dubai Plan 2040 and RTA strategy.

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

04

Material Topics

At RTA, we conduct a comprehensive materiality assessment every two years; we had a session to define, prioritize and assess the material topics for 2022 engaging with RTA's stakeholders to identify the topics that were of significant impact across RTA's business operation in 2022. The most material topics form the focus of RTA's 2022 Sustainability Report.

05

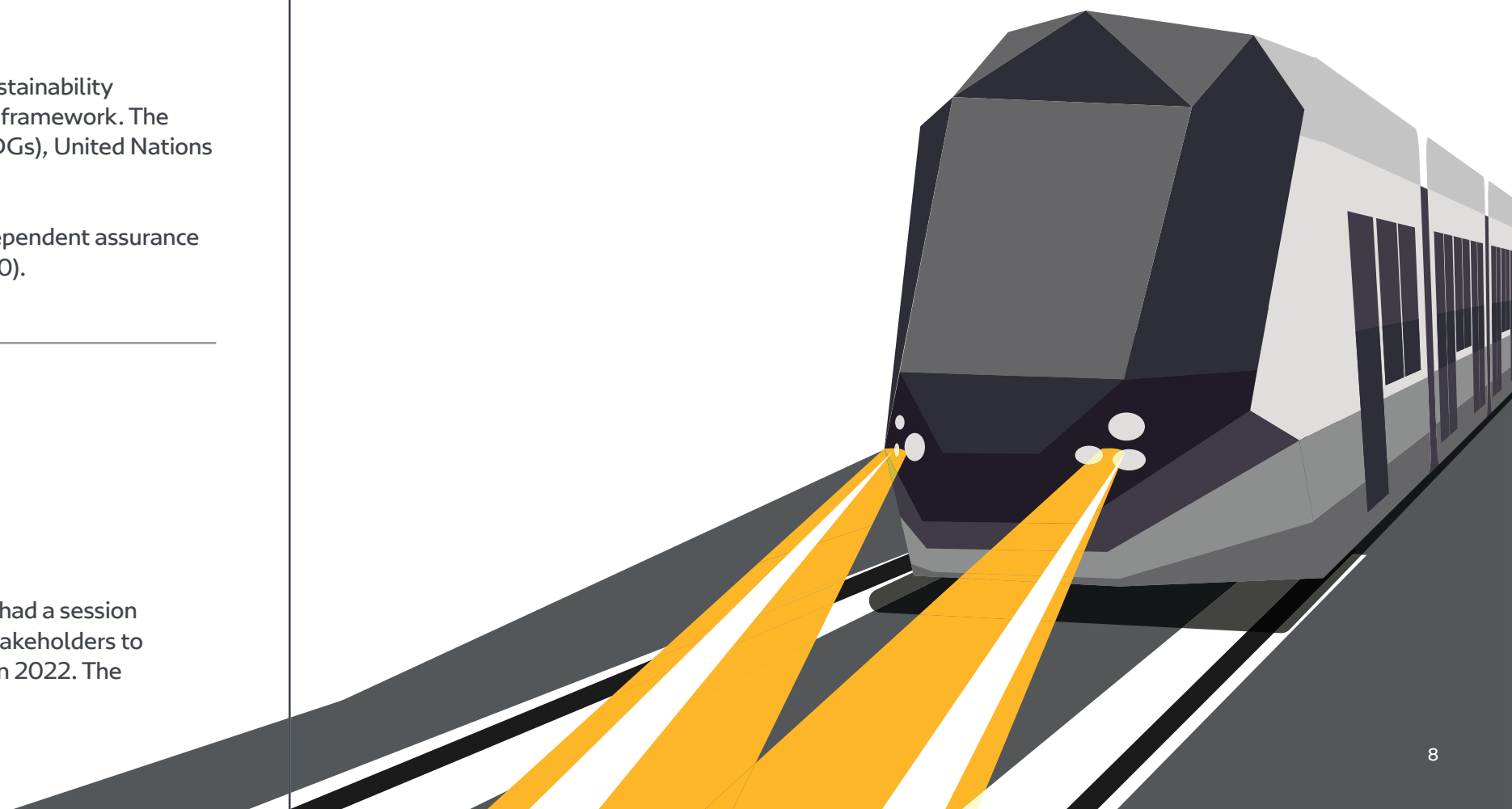
Reporting Topics Boundaries

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

06

Feedback and Suggestions

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



03

About us

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



Our Vision

The world leader in seamless and sustainable mobility.

Our Mission

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:

01

Preserve Reputation

02

Strive for Pioneering

03

Leadership and teamwork

04

Promote Tolerance and Collaboration

05

Be Pioneering and Challenge Conventional Thinking

Our Role

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 road networks, licensing drivers and vehicles, and setting fare structure for mass transit routes. It attends to upgrading legislations and procedures of drivers and vehicle registration and licensing to realise the strategic objectives of the transport system in Dubai and conducts licensing of mass transit routes and all RTA business-related activities.

Our Responsibilities



Traffic Safety



Roads and Parking



Roads Engineering



Taxis



Commercial Ads on the Right of Way



Registration and Licensing



Inter-City Transport



Dubai Metro and Tram



Marine Transport



Roads Beautification

Our Goals & 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.

01

Seamless and innovative mobility

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

02

Sustainability

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

03

Health, Safety and Security

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

04

Customer Happiness

- 4.1 Generate advanced customer insights
- 4.2 Proactively develop innovative customer personalized products and services
- 4.3 Promote and incentivize customer behavior for transport system benefit

05

Future-Proof Organization

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

Future Trends (2020 – 2024)



Shared and soft mobility



Sustainable transport and circular economy



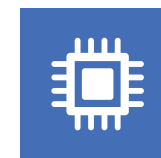
Digital Transformation and 4th Industrial Revolution



Self – driving Mobility
(For passengers and goods)



Personalized services



Automation and future skills

3.1

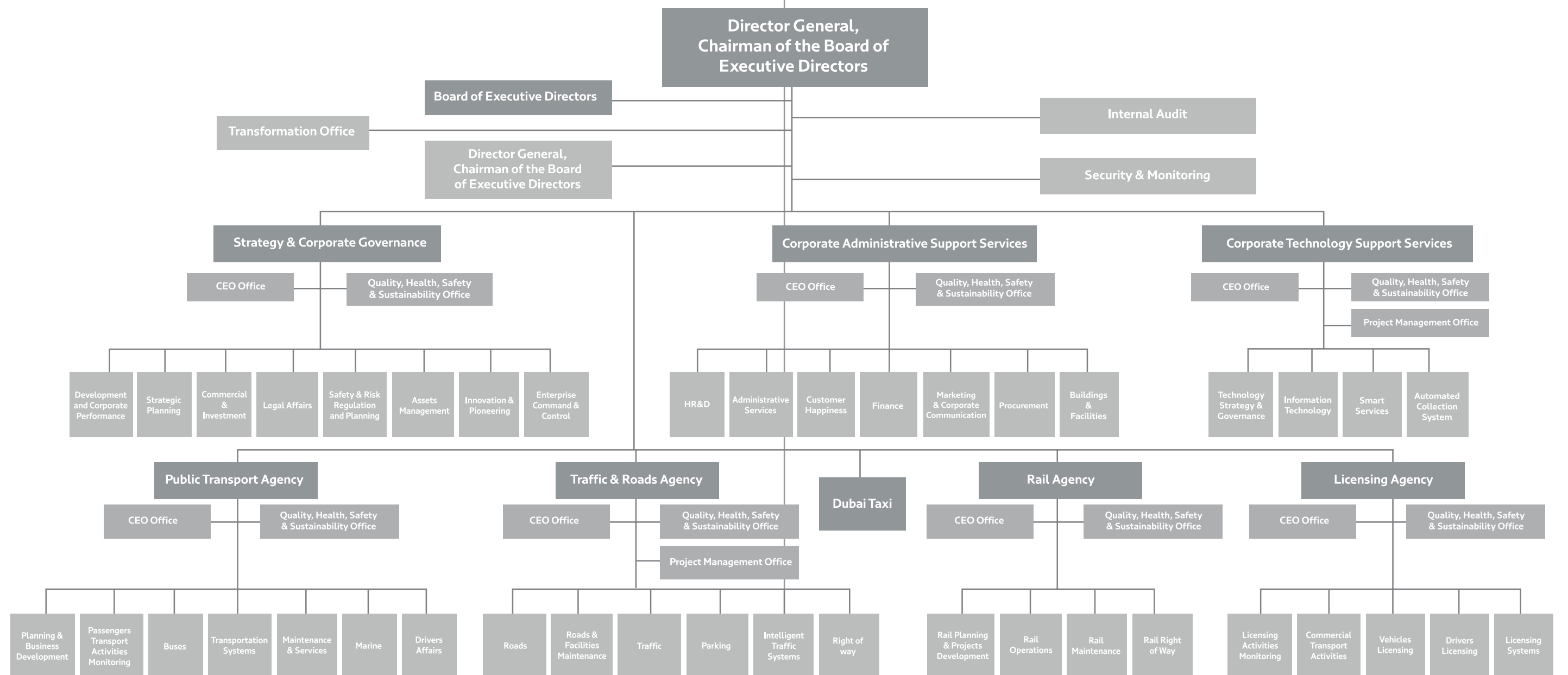
Our Governance Structure

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

Our business operations are comprised of three corporate sectors for overall governance, four operating agencies, and one subsidiary (Dubai Taxi). Sectors are responsible for

RTA's overall corporate management, performance, and monitoring, as well as for providing and managing commercially viable services to the people of Dubai, such as nol card services and Smart Apps, among others. Agencies are also responsible for delivering on-ground operations and services.

Sectors, Agencies and Departments



RTA's Board of Executive Directors



HE Mattar Mohammed Al Tayer

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

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

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

Our corporate governance structure is managed by the Board of Executive Directors, which upholds RTA's integrity and accountability towards stakeholders. Each sector/agency is chaired and managed by an appointed (CEO), responsible for managing the respective business operations.



Mohammed Obaid AL Mulla

Board Member,
Board of the Executive Directors



Ahmed Hashem Bahrozyan

Chief Executive Officer,
Public Transport Agency



Hussain Mohammad Al Banna

Chief Executive Officer,
Strategy and Corporate
Governance Sector



Ahmed Al Kaabi

Executive Director,
Finance Department



Eng. Maitha bin Adai

Chief Executive Officer,
Traffic and Roads Agency



Abdulla Yousef Al Ali

Chief Executive Officer,
Licensing Agency



Mohammed Al Mudharreb

Chief Executive Officer,
Corporate Technology Support
Services Sector



Shehab Bu Shehab

Director,
Legal Affairs Department



Abdul Muhsen Ibrahim Kalbat

Chief Executive Officer,
Rail Agency



Yousif Ahmed Al Redha

Chief Executive Officer,
Corporate Administrative
Support Services Sector



Moaza Saeed Al Marri

Executive Director of the
Director General's Office

3.2

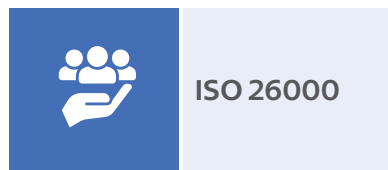
Our Certifications & Accreditations

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



ISO 9001

Quality Management System



ISO 26000

Guidance on Social Responsibility



ISO 45001

Occupational Health and Safety Management System



ISO 14001

Environmental Management System



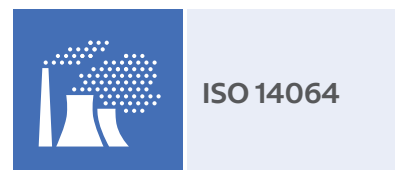
ISO 20400

Sustainable Procurement



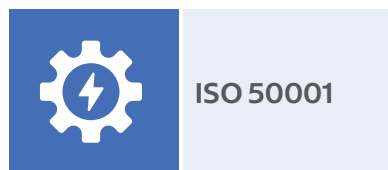
ISO 22301

Business Continuity Management System



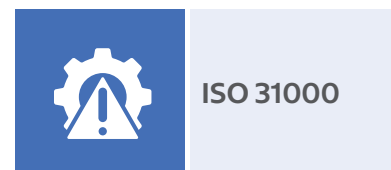
ISO 14064

Greenhouse gas emissions and removals



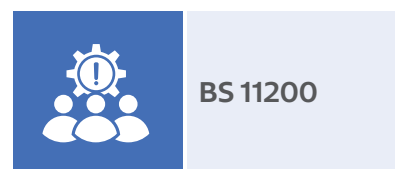
ISO 50001

Energy Management System



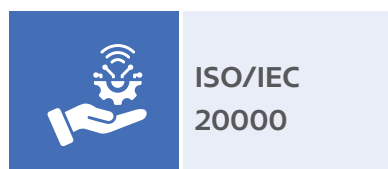
ISO 31000

Risk Management System



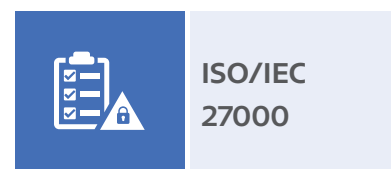
BS 11200

Crisis Management Guidance and Good Practice



ISO/IEC 20000

IT Service Management Standard



ISO/IEC 27000

Information Security Management System



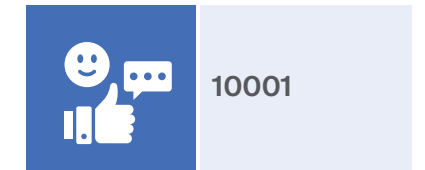
ISO 39001

Road and Traffic Safety Management System



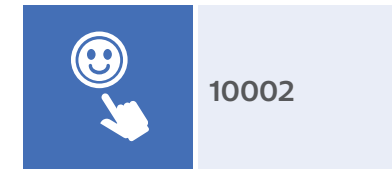
ISO 55001

Asset Management System



10001

Quality Management Customer Satisfaction Guidelines for Codes of Conduct for Organisations



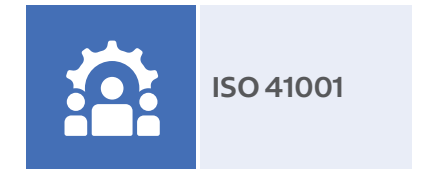
10002

Customer Satisfaction Management System



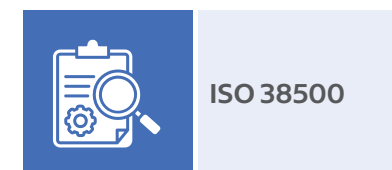
ISO 19650 Part 1 and 2 PAS 1192 Part 3 and 5

Building Information Modelling



ISO 41001

Facility Management System



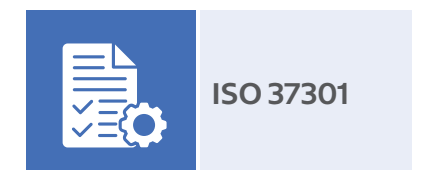
ISO 38500

IT Governance Management System



ISO 29993

Learning Services Outside Formal Education - Service Requirements



ISO 37301

Compliance Management System



BS 13500

Code of Practice for Delivering Effective Governance of Organisations



ISO 37001

Anti-Bribery Management System



ISO 10004

Quality Management - Customer Satisfaction - Guidelines for Monitoring and Measuring



ISO 21001

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



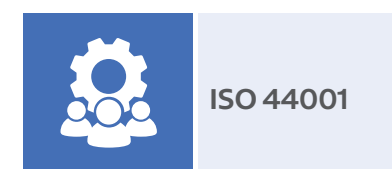
ISO 18788

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



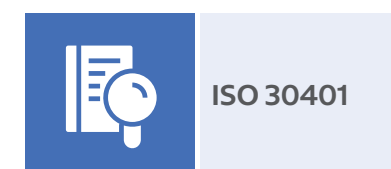
ISO 20252

Corporate Research Management



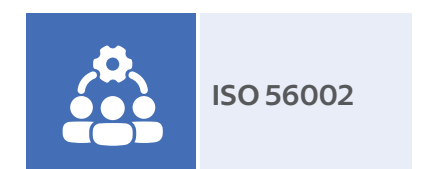
ISO 44001

Management of Local Partnership



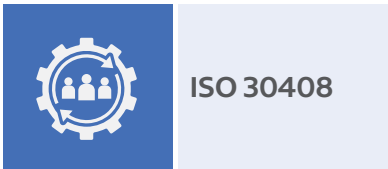
ISO 30401

Knowledge Management



ISO 56002

Innovation Management System



ISO 30408

Human Resource Management -
Guidelines on
Human Governance



ISO 10014

Guidelines for Realising
Financial and Economic Benefits



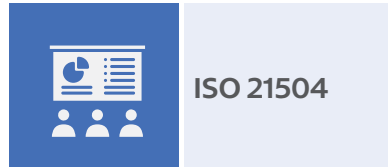
BS EN 15341

Maintenance Key Performance
Indicators



GHGEV

Carbon Footprint
Verification



ISO 21504

Project Programme and
Portfolio Management –
Guidance on
Portfolio Management



ISO 37000

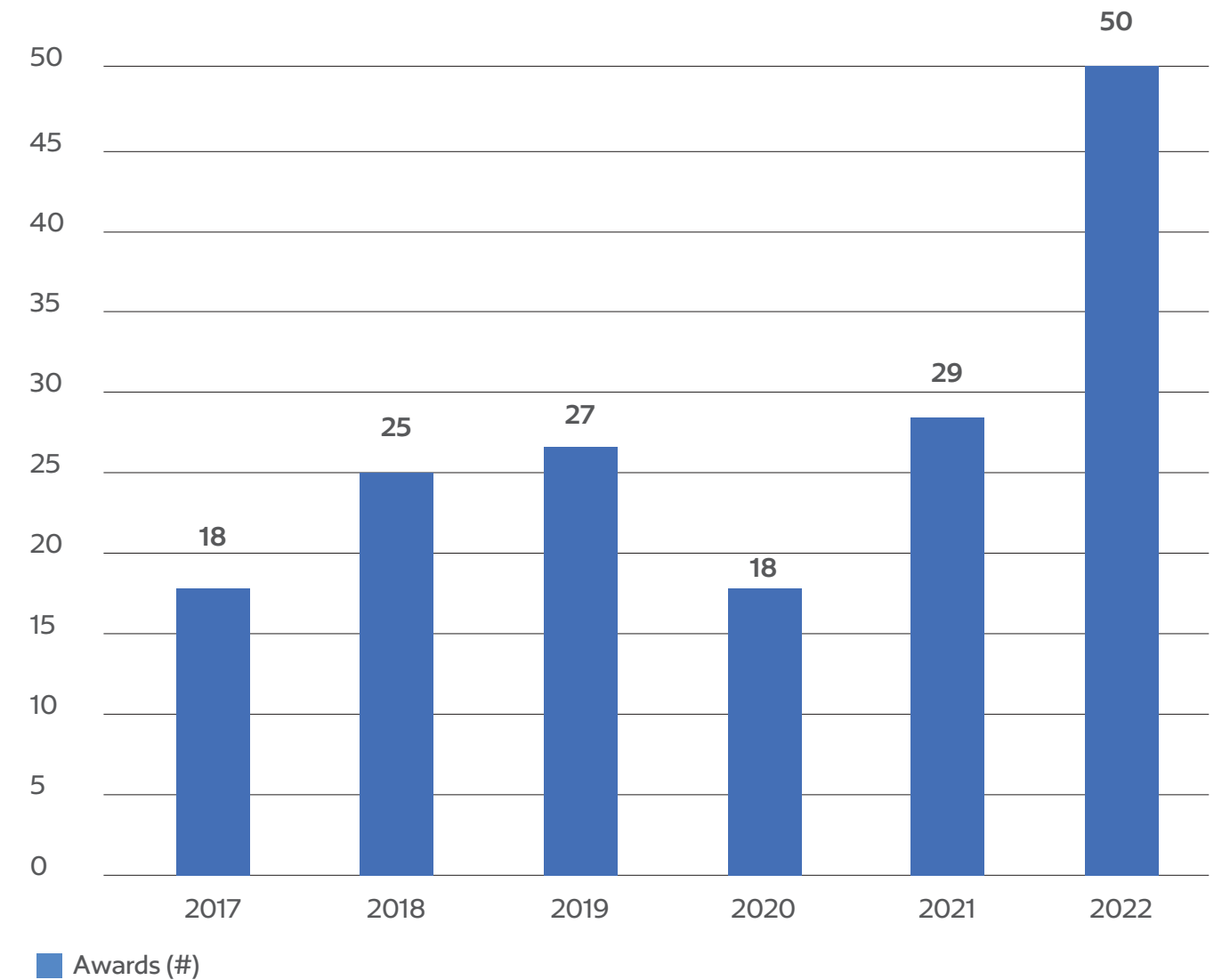
Guidance for the
Governance of Organisations

3.3

Major Awards & Recognition

Our efforts towards Excellence, Innovation, and Sustainable Transportation have been recognized at different forums internationally, regionally and locally within UAE. In 2022, we were bestowed with a total of 50 awards and recognition.

RTA awards (2017-2022)



50 AWARDS

RTA yearly awards recognition has nearly doubled in 2022 with 50 compared to the previous year that resulted in 29 awards.

“56% of our awards in 2022 were granted by international award organizations.”



The award list for the year 2022 includes:

Awards and Recognition

Type | International

Asian Leadership Awards
Best Renewable Resources:
Sustainable Transport

Awards and Recognition

Type | International

Global Sustainability Leadership Awards
Sustainable Business of the
Year Award

Awards and Recognition

Type | International

Global Sustainability Leadership Awards
Best Overall Sustainable
Performance Award

Awards and Recognition

Type | International

IT World Award
J1-093 IT Products & Services for
Governmen

Awards and Recognition

Type | International

Prince Michael International safety Awards - Road Safety
Road Safety

Awards and Recognition

Type | International

Best Business Awards 2022
Best innovation and creative use
of technology

Awards and Recognition

Type | International

Brandon Hall Excellence in Technology Awards
Best Advance in
Business Automation

Awards and Recognition

Type | International

Brandon Hall HCM Excellence Awards
Best Program for Upskilling
Employees

Awards and Recognition

Type | International

Project Management Institute (PMI)
Project of the Year Award

Awards and Recognition

Type | International

Prix Versailles
passenger stations

Awards and Recognition

Type | International

Brandon Hall Excellence in Technology Awards
Best Advance
in Business Strategy and Technology
Innovation

Awards and Recognition

Type | International

Brandon Hall HCM Excellence Awards
Best Advance in HR Data
Analytics

Awards and Recognition

Type | International

International Customer Experience Awards
CX Spotlights – Best Digital
Transformation

Awards and Recognition

Type | International

Prix Versailles
Special Prize, Exterior

Awards and Recognition

Type | International

Brandon Hall Excellence in Technology Awards
Best advance in
assessment and survey Technology

Awards and Recognition

Type | International

Brandon Hall HCM Excellence Awards
Best Advance in Workforce
Planning and Management

Awards and Recognition

Type | International

International Innovation Awards
Innovation in Organisational &
Culture

Awards and Recognition

Type | International

International Business Excellence Awards
Best business change and/or
transformation

Awards and Recognition

Type | International

Stevie Awards IBA
Best Technical Support Solution –
Computer Technologies

Awards and Recognition

Type | International

IDC Future Enterprise Awards
Best In Future of Digital Innovation

Awards and Recognition

Type | International

IDC Future Enterprise Awards
Best in Future of Digital
Infrastructure

Awards and Recognition

Type | International

International Business Excellence Awards
Best product

Awards and Recognition

Type | International

International Business Excellence Awards
Best Website or App

Awards and Recognition

Type | International

International Business Excellence Awards
Best sustainability initiative

Awards and Recognition

Type | International

IDC Future Enterprise Awards
Best in Future of Operation

Awards and Recognition

Type | International

RIMS 2022 Global ERM Award of Distinction
Global Award

Awards and Recognition

Type | International

Brandon Hall Excellence in Technology Award – Best Advance in
Business Automation

Awards and Recognition

Type | International

Agile Business Award International
Overall Business Agility

Awards and Recognition

Type | International

Stevie Awards – Middle East & North Africa – Innovative Achievement in Finance
Innovative Achievement in
Sales or Revenue Generation

Awards and Recognition

Type | International

Govtech Innovation Awards
Innovative initiative of the year

<div>Awards and Recognition</div> <div>Type International</div> <div>Gulf Sustainability Awards Innovation in Sustainable Technologies</div>	<div>Awards and Recognition</div> <div>Type International</div> <div>Gulf Sustainability Awards environmental sustainability programme Large enterprise</div>	<div>Awards and Recognition</div> <div>Type International</div> <div>Insights Middle East Call Centre /CX Award 2022 - Best Government (Non-Commercial) Call Centre (subdivided) Best Government (Non-Commercial) Call Centre (subdivided)</div>	<div>Awards and Recognition</div> <div>Type International</div> <div>MENA Stevie Awards Excellence in Innovation in Government</div>	<div>Awards and Recognition</div> <div>Type International</div> <div>MENA Stevie Awards Innovation in Customer Service Management, Planning & Practice.</div>	<div>Awards and Recognition</div> <div>Type International</div> <div>MENA Stevie Awards Innovation in Customer Service Management, Planning & Practice.</div>
<div>Awards and Recognition</div> <div>Type International</div> <div>Insights Middle East Call Centre / CX Award 2022 - Best Large Call Centre (Operationally, 71-300 Seats) Best Large Call Centre (Operationally, 71-300 Seats)</div>	<div>Awards and Recognition</div> <div>Type International</div> <div>Insights Middle East Call Centre /CX Award 2022 - Best Large Call Centre (Operationally, 71-300 Seats) Best Government Helpdesk</div>	<div>Awards and Recognition</div> <div>Type International</div> <div>Stevie Awards – Middle East & North Africa – Award for Innovative Management in Consumer Product & Service Industries P06: award for innovation in government services</div>	<div>Awards and Recognition</div> <div>Type International</div> <div>Arabia CSR Award Government/Public Sector</div>	<div>Awards and Recognition</div> <div>Type International</div> <div>MENA Green Building Awards Green Building Project of the Year</div>	
<div>Awards and Recognition</div> <div>Type International</div> <div>Stevie Awards – Middle East & North Africa – Award for Innovative Management in Government P15: award for innovation in transportation & logistics</div>	<div>Awards and Recognition</div> <div>Type International</div> <div>Stevie Awards – Middle East & North Africa – Award for Innovation in Human Resources Management, Planning & Practice L02. Award for Innovation in Human Resources Management, Planning & Practice</div>	<div>Awards and Recognition</div> <div>Type International</div> <div>Gulf Sustainability Awards Sustainability Tea of the Year</div>			
<div>Awards and Recognition</div> <div>Type International</div> <div>GCC GOV HR Awards Organization of the Year for Women Empowerment</div>	<div>Awards and Recognition</div> <div>Type International</div> <div>MEED Awards Road infastrucute Road infrastructure</div>	<div>Awards and Recognition</div> <div>Type International</div> <div>MEED Awards Transport project of the year</div>			
<div>Awards and Recognition</div> <div>Type International</div> <div>MEED Awards Transport project of the year</div>	<div>Awards and Recognition</div> <div>Type International</div> <div>Customer Happiness Summit & Award(CHSA) Best call centre</div>	<div>Awards and Recognition</div> <div>Type International</div> <div>CX Leadership Award – Avaya presented by Avaya to RTA The award was given to RTA from Avaya during Gitex event</div>			

Case Study

RTA winning 7 Diamonds rating from the European Foundation for Quality Management (EFQM)

Roads & Transport Authority won a 7 Diamonds rating from the European Foundation for Quality Management (EFQM), and the authority an all-time high score as a first-time participant among all entities worldwide in the history of this award. The award is considered one of the highest international awards in the field of excellence, and its business model is distinguished by its flexibility for application to various entities and its ability to help determine the position of the entity in its journey towards achieving leading positions and promoting the exchange of ideas and information, in addition to improving the entities’ efficiency and effectiveness.

The authority also won the award in the category of Vision and Strategic Planning, achieving first place in this category, and this victory stems from the commitment of the Innovation and Pioneering Department to consolidate the authority's leading

position in various fields, as excellence for us in the authority represents a daily work program that is implemented according to strategies and specific and carefully studied plans which are adaptable for all employees of the authority in implementation through a positive work environment that contributes to raising individual and institutional efficiency and promotes the culture of excellence and pioneering.

It is worth noting the European Foundation for Quality Management praised the authority, which is one of the world's leading entities in the field of infrastructure and transport projects, in addition to its keenness to continue improvement in various services and customer experience. Also, the jury members and assessors expressed their gratitude regarding the authority's efforts to develop standards of sustainable excellence.

04

Our Approach to Sustainability



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

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:

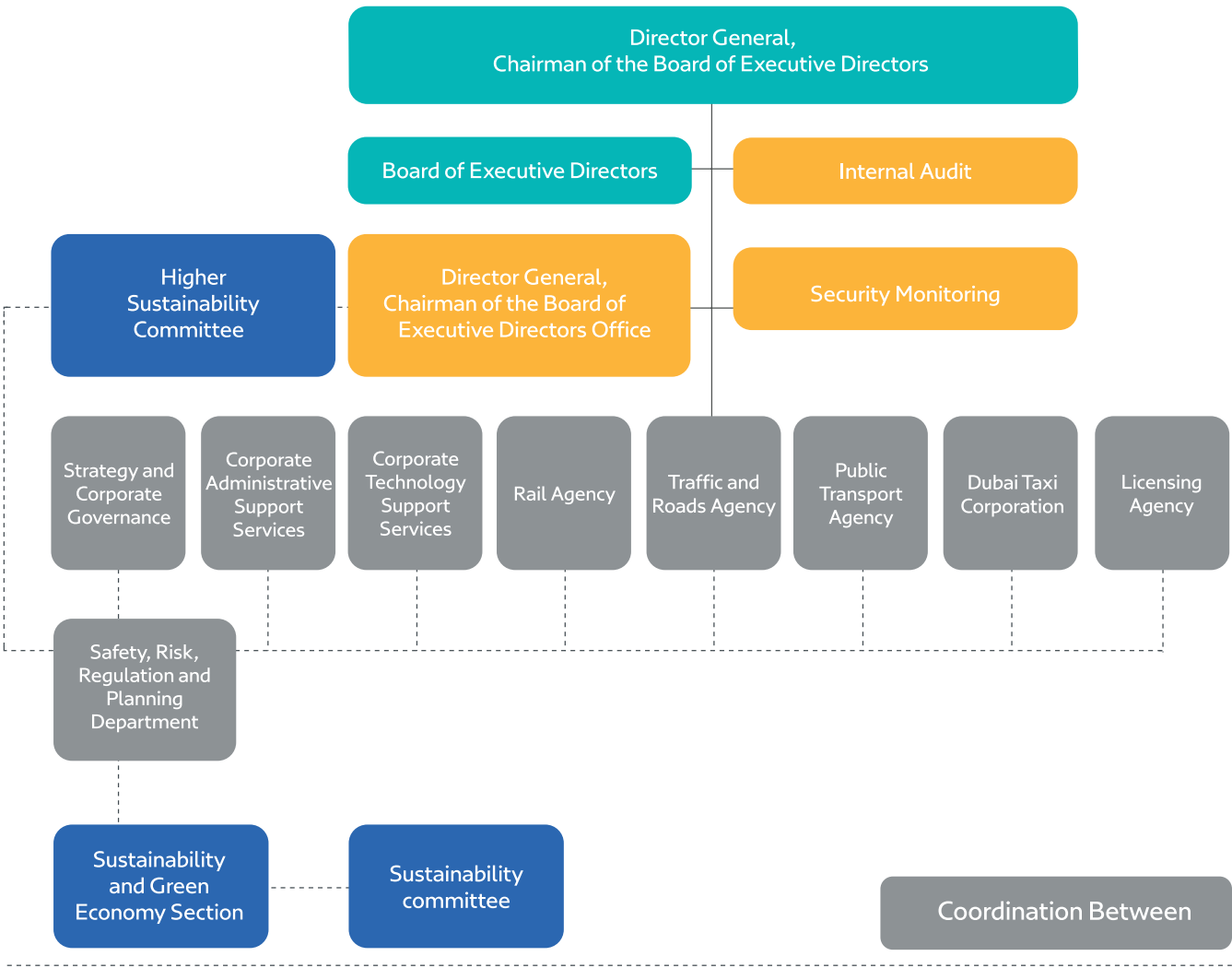
Sustainability Criteria Committee (chaired by Director level) – facilitates operational control and support between the sustainability function and other concerned Departments to manage the day-to-day activities.

Higher Sustainability Committee (chaired by 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 that provide the most substantial contribution towards the sustainability pillars in RTA 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 on 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.

RTA’s vision and strategic goals are aligned with the Dubai 2040 Development plan of which RTA set Five strategic Principles and translated into several strategic plans starting with a strategic plan for 2030, which has been broken down into a 5-year financial plan that gets revisited and updated on yearly basis. To ensure financial sustainability and achieve operational efficiency, RTA sets annual targets for cost rationalization and revenue maximization.

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

We also pledge our efforts to supporting the entire local, federal and international community in accelerating our combined efforts to overcome the threat of climate change, as we are pleased to by the UNFCCC's decision to select the United Arab Emirates to host the UN Climate Change Conference in 2023.

RTA’s Sustainability Framework



4.2 RTA’s Sustainability Framework and Key Alignments

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 UNGC SDG benchmarks

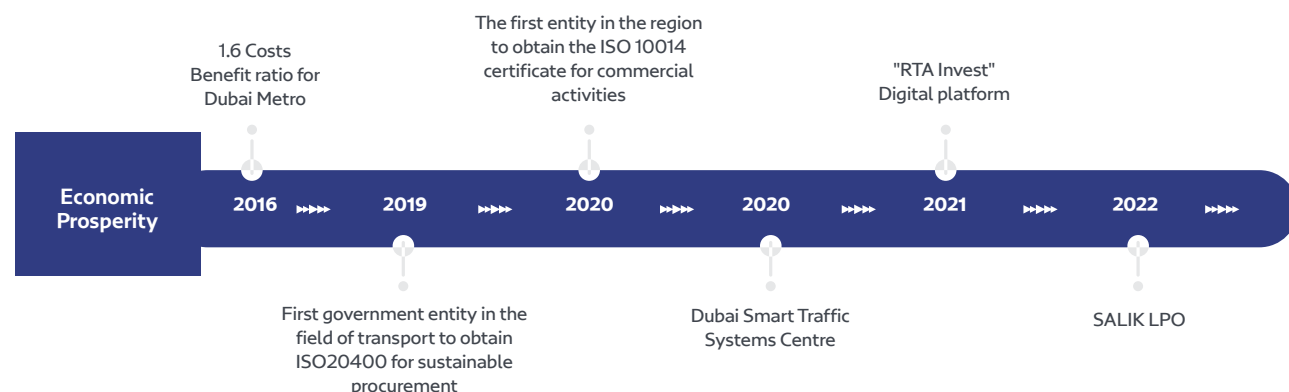
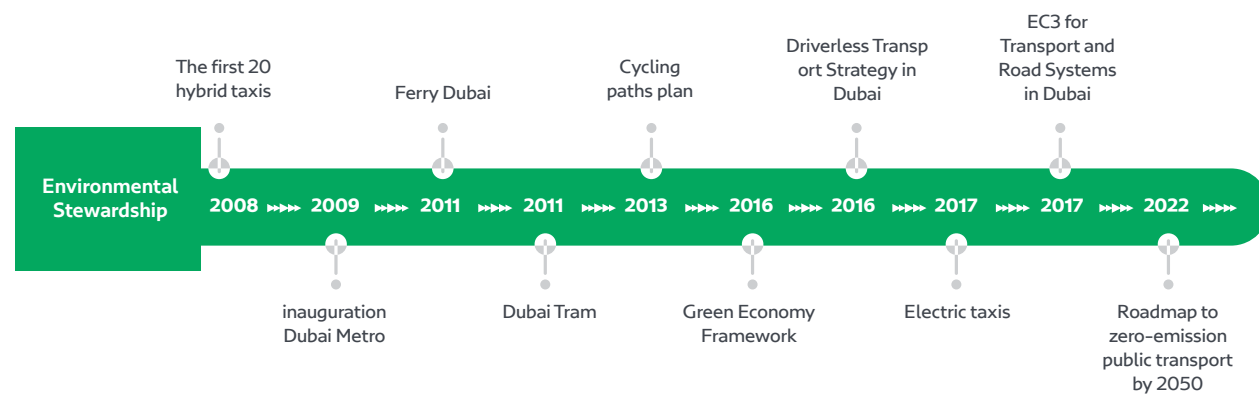
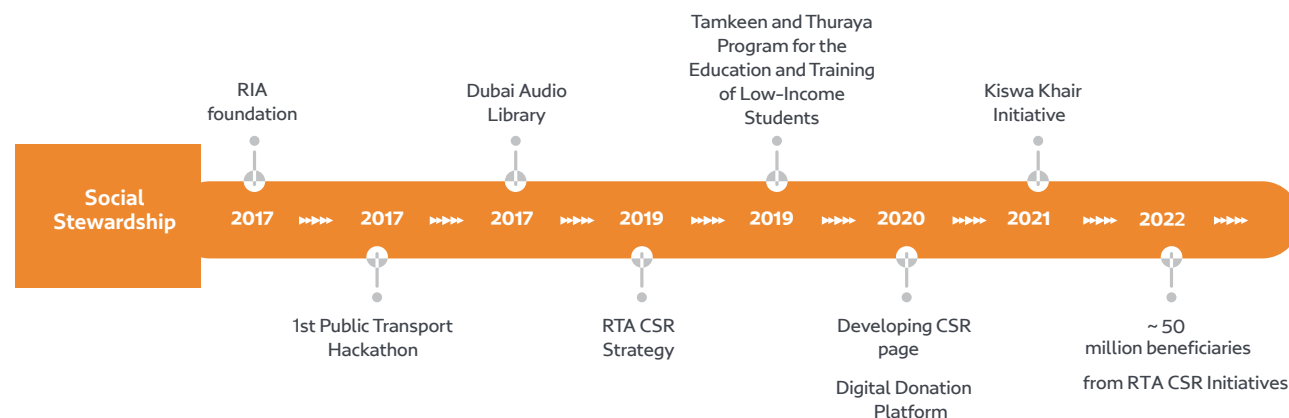
As part of our participation in the UNGC’s SDG acceleration ambition program, which is a UNGC-led programme that aims to support participating companies of the UN Global Compact in setting ambitious corporate targets and accelerating the integration of the 17 Sustainable Development Goals (SDGs) into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

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

4.4

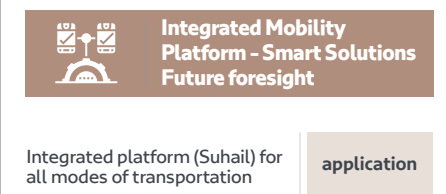
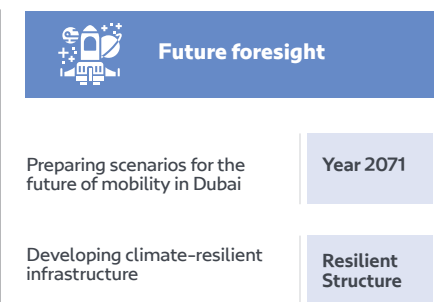
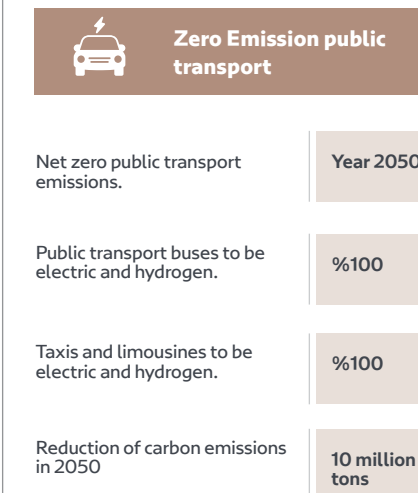
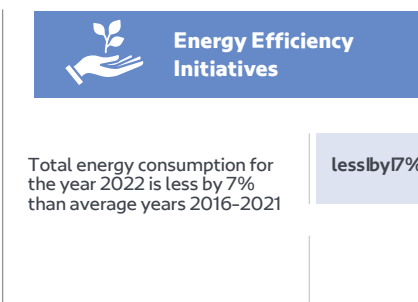
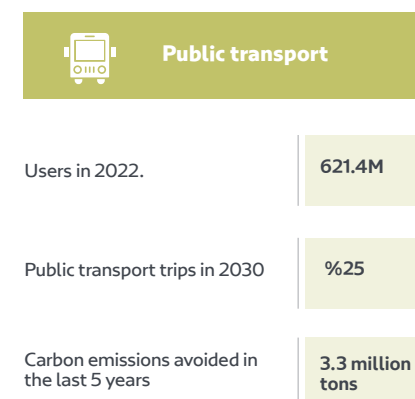
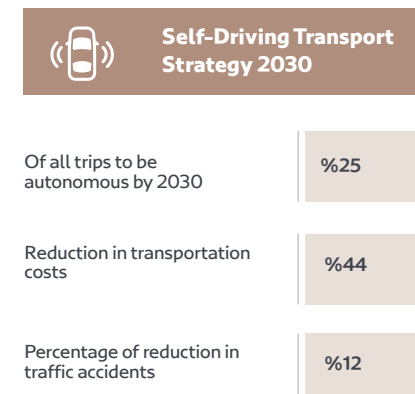
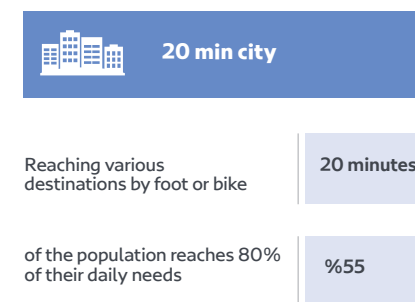
RTA Sustainability roadmap

To deliver RTA's commitments through its vision to be The world leader in seamless & sustainable mobility, and In alignment with Dubai's sustainability vision, RTA started its sustainability roadmap back in 2005 by the formation of the RTA organization to support sustainability pillars and requirements.



4.5

Sustainability initiatives in Dubai's roads and transport sector



4.6

RTA's Sustainability in numbers



4.7

COP28

COP28 focuses on key pillars, including the implementation of climate commitments and pledges, inclusion, working together to take concrete action identifying solutions that contribute to overcoming challenges, and seizing opportunities to ensure a sustainable future for present and future generations.

The selection of Dubai Expo City as a venue for COP28 builds on the legacy and message of "Connecting Minds, Creating the Future", and affirms commitment to the themes of sustainability, opportunity, and mobility, while showcasing its advanced and sustainable infrastructure, in line with the UAE's vision for COP28.

The conference is expected to see over 45,000 participants daily, including heads of state, government officials, international industry leaders, private sector representatives, academics, experts, and representatives of civil society organizations.

RTA's role is to provide sustainable transport to the conference's visitors through a sustainable transport plan.

Through its participation in COP27 in Egypt, RTA ensured Dubai's readiness to host COP28 with a sustainable transport model and ensured Egypt's best practices and lessons learnt are highlighted to upgrade Dubai's sustainable transport plan for hosting COP28.

4.8

Stakeholder Engagement

Our stakeholders are at the core of our five 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 Dubai Police, Dubai Municipality, Dubai Electricity & Water Authority, Federal Transport Authority - Land & Marine, Dubai Civil Defense, Dubai Government Human Resources Department, Dubai Health Authority, Land Department, Department of Finance, and Ministry of Interior.



Employees

Stakeholder

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



Vendors

Stakeholder

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



Customers

Stakeholder

What matters to our stakeholders	How we respond	Frequency
Timeliness and responsiveness	Customer Happiness Centres	Ongoing
Accessibility and availability	Agreements with Customers, Customer Service Charter, Multi-Channel Service Delivery Options	
Security and privacy	Implementation of 24/7 functional Smart Centres, Call Centre, IVR, Chatbot, Smart Apps, Self-Service Kiosks, Valet Services at the Customer Happiness Centres	
Service quality		
	Implementation of international standards and best practices (i.e., ISO 27000 Information Security Management System)	
	Implementation of the Service Quality Framework and Service Excellence Standards	



Strategic Partners

Stakeholder

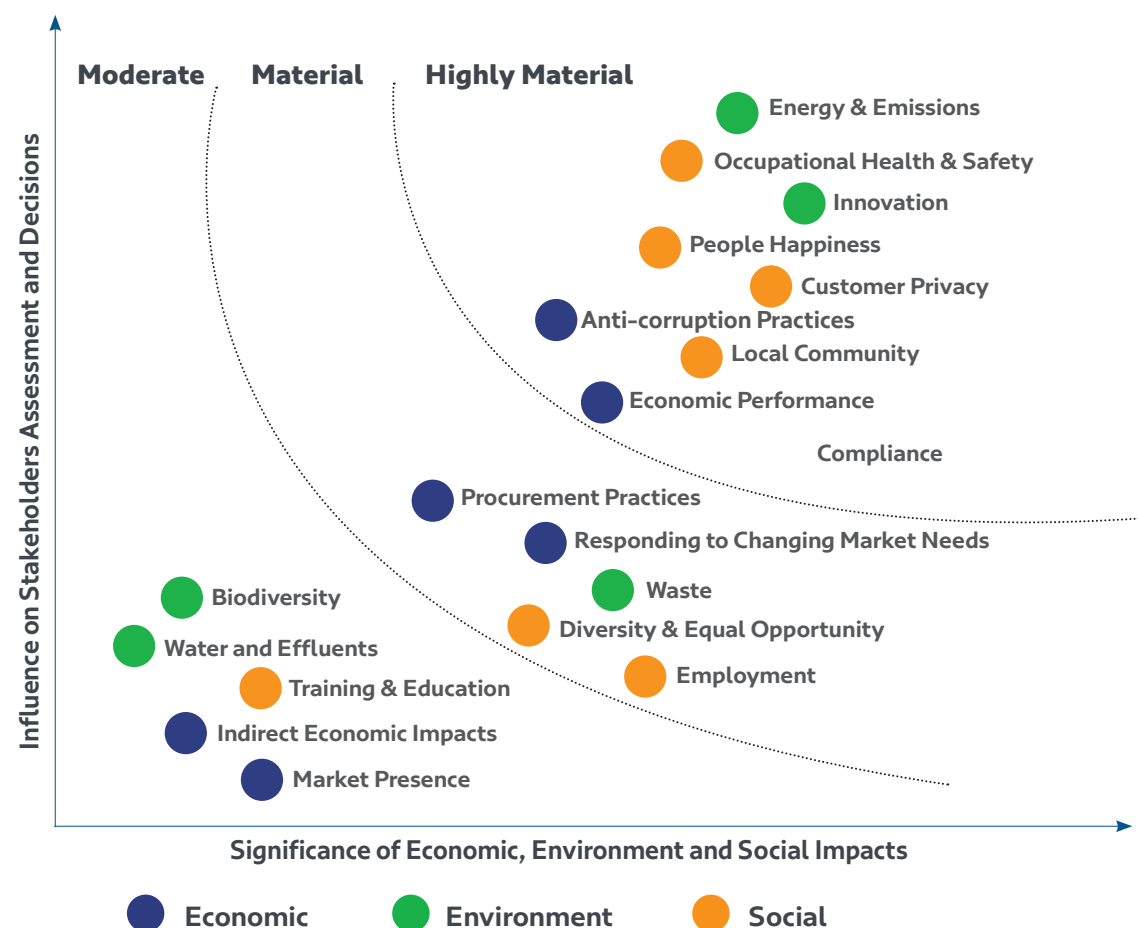
What matters to our stakeholders	How we respond	Frequency
Enhance partnership in relation to strategic directions	Coordination with strategic partners on roles and responsibilities and level contribution of each entity in achieving joint strategic objectives	Ongoing
Execution of shared initiatives		

4.9

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. To re-assess the impact and focus areas that influence stakeholders' decisions, RTA conducted a materiality assessment exercise for 2022 with its stakeholders. For the materiality assessment exercise, we identified 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. RTA invited its internal and external stakeholders to participate in the workshops facilitated by an online digital tool that records and consolidates feedback from stakeholders anonymously and instantaneously. The results from the stakeholders' prioritisation exercise presented to the Sustainability Criteria Committee and Higher Sustainability Committee for necessary endorsement to ensure their alignment with the top management's decision-making considerations

The materiality assessment for 2022 is reflected in the matrix below:



Material Topics and their Boundaries

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

*The column highlights the material topic ranking for 2021 and also the change from previous year i.e. 2020. Green Up-arrow Indicates –shift upward, red down – arrow indicates – shift downward, orange dash – indicates – no change.

05

RTA Transformative Technology Towards Sustainable Mobility



At RTA, we defined main focus Points for Digital Transformation and the Fourth Industrial Revolution:



The future of cities and transportation solutions



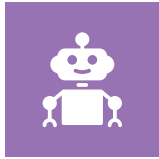
Future digital business models



Digital innovative initiatives



Optimum utilization of technical resources



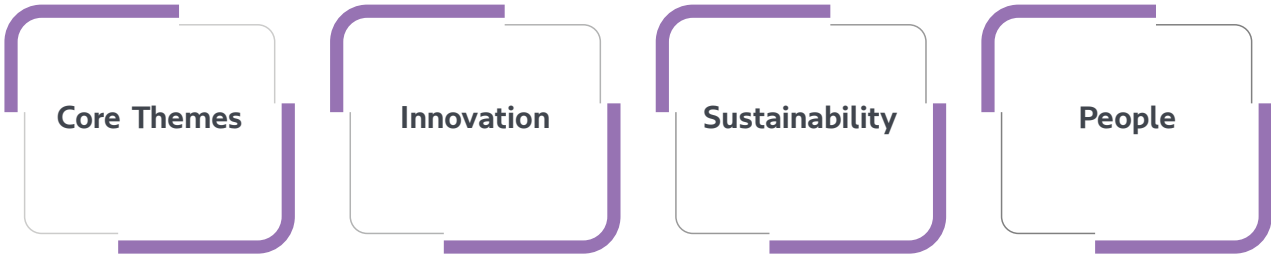
Future foresight of technologies and their impact on jobs



New services and business models that support the transportation industry

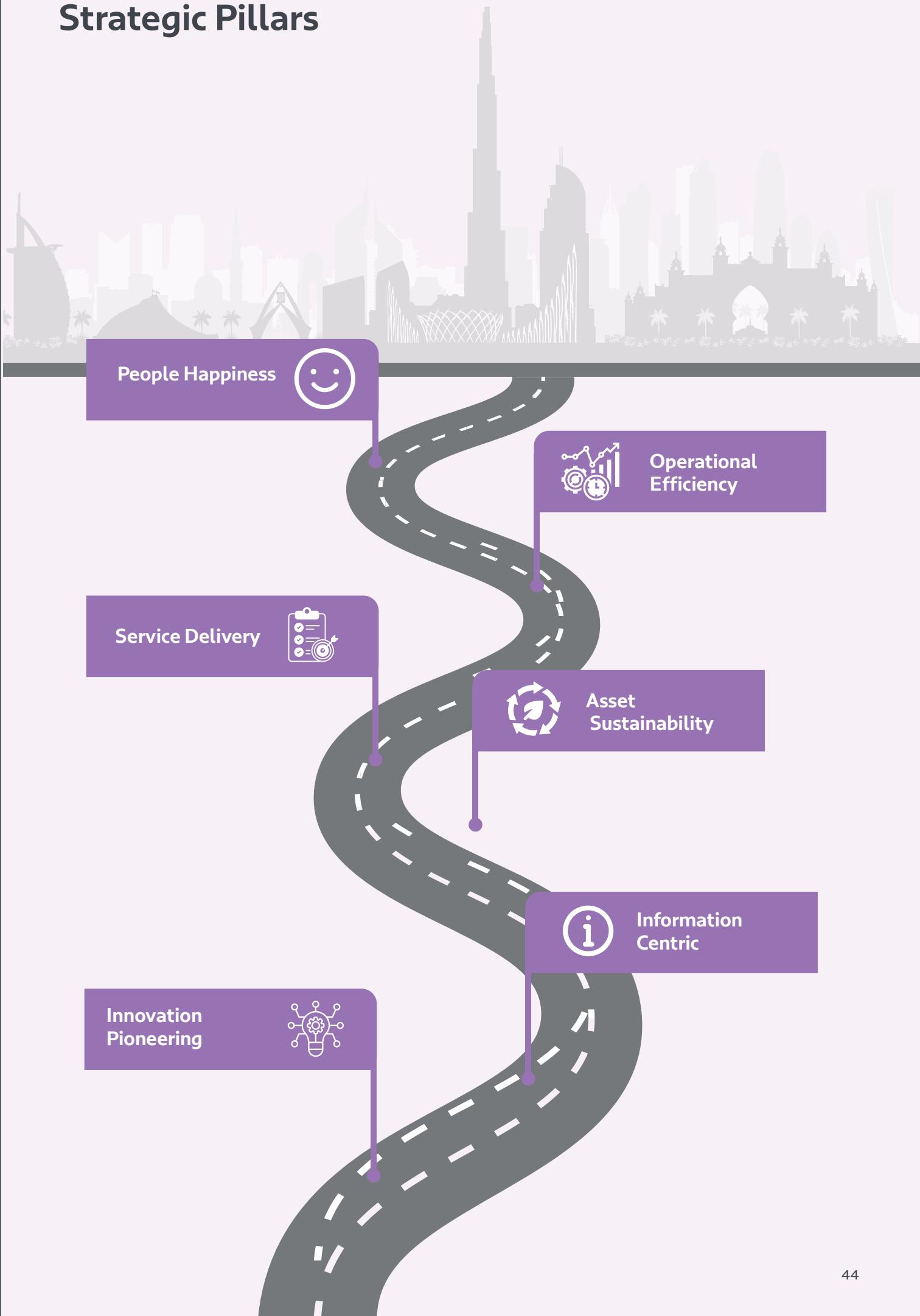
RTA’s digital Statement and Strategy

RTA to be the global leader in digitally enabled roads and transport through the prioritizing people happiness, information centrality and service excellence, whilst building smart infrastructure that supports our multi-model transport



 GOVERNMENT OF DUBAI	Aligned with 18 strategies (Federal & Dubai Gov.)		North Star 1 Vision
	Aspiration 6 Pillars		Roadmap 106 Projects
	Current State & Define Vision 340 Capabilities		Performance Measurement 14 KPIs


Strategic Pillars



RTA develops and reviews its Digital Strategy continuously by monitoring emerging technologies in order to ensure the adoption of the latest innovative technologies that serve the people of Dubai that use the Road & 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


... utilizing the most advanced technologies

Big Data




Ability to analyze 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

IoT 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


At RTA we work for extensive Investments in Technology & Talent




950+
Dashboards and Reports




85+
Data & AI Initiatives



AIR
Mobility Lab



127 TB
Stored data in Data Lake



20+
Enterprise Big Data Use-cases

RTA’s Digital Governance Impact on People

Mahboub Chatbot	Journey Planner	Service Channels	Rail Scheduler in Dubai Metro	Smart Parking system
40% Reduction in chats with live agent	3M total trips planned 539K total downloads (IOS & Android)	317 services through website, smart applications, call centre, 7 customer centers and smart kiosks	99.7% punctuality rate	46% reduction in time wasted searching for parking Increasing parking occupancy to 70% & 90% depending on the location

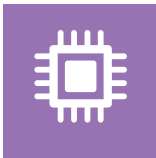
Smart Testing Path	Raqeeb Driver Monitoring System in Buses	Smart Bus Lanes Monitoring	Smart Pedestrian For Safe Crossing	Driver Testing Smart Yards
75% drop in the number of incidences during tests	60% drop in accidents	83% reduction in the number of vehicles breaching dedicated bus lanes	8.7 * increased vehicle flow per intersection per day from 2018 to 2019	3% increase in the pass rate due to improved training module
Saving the printing of 300k papers through the digital certificate	76% drop in drivers distraction in 2016	20% improvement in bus on-time arrival	No pedestrian accidents in 2018 & 2019	80K papers saved annually by using digital certificates
Automating 30% of human assessment of road test indicators				50% reduction in operation costs

TSG is working to accomplish the below commitments for RTA

RTA Key Achievements



Data Monetization Framework



Systems Consolidation Study



Metaverse Roadshow



Big Data Platform



Data Market Share in Gitex

01

Data Monetization
Future Foresight to become a pioneering data driven organization

02

Metaverse Roadshow
To expand and enhance smart mobility solutions

Case Study RTA's Data Monetization

RTA developed a master plan to share data has been finalised and it will be done according to the laws that govern data sharing as the infrastructure for sharing data along with 20 use cases has already been set up.

This framework is a prelude to a final project for maximising RTA's revenues by selling data to government and private entities under the provisions of the Dubai Data Law issued in 2015. The project includes developing an operational model to maximise return on investment from the use of RTA's data and knowledge while protecting the exclusivity and confidentiality of data. Dubai Data Law is aimed primarily at ensuring that information gathered by government entities is shared with other organisations and private sector companies to maximise opportunities that will benefit the emirate's residents, visitors and economy.

“RTA has become the first government entity in the UAE and the region to implement this approach.”



Case Study RTA holds innovative lab to acquaint employees with Metaverse technology

RTA held an innovative lab at its headquarters for employees on the trending metaverse technology in collaboration with six specialist companies, keen to contribute to the government's drive to transform Dubai into the smartest city in the world.

The six metaverse technology solutions providers represented diverse tracks including Non-Fungible Tokens (NFTs), gaming tracks, 3D solutions, virtual, augmented and mixed reality, artificial intelligence and social media platforms.

The event saw a considerable turnout and interaction of RTA employees from various sectors and agencies, especially those concerned with technology. It reflects the interest of employees in learning about the metaverse and keeping abreast of the latest technologies. It is believed that this technology will

play a vital role in revamping business processes and improving performance across the board.

Participants and staff presented innovative ideas that have the potential to design proactive and excellent customer services. RTA is keen to benefit from this emerging technology and apply it to develop practical solutions to meet customer expectations.



06

Economic Prosperity



RTA Sustainability Focus Areas	The 10 Principles of the UN Global Compact	The Sustainable Development Goals	GRI Standards	RTA Material Topics
Local Economic Impact	Human Rights Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights. Principle 2: Businesses must not be complicit in human rights abuses.	  	GRI 201: Economic Performance 2016	<ul style="list-style-type: none">• 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.	   	GRI 204: Procurement Practices 2016	<ul style="list-style-type: none">• Procurement practices• Compliance• Anti-corruption practices

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

6.1

Local Economic Impact

RTA is one of the largest government entities in the Emirate of Dubai, Since its establishment, RTA achieved great success in achieving operating surplus and developing continuous financial growth.

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 Financial Management Framework

RTA has a robust financial management framework that 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 programs. The framework which is based on the continual improvement model and strong governance, guarantees its success. Under RTA's financial management framework

01

Plan type
Short term

Duration
1 year – Annual budgets and execution plans

02

Plan type
Medium term

Duration
5 years - Financial Strategic plan (2022-2025)

03

Plan type
Long term

Duration
RTA 2030 sustainability plan

RTA's Key achievements and commitments in 2022



AED 2bn
Budget Surplus



4%
Secured revenue growth above what was budgeted for 2022



44 employees
Accredited with International Public Sector Accounting Standards (IPSAS) certifications.

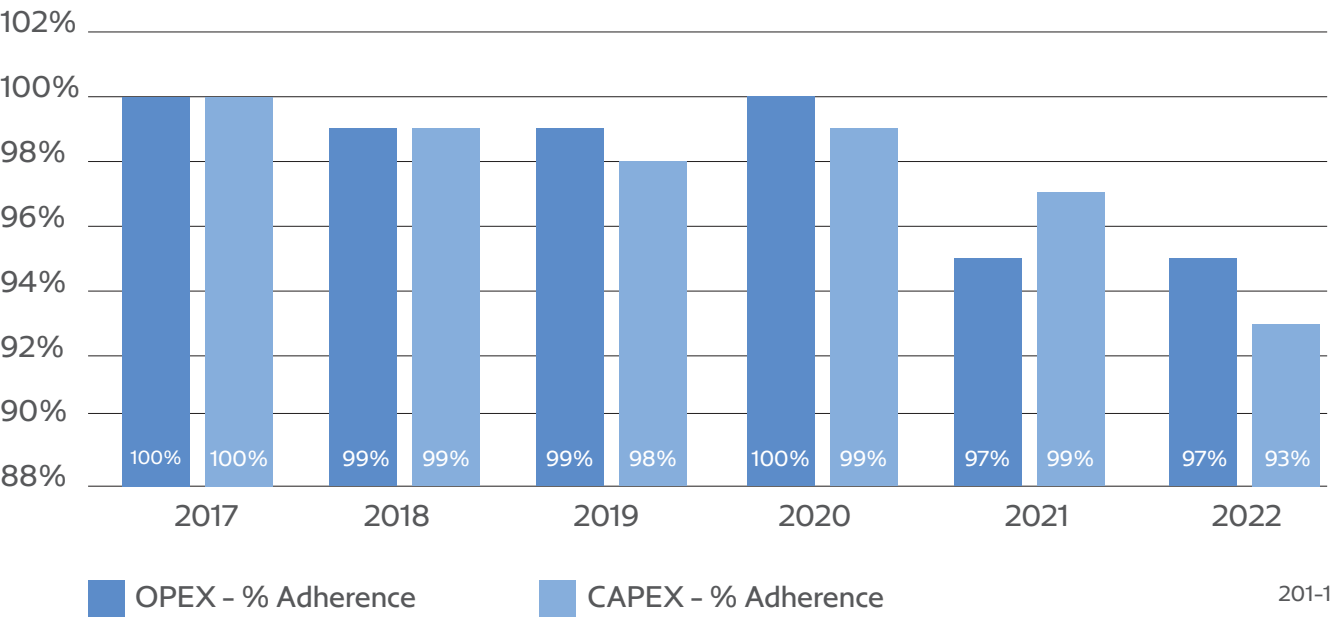


AED 429 million
in cost rationalization for 2022, along with extra AED 179 million beyond the year's target

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

RTA's financial planning is comprehensive and robust, as a result RTA has been consistently able to meet its CAPEX and OPEX target.

Adherence to planned CAPEX and OPEX (2017-2022)



Some other important financial performance measures are provided below:

Financial Metrics	Unit	2017	2018	2019	2020	2021	2022
Cost rationalisation	%	116%	147%	182%	104%	161%	172%
Adherence to planned revenue budget	%	105%	104%	97%	105%	103%	106%
% Operational surplus attained	%	57%	56%	61%	56%	44%	51%

Revenue Streams

		2016	2017	2018	2019	2020	2021	2022
RTA revenue stream percentage contribution – Fare box	%	43%	43%	41%	41%	32%	84%	34%
RTA revenue stream percentage contribution – Non Fare box	%	19%	16%	14%	12%	82%	117%	18%
RTA revenue stream percentage contribution – Statutory revenue	%	38%	41%	45%	47%	61%	100%	48%
Revenue maximisation (Target – 4% increase from approved budget)	%					105%	100%	105%

“The offering was oversubscribed by 49 times as it attracted orders with a total value of AED 184.2 billion.”

Case Study Salik IPO

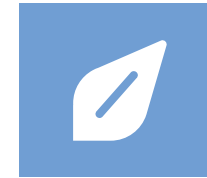
RTA has established a separate entity called SalikCo and carved out the tolling operations to that company and was successfully listed the company in DFM floating 24.9% of its shares outstanding The company will have legal, financial and administrative autonomy to carry out its activities and achieve its objectives, by the provisions of the new Law, the company’s articles of association and other relevant Dubai legislations.

RTA has adopted a multi-pronged Investment Strategy with consideration for the interaction between Dubai’s transportation needs, key infrastructure projects, and RTA’s overall financial position (including DOF’s consideration) and part of RTA's financial sustainability plan is alternative financing under which RTA looked at different sources of funding such as public or private offerings/sales. Based on that RTA’s senior management decision has now been decided to undertake an exercise to partially list RTA’s Tolling System business line in Dubai Financial Market "Stock Exchange".



Case Study Receipt matching robot

Dubai's Government is keen on 4th generation industrial revolution and the use of AI, and a scaled pilot has been launched to start using robot and AI technology in finance, as a start the technology developed is for the robot to search for invoices of unapplied receipts and match those receipts and then automatically send an email to the concerned employees with the updates.



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:
Launch of 10 government and state-owned companies on DFM to aid in increasing volumes to AED 3 trillion

6.2

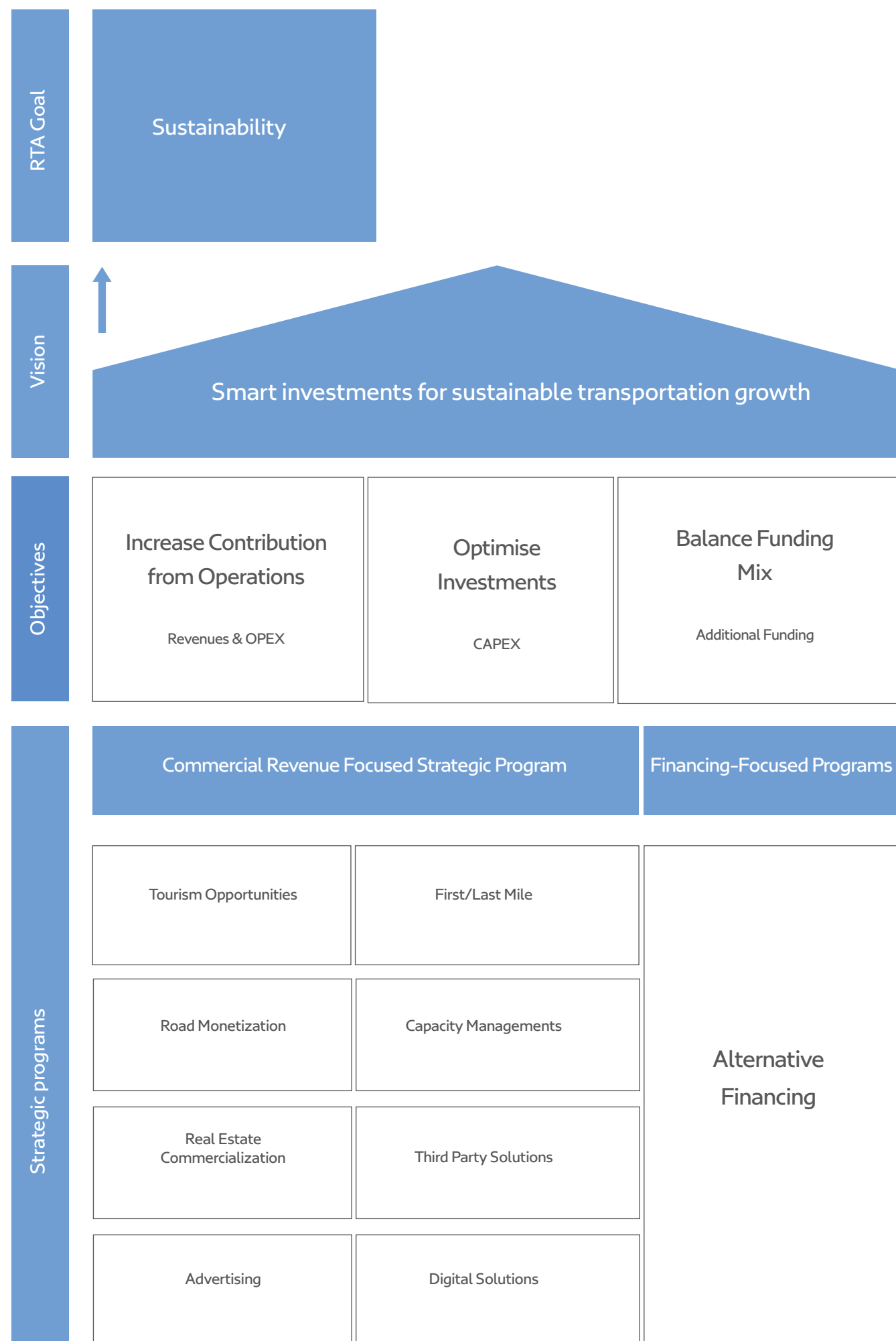
RTA's Commercial Investment Approach

With regard 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 utilization, enhancing the portfolio of commercial assets, growing the commercial revenue and growing partnership with the private sector. We have achieved these goals in 2022 through increased overall revenue, improved asset utilization and new projects awarded.

RTA has aligned its Approach for Commercial investment with the Dubai Economic Agenda D33 (D33), that His Highness Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE and Ruler of Dubai launched towards doubling the size of Dubai's economy over the next decade and consolidating its position among the top three global cities.

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 of people in Dubai, as can be observed from the existing project pipeline such as the PV Solar project, Smart Lighting and RTA Smart IOT solutions

RTA's Key achievements and commitments in 2022



16% growth in commercial revenue over target



Salik IPO



94.7% Achievement of total commercial utilization



AED 500 Million Awarding of PPP Projects



Awarding of Project for development of Truck Rest Areas



Awarding of Project for development of Truck Rest Areas

Transformative technology for sustainable mobility

In line with the formulated Dubai Autonomous Transportation Strategy (formulated as part of 'shaping the future of mobility'), the commercial and investment department (CID) at RTA endeavors to research and provide support to the relevant sectors in undertaking feasibility studies and assessing the viability of various initiatives that will ultimately shape the future of mobility.

Moreover, CID has already supported the implementation of the PPP project pertaining to self-driving taxis. CID has also evaluated or would do in the near future initiatives pertaining to autonomous vehicles, skyway, sky pods, delivery drones, flying taxis etc.

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

- 01

Improving business environment
- 02

Driving growth
- 03

Revenue diversification
- 04

Sustainable partnerships

CID takes a multipronged approach to ensure sustainable innovation at RTA. We have led multiple internal workshops for brainstorming to identify areas for enhancement of existing assets or identification of new assets and projects. We also process ideas from external stakeholders including investors and Business Councils to review the adoption of the latest pioneering ideas for Dubai.

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

Case Study

RTA signs MoUs with Amazon Web Services (AWS), Microsoft, Moro Hub (Data Hub Integrated Solutions), Trapeze Middle East Telecommunication Equipment Trading and SAS

- Big Data

RTA signed an MoU with Amazon Web Services (AWS) to pursue strategic cooperation in Big Data services in support of its mission to promote the future of smart public transport. The AWS Data Exchange (ADX) platform will allow RTA to experiment, build, and deliver unique services and accelerate and expand its digital transformation.
- Artificial Intelligence

An MoU was also signed between RTA and Microsoft to support RTA's data-driven digital transformation efforts and keep pace with technological advancements in artificial intelligence and data science. By doing so, RTA hopes to establish strong data governance practices across its organizational structure, step up the capacity of the Mobility Lab for the 4th Industrial Revolution, and develop a deeper understanding of data.
- Data Hub

RTA's Dubai Taxi Corporation (DTC) also signed an MoU with Moro Hub (Data Hub Integrated Solutions) to pursue strategic cooperation in the fields of digital transformation, cybersecurity, and the Internet of Things. Through the MoU, DTC will explore the possibilities of leveraging Moro's digital capabilities to transform its mechanisms.
- Integrated Communication

DTC also signed an MoU with Trapeze Middle East Telecommunication Equipment Trading to offer integrated solutions and explore opportunities related to DTC's taxi fleet.
- Asset sustainability and Internet of Things technologies

RTA also signed a memorandum of understanding with SAS to review the company's best practices in data science and artificial intelligence related to the authority's fields of work, such as predictive maintenance of assets through real-time analysis of data received from sensors via machine learning and artificial intelligence algorithms, which contributes to maximizing efficiency. The authority will gain from its assets, which are dispersed throughout Dubai and include roads, bridges, tunnels, and public transit (buses and metro.).

Case Study EXPO 2020 route development – advertising digitalization

Retail, commercial, and advertising assets in 7 metro stations to improve financial sustainability while also enhancing the commuter experience. Route 2020 stations fully digitized their advertising assets when compared to static assets, this lowers manufacturing time and waste. RTA also launched experiential advertisement campaigns at retail kiosks, which delivered better value, a better experience, and increased revenue and asset utilization.

“Winner of MEED Award under Transportation Category – National and MENA Region Award”.

6.3 Asset Sustainability

Our asset management approach delivers stakeholder value by optimizing cost, risk, performance and sustainable outcomes on a whole life of the asset, whole system and whole portfolio basis in tune with the external business context and in alignment with RTA and Dubai strategies, RTA Strategic Plan, future trends such as circular economy and Integrated Transport Master Plan. Our planning and decision-making is evidence-based, data-driven (with single version of truth) and enabled by highly competent people and the latest innovative digital technologies. RTA will be independently assessed as operating and sustaining at Maturity Level 5 demonstrated through benchmarking, awards and citations and highest customer satisfaction rating.

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

The RTA Asset Management System has 9 main components which are supported by 45 processes, enablers or capability area. The components together form the PLAN-DO-CHECK-ACT cycle of all the asset management activities through which RTA achieves continual improvement in asset management performance and asset management system yearly review. Furthermore, the asset Management System considers (ESG) requirements through Element F as one of 9 main components of asset management system; which, in turn, supports the assets safety, risk and sustainability.

RTA’s asset management roadmap 2030

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

The roadmap includes 58 initiatives categorized over 3 time periods each targeting the achievement of a maturity level reaching to 5.0.

Major benefits –

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

01

Adopting international best practices and modern digital.

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

02

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

03

Enhancing the exploitation of assets and rationalizing costs.

Transformative Technology for sustainable mobility

AMD is moving forward in Asset Data Quality through developing RTA's Asset Information Governance Platform. The pilot project done for RTA' lands and commercial asset, and the project will go further to utilize the new technologies such as AI.

Some of this project's benefits that were captured in its initial stage in 2022 are:

01

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

03

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

05

Provides real-time information on assets during the life cycle stages of an asset.

02

reviewing the ratings of investment assets

04

Easy access to asset information and analysis to make strategic asset decisions.

RTA's Key achievements and commitments in 2022

01

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

02

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

03

Developing RTA's Circular Economy Framework.

05

RTA's new internal platform optimizes asset utilization/reutilization. The platform helps RTA departments to visit and select any returned asset among RTA departments and request them for use instead of going to buy new assets. This has a direct impact on the environment as it reduces number of new assets to be purchased, it is considered a type of circular economy practice.

04

RTA's auction platform for commercial and investment assets: Renting its commercial assets via the auction platform RTA allows vendors to proceed fast in renting commercial assets compared with previous years. For example, in 2022, RTA rented 26 commercial assets and increased the revenue by 15% compared with 2021.

06

AMD's campaign collects all old assets for RTA employees to resell them through the auction platform to give the returned money to Dar Al Ber corporate in Dubai.

Major asset performance measures

Major asset management metrics are shown below:

97.6%

Value of optimized assets

3.45

Asset Management Maturity level on a scale of 4

85.2%

Asset Maintenance Excellence Index score

Case Study

RTA's Asset Information Governance Center

A central platform for asset information governance to analyze the big data related to asset information from the Maximo system with the rest of the asset management systems, where the assets will also be linked with the GIS system. The first phase of the project was launched in November 2022. It is expected to be completed in December 2025.

Major benefits:

01. Updating the land data on the platform.
02. The accuracy of investment asset information for metro and tram stations increased by 70%.
03. Easy access to asset information and analysis to make strategic asset decisions.
04. Providing real-time information on assets during the life cycle stages of an asset.

Case Study

Using 3D printing to maintain roads and facilities


RTA has devised a new 3D printing technology to manufacture spare parts for electromechanical systems and cladding materials used in the maintenance of RTA's roads and road facilities.

As part of the initiative selected types of spare parts were chosen to be 3D printed; based on specific criteria, such as the lack of spare parts in local markets and taking into consideration safety measures. The initial results of implementing the technology revealed a 50% saving in the operational cost of purchasing spare parts. Additional improvements were introduced on the factory-based spare parts on account of historical data analysis, which reduced breakdown rates to record-low levels. 3D printing technology also contributed to reducing the cost of transportation and the time needed to import spare parts to Dubai.

In the early stages of the initiative, the Traffic and Roads Agency cooperated with three leading companies in 3D printing in manufacturing to develop plans and studies to improve spare parts manufacturing processes. It also aimed to ensure their efficiency as required before being used in service in road maintenance and facilities in Dubai.


The move aims to increase the availability of spare-part and reduce costs by 50% .

Asset Information Governance Center




Asset Information Summary

View Note



RTA Lands Dashboard

View Note



Commercials: Metro Stations

View Note



6.4

Sustainable Procurement

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 behavior 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. We also have reduced payment time and terms supporting local businesses. SMEs are excluded from the certain conditions in the EPQ system. Some of the initiatives for SMEs include:

01

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

02

50% reduction in tender document fees

03

Prioritise allocation of non-critical projects to SMEs only

04

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

05

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

06

Formation of SME committee within RTA's procurement department

07

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

Environmental, Social, Governance (ESG) Considerations

We also have a Contracts and Procurement policy, which ensures environmental, social and governance (ESG) considerations are a part of the vendor pre-qualification screening process. All vendors need to respond to the below questions as a part of 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 organization

03

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

05

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

07

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

09

Offence to any legal requirements relevant to the service/product

02

Environmental Management system for the organization

04

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

06

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

08

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

Transformative technology towards sustainable mobility

RTA enables supply chain technologies such as AI and machine learning which helps RTA businesses spot risks, patterns, and opportunities – allowing us to minimize waste and improve efficiency.

RTA's digital contract management process



Maximo For contract management



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



GRP For inventory and purchasing management



RTA Digital Signature (TAWQIE) For sealing contracts

As part of C&P department in supporting RTA shaping the future of sustainable mobility we have established RTA's Roadmap for Contracts and Procurement Management 2021-2025. RTA's Roadmap for Contracts and Procurement Management 2021-2025 is based on future foresight by including:

01

Created scenarios

02

Risks and opportunities,

03

Relevant specialized strategies

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

RTA's Key achievements and commitments in 2022



RTA wins Best digital Transformation in Transportation award (Digital Signature TAWQIE)



88.7% Vendor satisfaction



30% Procurement from local SMEs

RTA's digital contract management process

We have introduced Circular Economy requirements into our contracts and purchase processes. The Procurement Department encourages both; its internal and external stakeholders to reduce waste generation and responsible use of resources



Ensuring supplier labour and human rights compliance

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

- 01 Ensure legal access for all supplier workers and employees to the UAE
- 02 Maintain records of the supplier's employees following local and federal regulations
- 03 Provide a work environment in line with safety and health laws and regulations
- 04 Use voluntary labour only
- 05 RTA shall hold the right to take strict actions, terminate, or blacklist contractors in case of any misconduct, inappropriate behaviour or incidents related to corruption, bribery, or child labour
- 06 Maintain proper employment contracts as per the requirements of the Dubai Government and the UAE Ministry of Labour
- 07 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 them as vendors / contractors / sub-contractors for different RTA projects wherever feasible.

“77% Percentage of the procurement budget used on local spending in comparison to the total budget in RTA in 2022”.

Supplier Screening using Environmental and Social Criteria

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

“Since 2018, RTA has been doing 100% screening for all the new vendors/suppliers for the social and environmental criteria”.

Case Study

Launching trial digital platform to serve demand for medium-sized bus services

Dubai’s Roads and Transport Authority (RTA) has signed an agreement with Arcab to launch a digital platform on a trial base in the shape of a smart app to meet the public demand for medium-sized bus services.

The trial platform will be operational in two of Dubai’s districts. The first route will commute between the International City/Dubai Silicon Oasis and Jebel Ali Free Zone. The second route will shuttle between the International City and JLT. Following a three-month trial, the service will expand to include 12 other districts in Dubai.

The agreement was made in collaboration with the Dubai Future Accelerators Programme, one of the initiatives of the Dubai Future Foundation launched by His Highness Sheikh Hamdan bin Mohammed bin Rashid Al Maktoum, Crown Prince of Dubai and Chairman of the Executive Council in 2016 to set a platform combining government entities, start-ups, and business leaders from all over the world. The initiative aimed to launch innovative projects driven by future technology to power vital sectors.

07

Environmental Stewardship



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

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

7.1

Resilience to Climate Change

RTA’s approach to sustainable infrastructure is based on tackling all the pillars of sustainable transport infrastructure namely economic, social and environmental. All RTA projects are screened and scoped for their value and benefit to Dubai, thus ensuring that projects are prioritized 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 neighborhoods, Hatta highlands and Seih Al Salam. This is to ensure higher standards of living and equity in all areas of Dubai.

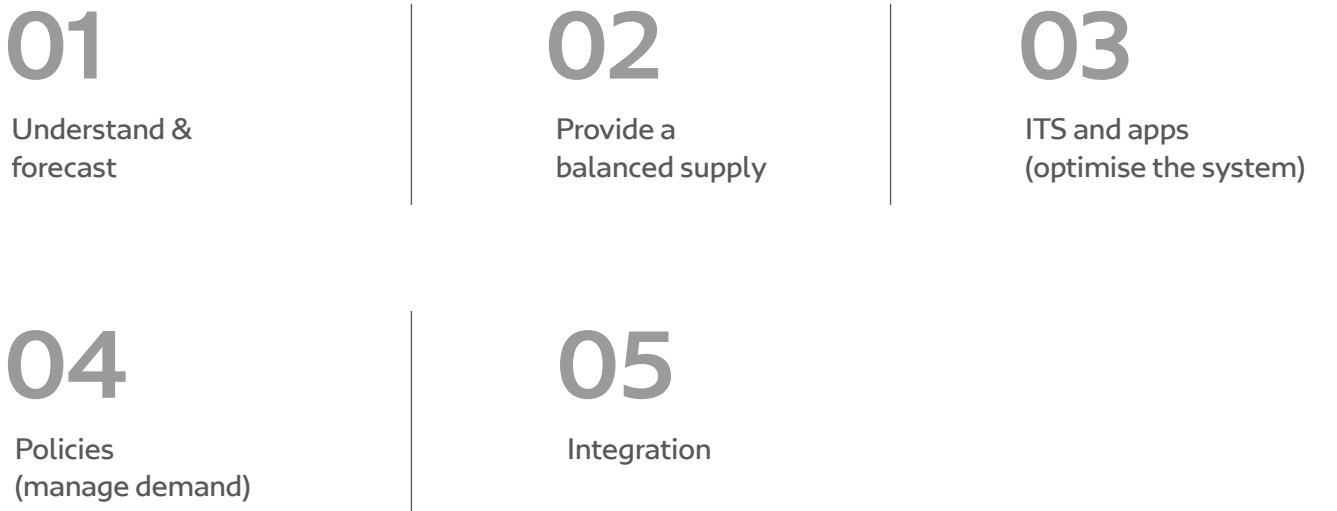
RTA is working on several projects aimed at minimizing the harmful environmental impacts of road and transport infrastructure projects, including studying the introduction of new policies such as low emission zones as well as encouraging public transport modes such as metro and bus, enhancing the bus 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 in which numerous transportation scenarios comprising road, public transport and travel demand management measures are formulated and assessed based on multi criteria analysis to conclude the most optimum scenario which can achieve the strategic sustainability related transportation KPIs (Congestion level, Average speed, Public transport share) at the minimum possible cost. During the infrastructure design stage, RTA follows best international design standards, study different design options and conduct life cycle costing, and value engineering studies to select the most sustainable option. During operation and maintenance of infrastructure, RTA again follows the best international practices, utilize the latest technologies to monitor and maintain the infrastructures, and keep them in sustainable operational condition.

Dubai Transport Planning

In 2022 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.

RTA’s Sustainable and Resilient Infrastructure and Transport Strategy begins with the transport planning process, which is used to determine ways to maximize the use of public and shared modes in achieving seamless mobility for Dubai residents and visitors.



Dubai Transportation is planned on four main levels , where RTA gets its pioneer among levels as the following:

01 RTA preserves its position as a Dubai-wide strategic transport model, as it works on long-term planning that may extend to the next 20 years.

02 RTA is a pioneer in issuing specialized master plans (such as shared mobility master plan) reflecting the Whole Dubai’s transport master plan.

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

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

Level 01

Dubai-Wide Transport Strategic Plans
Strategic plans & implementation plans

Level 02

Corridor/Project-Specific Plans and Studies
Detailed corrido/project-level plans and engineering studies

Level 03

Mode-Specific Detailed Master Plans
Example: Rail Master Plan, Bus master plan,..

Level 04

Localized Plans and Studies
Detailed plans and studies for certain road sections, junction stations etc.

Project Prioritization Framework

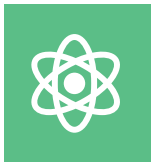
Projects Portfolio Management (PPM) is the centralized management of one or more portfolios of projects that an organization undertakes to achieve its strategic goals and objectives.

Project portfolio management is a formal approach used by organizations to identify, prioritize, 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 the organization’s decision-makers, led by a portfolio manager, examine 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.




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




Energy consumption and clean energy such as renewables and clean fuel.



Product lifecycle, considering reduce, reuse and recyclability.



Reduce environmental impact.



Quality of working environment.

Transformative technology towards sustainable mobility

RTA sponsored and contributed to a major report on sustainable innovation in transportation, Urban Mobility Innovation Index 2021 published by UITP in June 2022. This report looks at sustainable innovation initiatives in 38 cities and contributes to better practices in Dubai and across the other cities that were part of the study. RTA sustainable infrastructure measures in 2022 focused on significantly increasing the number and length of cycle paths in Dubai.

Climate Resilience

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

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

01

Enhancement work around PT stations

02

Pedestrian bridges and tunnels

03

Cycling infrastructure

04

Soft mobility plans

In 2022 we achieved a significant increase in the length of the Dubai cycle path network, taking it to 544km. Important progress was also made in the development of the e-scooter hire service, signing contracts with 4 new providers, and with the bike-share network, extending to new areas in Dubai.



4 new providers
For the e-scooter hire service



1 million trips
By Shared electric scooters



76% satisfaction rate
By the 557,000 riders used escooting

Case Study Shared e-scooter trips clock 1 million in 2022

Shared electric scooters in Dubai made about one million trips in 2022, and in the process, they doubled the number recorded in 2021, without causing any fatalities or severe injuries. Over 557,000 riders used the service in 2022, and the satisfaction rating hit 79% in comparison to 76% in 2021.

The success of the first phase of shared e-scooter operation is a result of RTA’s expanding the infrastructure at e-scooter operation zones that were announced early in 2022. RTA provided dedicated lanes with high safety and quality standards, connecting attractions and highly frequented places such as public transport stations and entertainment areas like Jumeirah Beach. RTA also permitted individuals to ride e-scooters on safe roads once they obtained riding permits.

From the launch of the electronic platform to the end of April 2022, the number of permits granted has reached around 50,000. From the first quarter of 2023, RTA permitted the use of e-scooters in 11 new residential areas in Dubai after completing all engineering and technical procedures and verifying traffic safety issues in the new areas. Thus, they contribute to safer tracks for users of individual mobility means such as bikes and e-scooters.



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



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



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



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



Road	2006	2019	2020	2021	2022
Road Network Length (Lane-km)	8,715	17,920	18,255	18,475	18768

Marine Transport

2022 witnessed an increase in marine network length to 100.6 Km compared to 79 in 2019, supporting RTA’s plan to expand marine transport by 188% to reach 158 km by 2030.

Shared Mobility

Increase in Bicycle Network Length to 543.17Km in 2022 compared to 425 km in 2019 and 9 km in 2006, this increase is supported by the provision of shared bicycles in Dubai with 1400 bicycles in 2022 compared to 780 in 2019.

Buses

7.3% increase in Dubai’s bus Network Length in 2022 compared to 2021.

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.

“The share of public transport and shared mobility in people’s journeys grew from 6% in 2006 to 18.49% in 2021, reaching 20.6% in 2022. Dubai PT and taxi ridership increased to 621.4 million passengers in 2022”

Ridership	Unit	2017	2018	2019	2020	2021	2022
Public Transport Ridership in Metro	Million Passengers	200.75	204.41	202.98	113.63	151.26	225.1
Public Transport Ridership in Tram	Million Passengers	6.23	6.40	6.51	3.65	5.34	7.5
Public Transport Ridership in Public Buses	Million Passengers	155.32	167.93	157.10	95.42	116.32	157.3
Public Transport Ridership in Marine Transport	Million passengers	13.76	14.14	14.36	8.05	10.94	15.9
Ridership in Dubai Taxi & Franchise Taxi	Million Passengers	175.61	173.77	179.85	109.94	154.71	183
Shared Mobility Ridership (e-hailing and car-sharing)	Million Passengers	17.49	22.16	33.24	15.29	22.92	32.5
Total Public Transportation with Shared Mobility and Taxi Passengers	Million Passengers	569.16	588.81	594.04	345.98	461.49	621.4

The share of the Metro in Dubai’s public transport ridership increased by 3%, while marine transport riders showed a 1% rise compared to 2021 levels.

Public Transport Ridership (Million Passengers)*



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

Case Study Guinness declares Al Qudra Cycling Track the ‘Longest Continuous Cycling Path’

RTA has achieved a new Guinness world record that adds to its impressive tally of world records in having the Al Qudra Cycling Track spanning 80.6 km declared as the longest continuous cycling path surpassing the previous world record registered in 2020 for a 33 km cycling track. The record was announced at the start of the track in the Al Qudra area in the southeast of Dubai by a representative of Guinness World Records. The total length of the cycling lanes in Dubai reached about 542 km in the first quarter of 2022. RTA plans to raise this number to 819 km by the end of 2026. Besides being the longest cycling path globally, the Al Qudra track is designed according to top safety and security standards. The track is fitted with relevant signboards and ground markings. It passes across extensive sand dunes and lakes that render it attractive and liked by cycling professionals and enthusiasts globally. The track runs over wide parts of Al Qudra area, which spans about 188 square kilometres.



7.2

Emissions Management

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 to establish a Green Economy Strategy in 2016 and the Net-Zero Emission Public Transportation 2050 Strategy in 2022.”

The Green Economy Framework aligns with international, national, and local directions and is established based on the Environmental Management ISO 14001, Energy Management ISO 50001, and Greenhouse Gas Emissions Management ISO 14064. The Safety, Risk, Regulation and Planning Department (SRRPD) at RTA has adopted the latest developments related to scientific technologies and implementation of innovations to support its Green Economy Framework through 2 main programs :

01 Emissions Management

- a. Energy Management and Efficiency.
- b. Water Management and Efficiency.
- c. Fuel Management and Efficiency
- d. Waste Management.

02 Resilience to Climate Change

- a. Resilient Infrastructure
- b. Resilient Transportation means.

RTA’s Key achievements and commitments in 2022



43 Green Economy projects and initiatives



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



12% 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 have 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 ensure the climate change readiness of all relevant sectors (environment, food security, energy, water, health, infrastructure and business).

In its latest Strategy update (203-2030), the RTA has focused further on 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

Due to its geographic location, the UAE and Dubai have always had to adapt to an extreme climate and RTA’s Climate Change Adaptation measures are 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 Net-Zero Emission Public Transportation 2050 Strategy

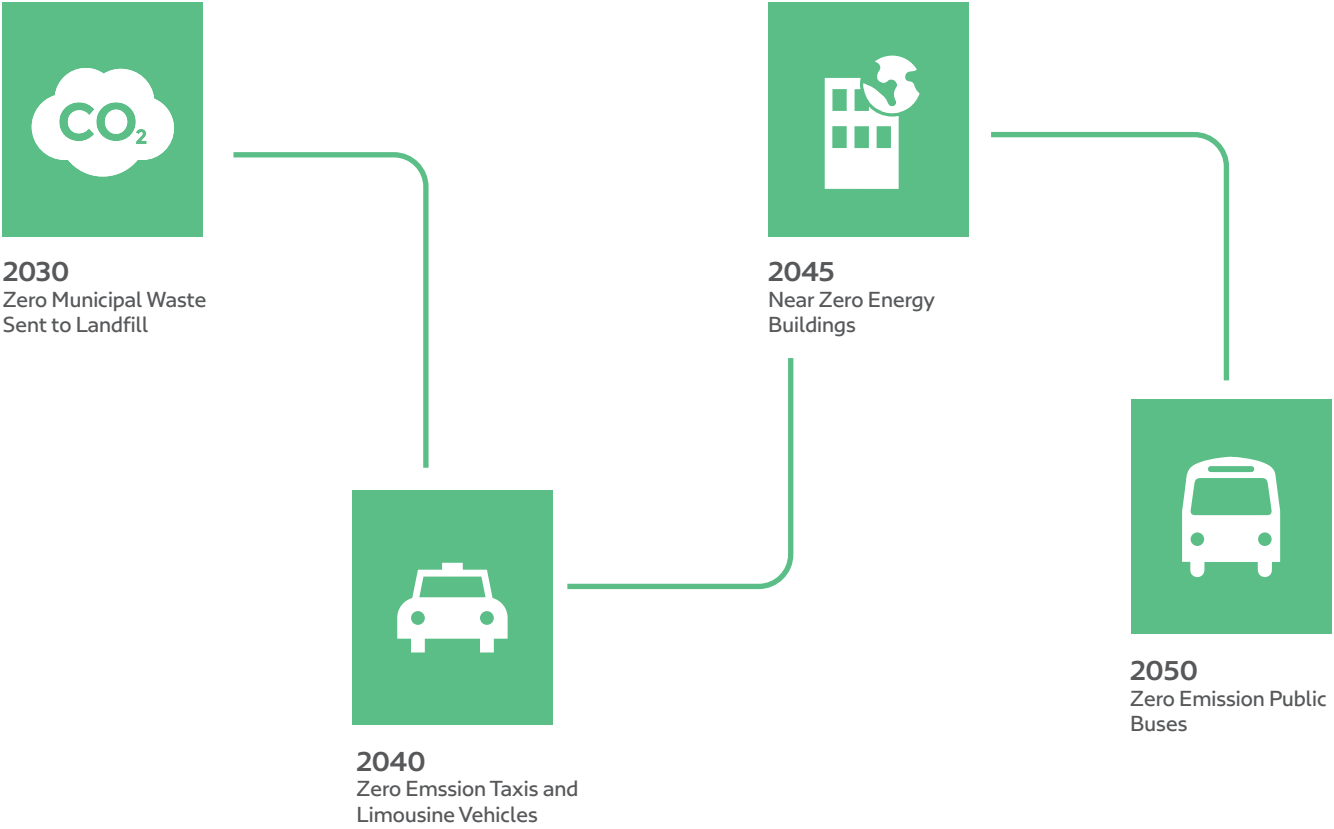
Kyoto (1997) marked the awakening of global climate action, and Paris (2015) was the moment when the world agreed on collective commitment to be more ambitious in the fight against climate change to limit global warming to well below 2°C & pursue efforts towards limiting it to 1.5°.

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 of 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 emissions 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.

The strategy consists of 3 main Pillars with 10 initiatives, the implementation of the strategy initiatives is estimated to reduce 10 million tons of Carbon Emissions by 2050.

Pillar	Green Mass Transport	Buildings and Facilities	Waste Management
Initiatives	1. Decarbonization of Public Buses – 100% by 2050	1. Renewable Energy – 24 Solar Projects by 2025.	1. Municipal Waste Recycling – 100% by 2030.
	2. Decarbonization of Taxis and Limousine Vehicles DTC – 100% by 2040.	2. Retrofit of Buildings – 115 Buildings – by 2045.	2. Water Recycling – 40% by 2050.
	3. Decarbonization of Taxis and Limousine Vehicles Other companies – 100% by 2040.	3. Energy Efficient New Buildings – all new buildings and facilities.	
	4. Decarbonization of School Buses in DTC – 100% by 2050.	4. Energy Efficient Street Lighting – 100% by 2035	



Case Study

Rail Automated System (RAS) Project

RTA in collaboration with Keolis-MHI (operator of Dubai Metro and Tram) have launched the Rail Automated System (RAS) Project to trial a paperless initiative reliant on advanced technology. This system is aimed to enhance paperless transactions that RTA is progressively committed to ensure on purpose of supporting the Paperless Government policy as well as the UAE’s Fourth Industrial Revolution Strategy 2017 aimed to raise the profile of the UAE as a global hub for the 4th Industrial Revolution.

Through close collaboration between RTA's Rail Agency and Keolis MHI, the scope of work for this initiative was mapped out to ensure its success, and a total of 11 business modules were identified as having the greatest need for digitisation, including Permit to Work which allow access to large-scale work and activities to happen on the Metro/Tram, Dubai Metro Operation Control Centre, Dubai Tram Operation Control Centre, Environment – Management of Power/Energy/Waste, and others.

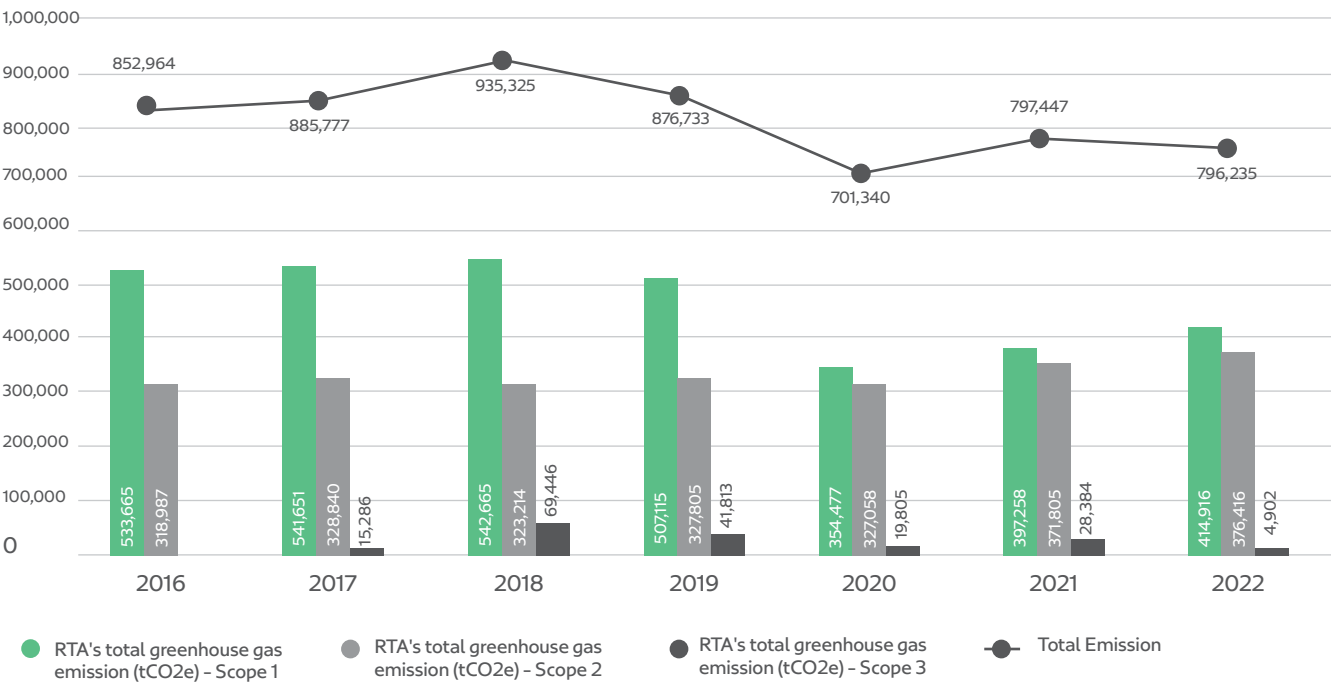
The initiative is compatible with RTA’s objective of expanding and improving its level of digitisation and sustainability in rail operations. It ushers a migration from manual paper transactions into a fully digitised platform to transform the processes, save paper, eliminate printer dependency and most importantly bring the efficiency necessary to accomplish various tasks, besides saving expenditure.



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 covers the fuel used for road transport activities; electricity and water used in buildings, and other RTA assets including rail operations; emission from projects and waste, etc. This ensures our environmental integrity, credibility, and transparency and facilitates the development and implementation of mitigation actions for emission reduction and removal.

RTA's Emissions by Scope (2016-2022)- tCO2e



Scope 1

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

Scope 2

Emissions include electricity and water consumption.

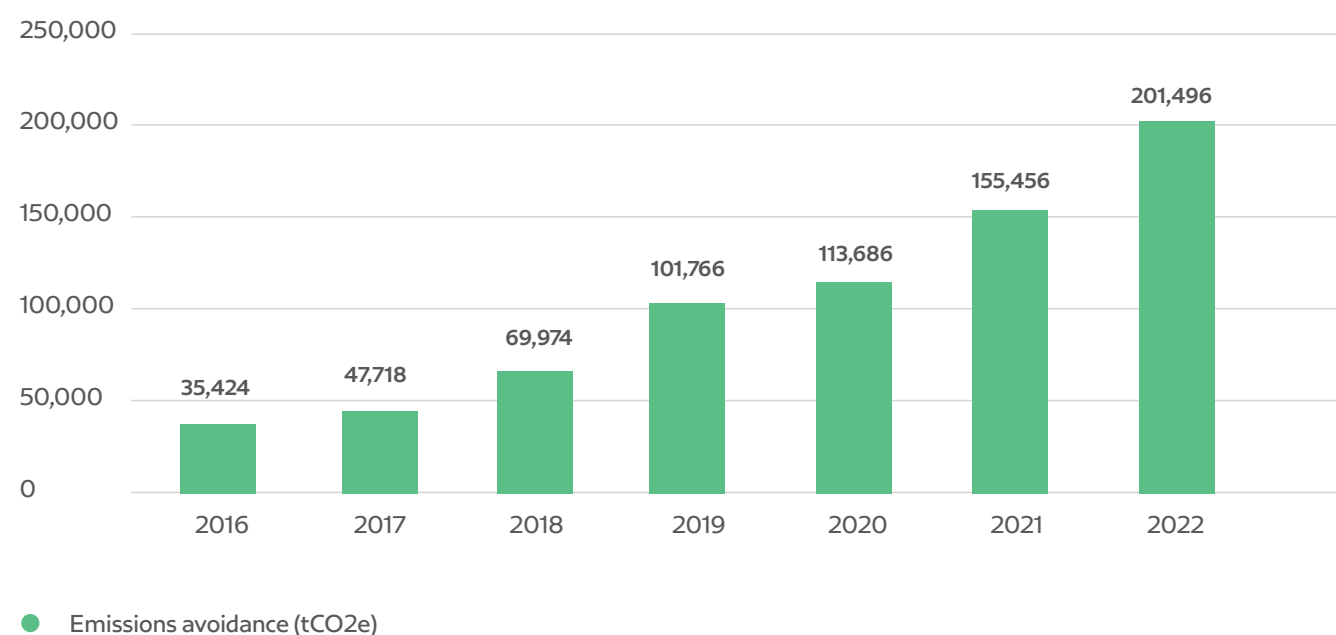
Scope 3

Emissions includes business travel, waste from RTA sites, also, the consumption of electricity, water fleet fuel, diesel generator, refrigerant and fire extinguishers in RTA projects.

Emissions Avoided

In the year 2022, RTA sectors/agencies undertook 43 Energy and Green Economy initiatives that resulted in a cumulative avoided emission of 201,496 tCO2e, which is 12% higher than the targeted value.

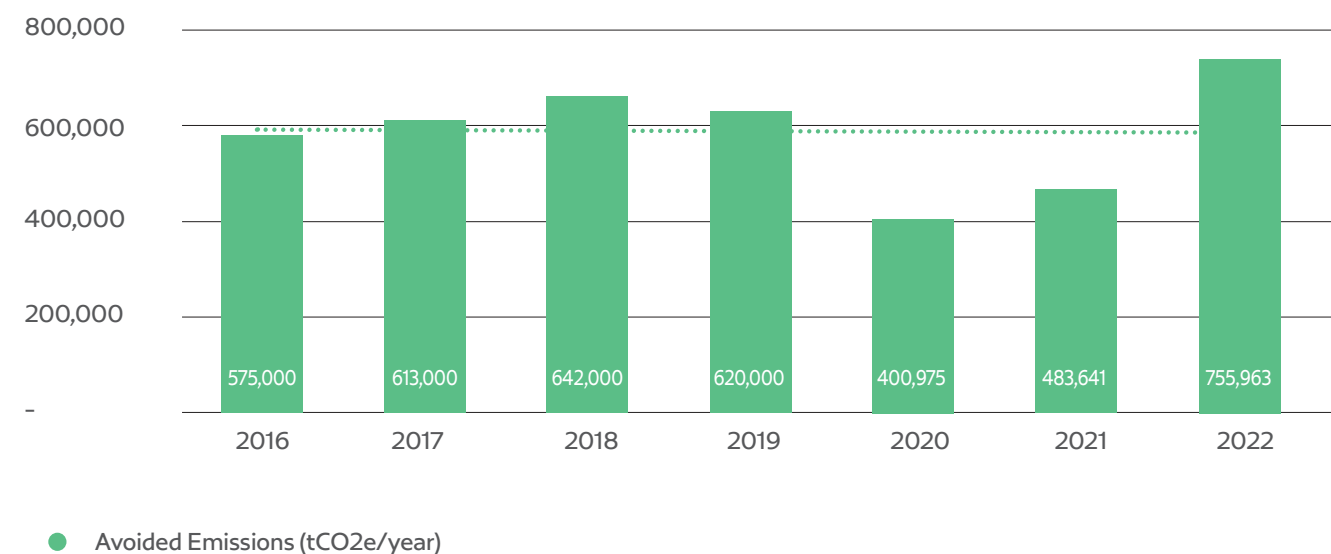
RTA's emissions avoidance due to E&GE initiatives (2016-2022)



*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. Ideally this line is on the other page above the graf.

RTA's Avoided Emissions (2016-2022) Due to Shifting from Private to Public Transport



“Since 2016, RTA managed to avoid emissions of nearly 4 million tCO2e due to the shift to public transport.”

Case Study Dubai Taxi is to become 100% eco-friendly by 2027

In line with RTA’s roadmap to make public transport modes emissions-free by 2050 , RTA has endorsed a plan to transform taxis in Dubai (Dubai Taxi and franchise company taxis) into 100% environmentally friendly (hybrid, electric and hydrogen-powered) by 2027.

RTA has made remarkable progress in this regard, successfully transforming 72% of the taxis in Dubai into environmentally friendly vehicles, comprising a total of 8,221 hybrid vehicles. This significant accomplishment aligns with the overarching goal of optimising energy usage, creating a sustainable environment, and positioning Dubai as a leader in promoting green transportation.

Dubai's initial plan to transform 50% of its taxi fleet into eco-friendly has produced a remarkable reduction in carbon emissions by as much as 420,000 tons annually, equivalent to 70,000 tons per year. This has stimulated local automotive companies to roll out a range of hybrid vehicles tailored for the Gulf region.


“RTA was a pioneer in the region when launching the trial of hybrid vehicles powered by fuel and electricity for its Dubai Taxi fleet in 2008. It marked the start of RTA's dedicated efforts to transform the infrastructure of public transport networks to make them environmentally friendly.”




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

- a)**
Management of energy – initiatives to support electricity management
- b)**
Management of water – initiatives to support effective water reuse and recycling
- c)**
Management of fuel- initiatives to support effective fuel management
- d)**
Management of waste – initiatives to limit the waste sent to landfill and increase waste recycling and reuse


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

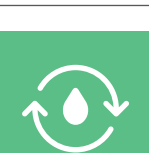
- 

Solar PV projects within RTA buildings and facilities
- 

Introducing energy conservation measures and retrofitting the RTA buildings and facilities– including street lighting
- 

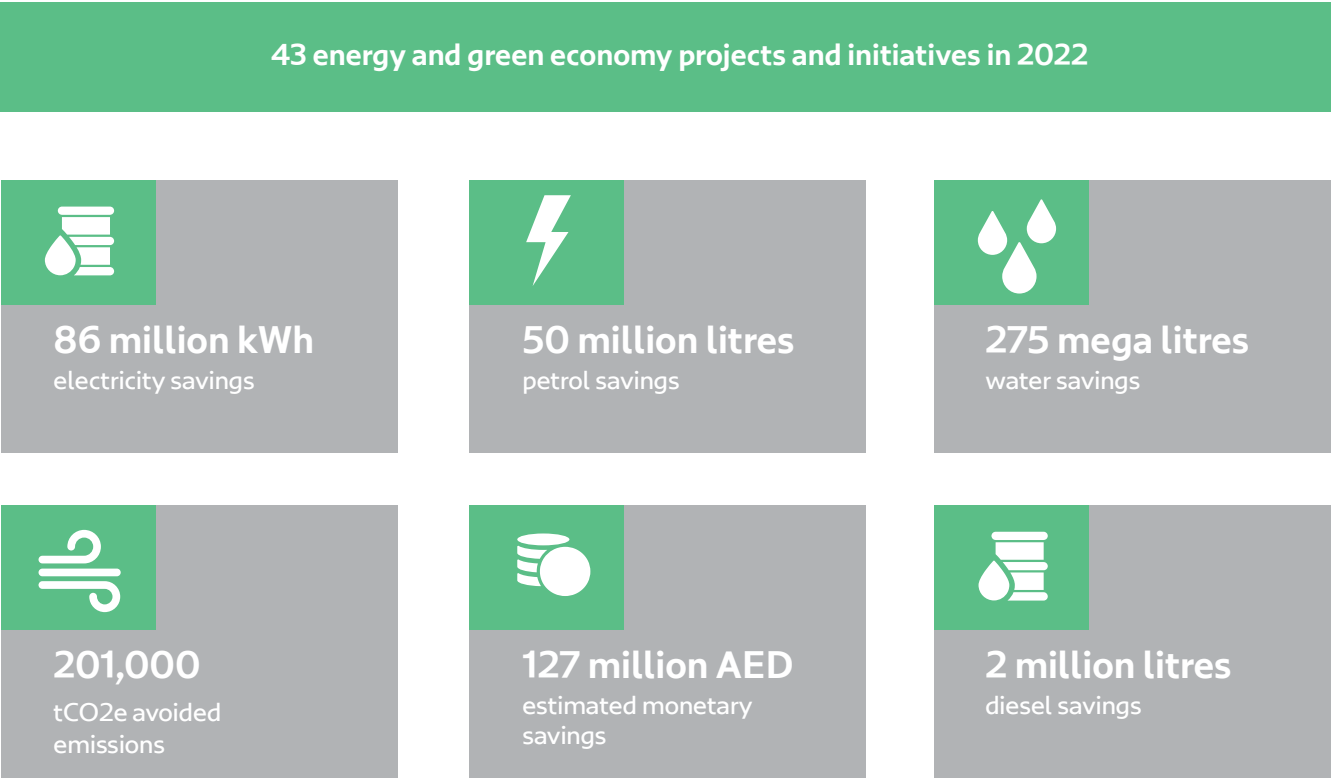
Having LEED certified new RTA buildings and metro stations
- 

Alternative fuel & clean fuel roadmap for public buses, marine transport and Dubai taxis respectively
- 

Effective waste and water management initiatives and projects in RTA
- 

Reuse and recycle of water and water from vehicles’ washing facilities

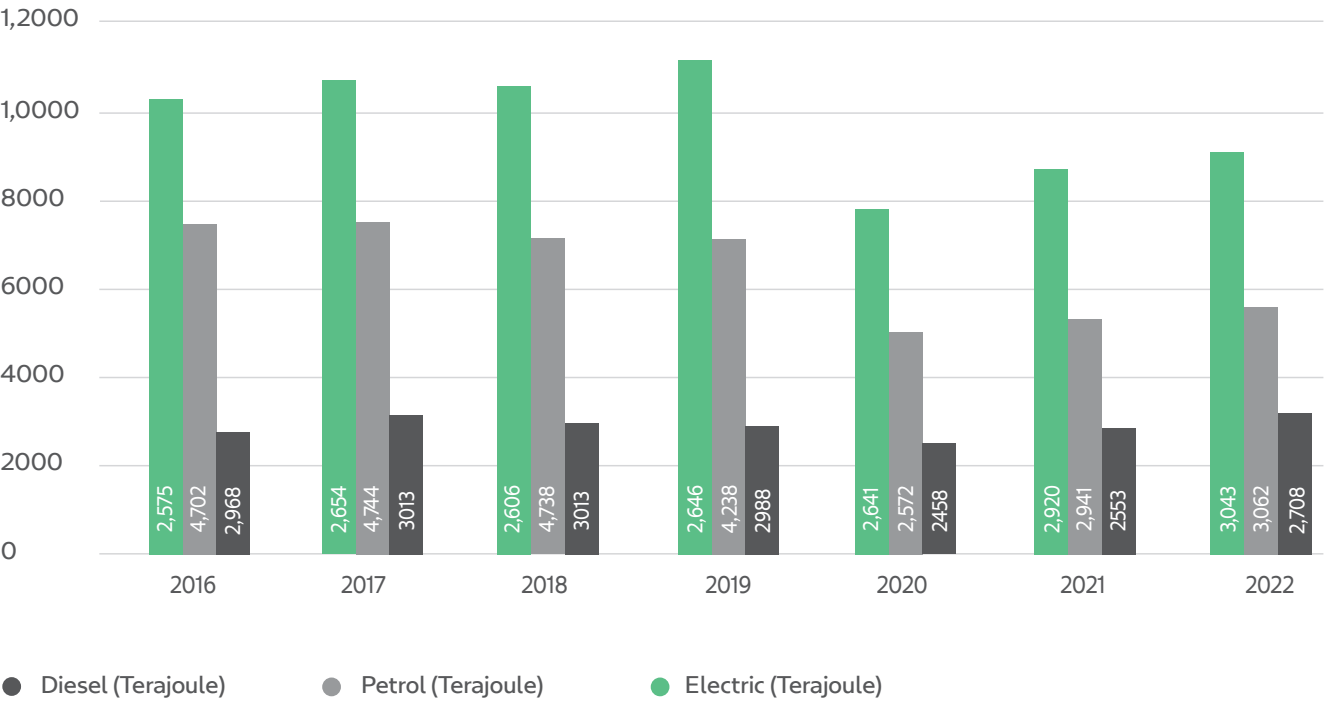
The implementation of those projects and initiatives for 2022 has resulted in:



a.
Management of Energy

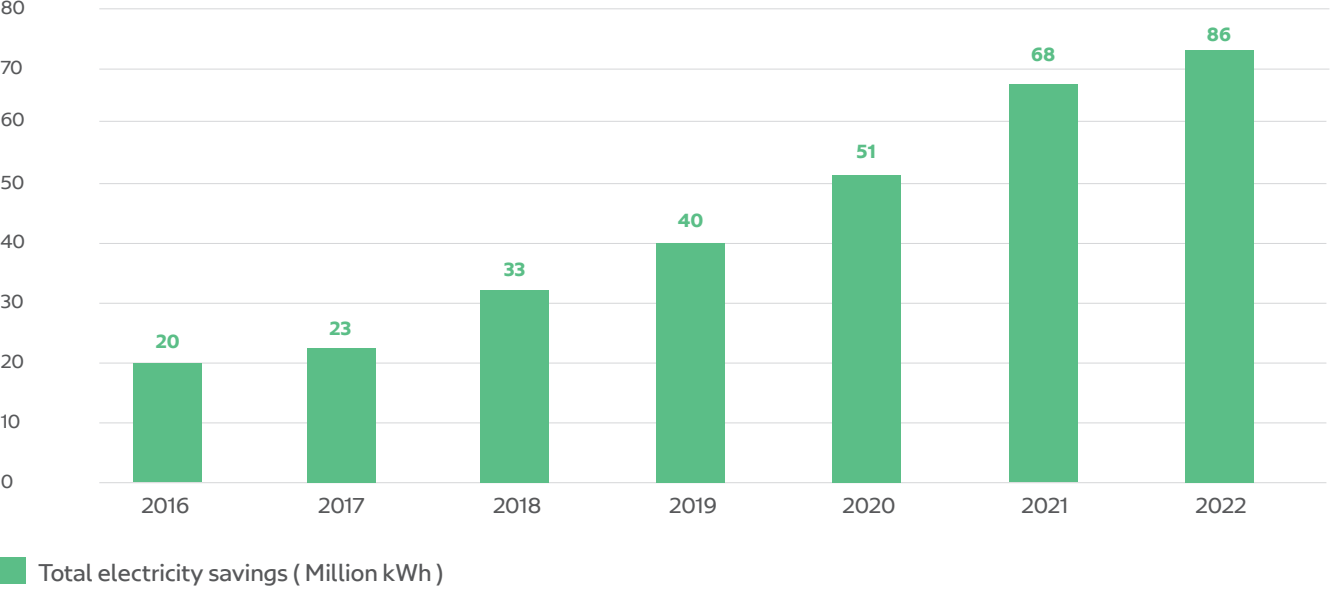
In line with ISO 50001 and RTA’s internal energy management system, the activities with significant energy impact are identified then prioritized for continual improvement. Legal register is maintained with all legal requirements/obligations related to energy management, and compliance is monitored through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

RTA's Total Energy Consumption (2016-2022)



Electricity savings increased by nearly 26% with major savings attributed to energy efficient LED street lighting initiatives and initiatives in Dubai metro and tram stations.

RTA's Total Electricity Savings from E&GE Initiatives (2016-2022)



“In 2022, no non-compliance was recorded concerning RTA’s environmental performance.”

Case Study HESOP System (Harmonic and Energy Saving Optimizer)

HESOP is an advanced reversible power substation that both supplies traction voltage to a network and recovers braking energy from vehicles. It can convert the Direct Current (DC) to Alternative Current (AC) and vice versa. The HESOP system has two main components: the HESOP-Transformer and HESOP Converter Panel.

The HESOP system has been operational since 2022, and the project is 99% completed. In 2022, a total number of HESOPs generated (440,0519) kWh, equivalent to AED (2,020,435).



Case Study Traction Power Optimization: ATO Coasting

The project aims to reduce traction power consumption by maintaining economy mode speeds. The project aims to enable economy mode in the trains, allowing them to maintain efficient speed through optimized acceleration and deceleration.

Trials have been completed. The Red Line tests have resulted in 14% savings in electricity consumption, and the Green Line tests have resulted in 11% savings. The software of all trains have been updated to make them compatible with ATO Coasting.



b. Management of Water

Water management is 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 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 organization.

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

01

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

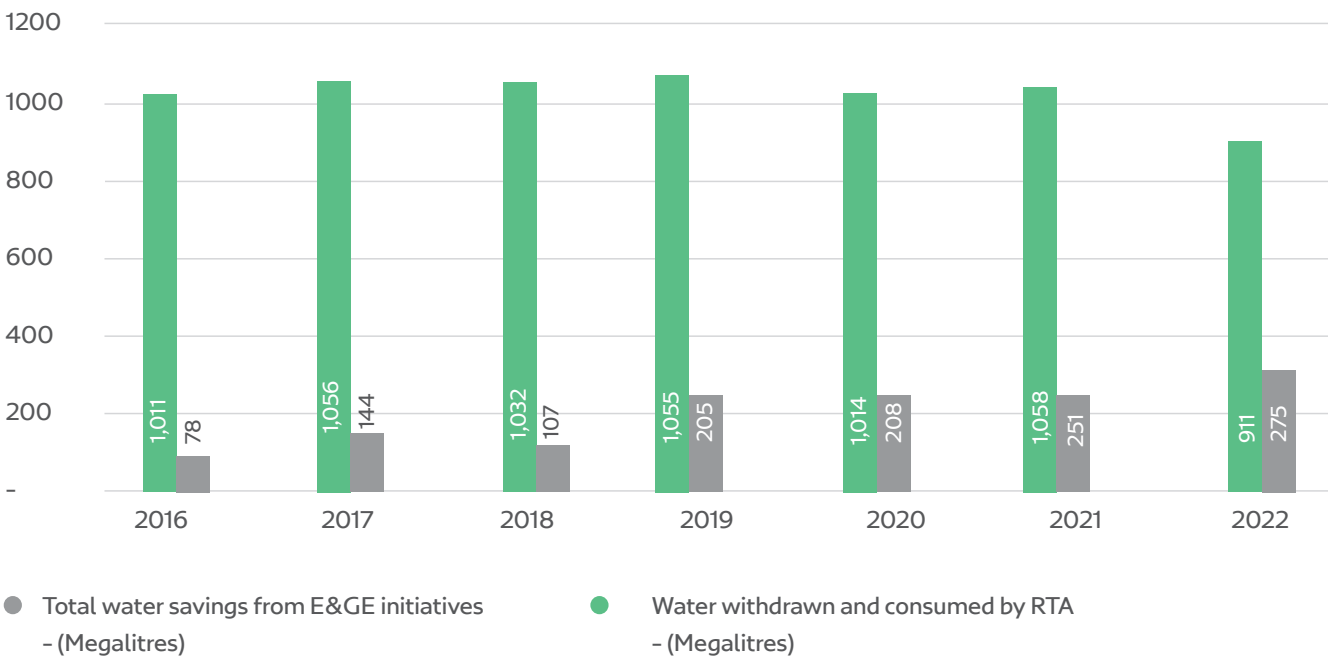
02

Installation of Water Aerators for Water Faucets

03

Installation of Water Flow Controllers in the metro stations

Total Water Savings and Consumption at RTA (2016-2022)

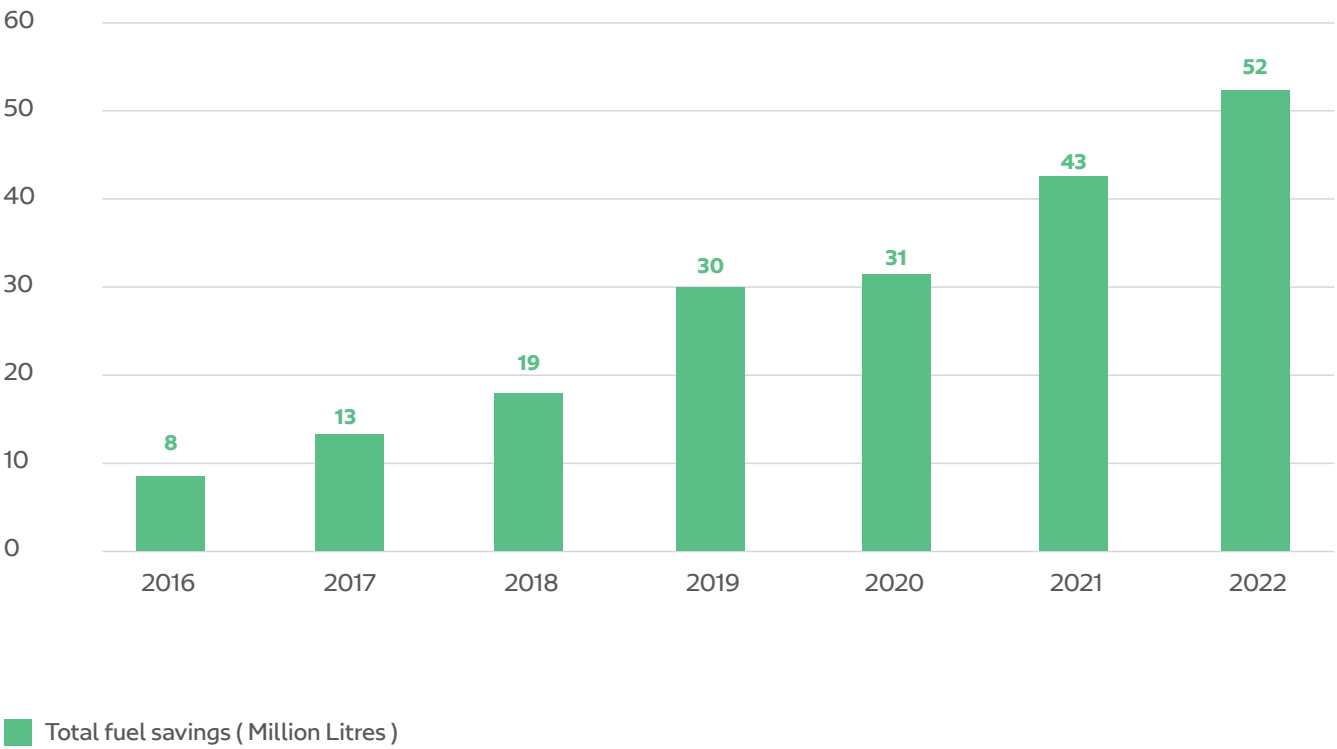


RTA has been committed towards the efficient usage of water. The RTA initiatives in 2022 have helped in achieving the lowest value of water consumption since 2016, which counts to 911 megalitres.

c. Management of Fuel

RTA’s initiatives in 2022 supported the saving of 52 million litres 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 centres and therefore avoiding trips by customers’ vehicles.

Total Fuel Savings from E&GE Initiatives (2016-2022)



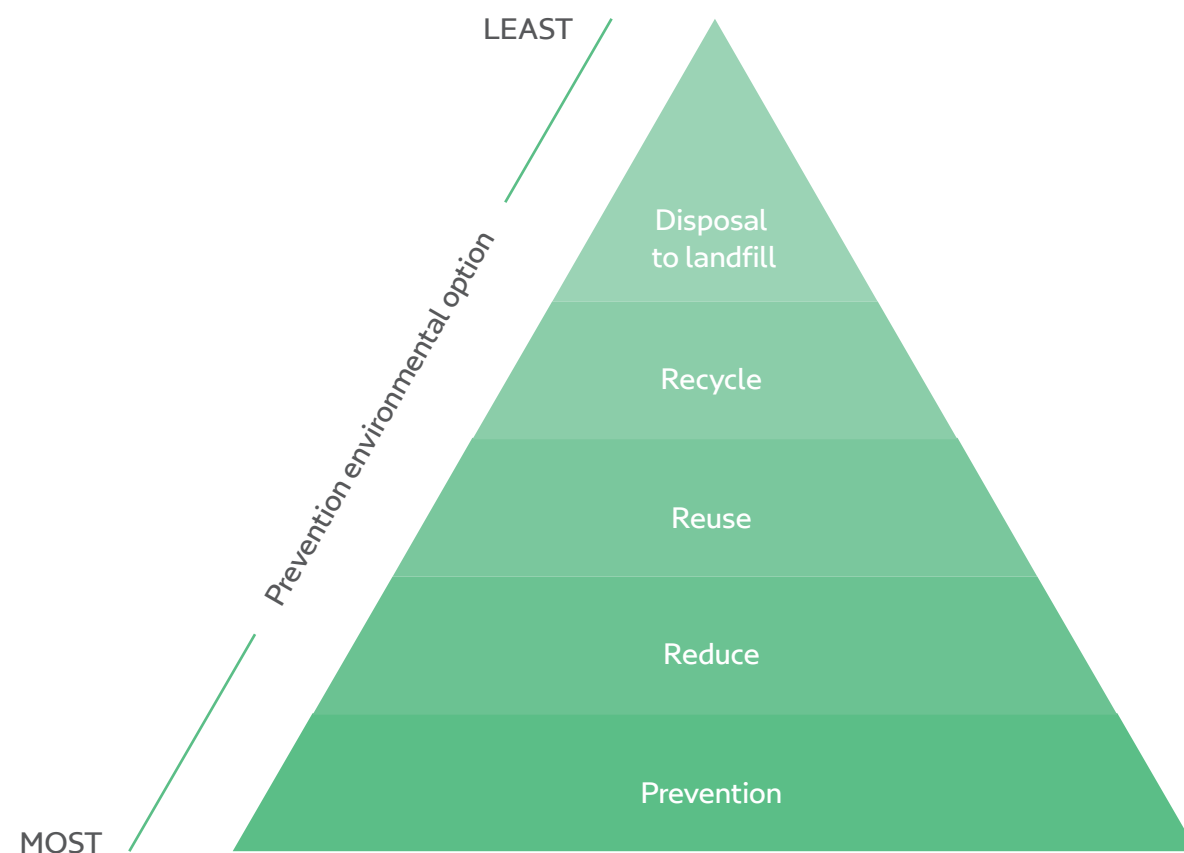
d. Management of Waste

RTA's waste management system prioritizes 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,' intended to ensure that all available alternatives are considered to divert waste from landfills to the maximum extent possible. Based on this principle, RTA designed a waste management system to appropriately manage hazardous and non-hazardous waste.

A circular economy has also been introduced throughout the assets' lifecycle. The RTA also pursues a challenging objective of zero municipal waste to landfills by 2030 towards positioning its leading status in environmental performance.

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



e. Monitoring waste

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

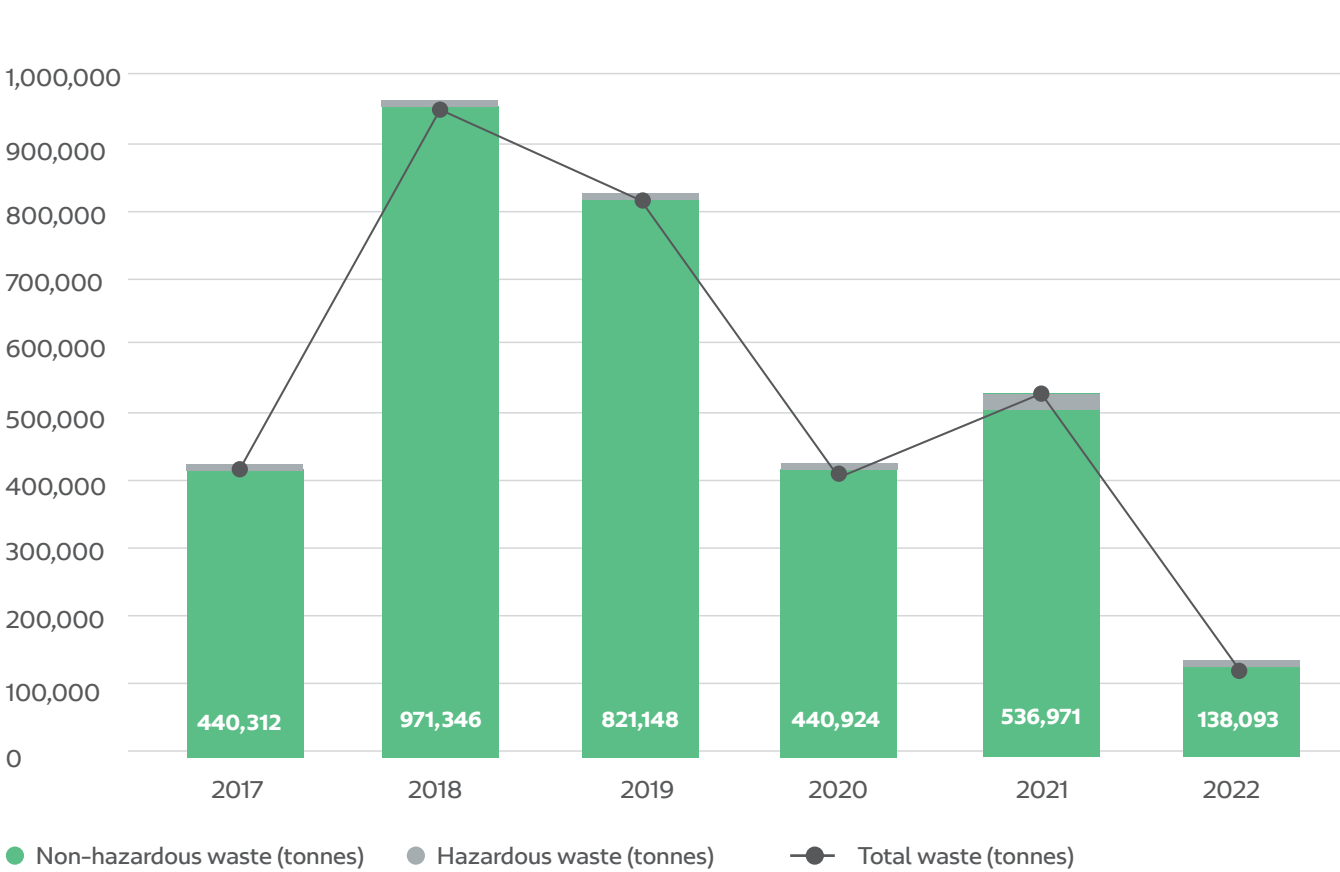
The key analysis carried out to evaluate the overall waste management performance is the percentage of waste diverted from landfills and percentage of waste landfilled.

- | | |
|---|---|
| <p>01 Baseline set in 2017 streamlined the data segregation, collection and reporting.</p> <p>03 Study conducted in 2018 on RTA's waste streams and generation patterns including recommendations for the upcoming years.</p> <p>05 External stakeholder meetings carried out with recycling facilities, landfill operators and regulators (Dubai Municipality) towards improving waste management performance in RTA.</p> | <p>02 Reported data comprises all streams and all processes of RTA including contracted services.</p> <p>04 External stakeholder meetings carried out with recycling facilities, landfill operators and regulators (Dubai Municipality) towards improving waste management performance in RTA.</p> <p>06 The 2030 zero municipal waste to landfill objective road map was developed towards identifying the key milestones towards achieving this objective.</p> |
|---|---|

RTA has a robust compliance management system deployed at the enterprise level that periodically evaluates compliance with 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.”

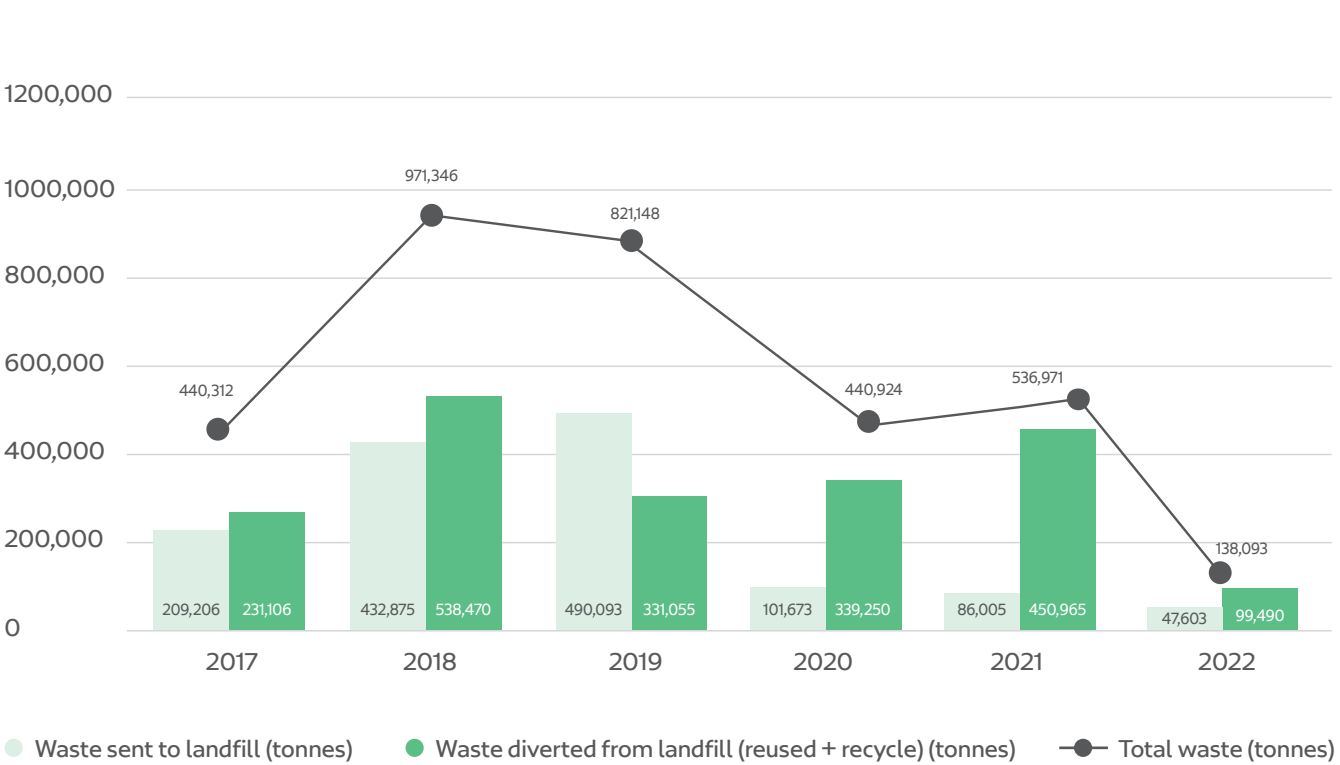
RTA's Total Waste Generation by Waste Type (2017-2022)



Due to RTA’s circular economy and waste management practices

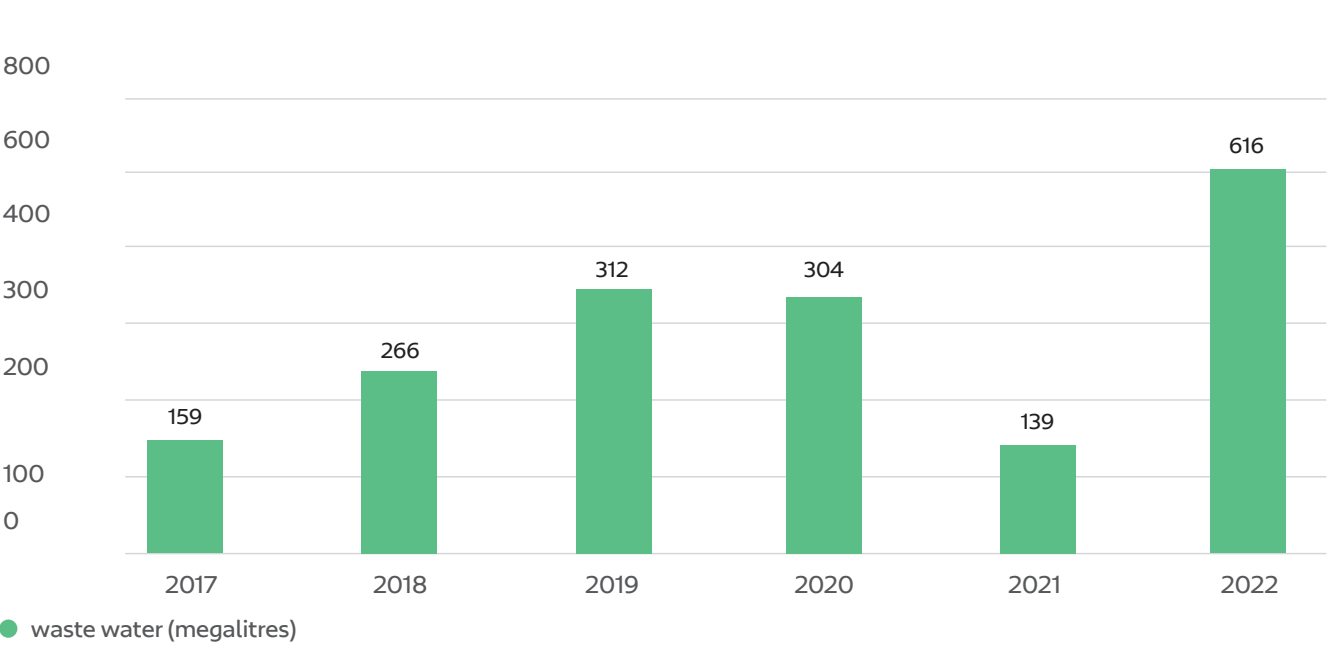
“RTA scored the lowest value of waste generation since 2016, accounting for 138,000 tons compared to 971,000 tons in 2018 and 536,000 tons in 2021.”

RTA's Waste Disposal (2017-2022)



“In 2022, RTA achieved a recycling ration of 72% of total waste.”

Waste Water at RTA (2017-2022)



Case Study Waste Management

The Rashidiya Depot has a community garden with a variety of vegetation that the staff can enjoy. The garden is home to organic vegetation and the gardeners ensure that waste from the garden ends up in the landfill. All the waste produced is converted to compost within the garden which is in turn used to fertilize new crop. The team also trialled a food composting machine at the pantry that can support the pantry achieve zero Waste to landfill.



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

Awareness and Training

In 2022, here are some of the key awareness events RTA participated in :

01

UITP Mena Transport Congress & Exhibition

02

MENA Climate Week

03

WGES 2022

04

Earth hour

01

World environmental day

02

WETEX 2022

03

World energy day

04

RTA's Sustainability Community of Practice



ما هو يوم البيئة الوطني؟
• هي مناسبة وطنية تسلط الضوء على جهود الدولة في الحفاظ على البيئة وتبنيها، وترسيخ مفهوم البيئة المستدامة بين أفراد دولة الإمارات العربية المتحدة.

متى يتم الاحتفال بيوم البيئة الوطني؟
• تحتفل دولة الإمارات بيوم البيئة الوطني في الرابع من فبراير من كل عام.

ما الهدف من هذه المبادرة؟
• تسلط الضوء على الرعاية البالغة التي توليها قيادة دولة الإمارات الرشيدة للعمل البيئي من شتى جوانبه.
• التعريف بالجهود المبذولة من مختلف الجهات المعنية في سبيل المحافظة على البيئة.

What is the National Environment Day?
• It's a national event in the UAE that sheds light on the country's efforts to consolidate a sustainable environment in the region.

When is the National Environment Day celebrated?
• It's celebrated on the 4th of February each year.

What are the main objectives of this initiative?
• Shed light on the continuous efforts of the wise leadership of the UAE to endorse environmental sustainability in all its aspects.
• Highlight the efforts made by the various concerned authorities to conserve the environment and highlight the country's achievements in this field.

يوم البيئة الوطني
National Environment Day
في الرابع من فبراير من كل عام
Every 4th of February

Zero Emissions Day
September 21
Safety, Risk, Regulation and Planning Department
Strategy and Corporate Governance

The Zero Emissions Day is a global event celebrated on the 21st of September annually to raise awareness on the daily amount of fossil fuels being burned and how individuals can reduce their carbon footprint in the long run.

Support the movement to reduce emissions by being proactive and making climate-friendly choices in your personal life.

- Consume only local and seasonal products.
- Cook and eat only what you need, avoid unnecessary waste.
- Avoid driving if possible. Walk, cycle or use public transport.
- Try not to set the air conditioner's temperature too low.
- Take brief showers and turn off the water while brushing your teeth or do the dishes.
- Unplug your electronic equipment when not needed.



Explore the city on water with RTA's

RTA's Marine Workshop is a compact drydock in the heart of Dubai that gives you the space you need to carry out all your maintenance and docking requirements for your private boats. You can choose and bring the maintenance company* that offers you the best services and deals.

For further information, please email us at external.boatlifting@rta.ae

800 9090 rta.ae

For more details, please scan the QR code.

Timings
Saturday - Thursday
8:00 am - 5:00 pm for maintenance work
9:00 am - 4:00 pm for docking

Services include
Docking / undocking
Dry berthing
Power and water supply

Boat specifications
Up to 20 metres

*The maintenance company must be arranged by boat owners as RTA does not provide this facility.

النقل المستدام
Sustainable Transportation

كيف يمكن أن نحقق النقل المستدام للذهاب الى العمل؟
How can we achieve sustainable transportation for commuting to work?

ساعد من تقليل الاعتماد على المركبات الخاصة كوسيلة للتنقل إلى العمل، من خلال تقديم أفكارك ومقترحاتك المتعلقة بوسائل التنقل البديلة المستدامة، وكذلك المحفزات التي يمكن أن تقدمها الهيئة لموظفيها في هذا الشأن، من أجل المساهمة في خفض البصمة الكربونية والحفاظ على البيئة.

Help to reduce reliance on private vehicles for commuting to work by submitting your ideas/suggestions on alternative sustainable transportation and/or incentives that could be offered by RTA to its employees, to reduce the carbon footprint and protect the environment.

تاريخ الانتهاء
End date
01/09/2022

تاريخ البدء
Start date
01/07/2022

اضغط هنا للمشاركة
Press Here to participate

7.3

Knowledge and Innovation

Strong organizational culture, innovation and pioneering are a way of life at RTA. Maintaining this approach over the years has not only transformed RTA into an undisputed Innovation Leader but also established RTA as a Pioneer Entity, against the global competitiveness indicators.

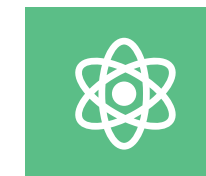
Transformative technology towards sustainable mobility:

Through the 2 pillars of “Advanced Mobility” and “Smart Infrastructure” in RTA’s Innovation strategy, we maintain a comprehensive approach to implement the latest technologies for sustainable mobility.

Major Commitments and Achievements of IPD in 2022



Execution of RTA TRIP Transportation Research and Innovation Pavilion



Development of UAE Innovation Month 2023

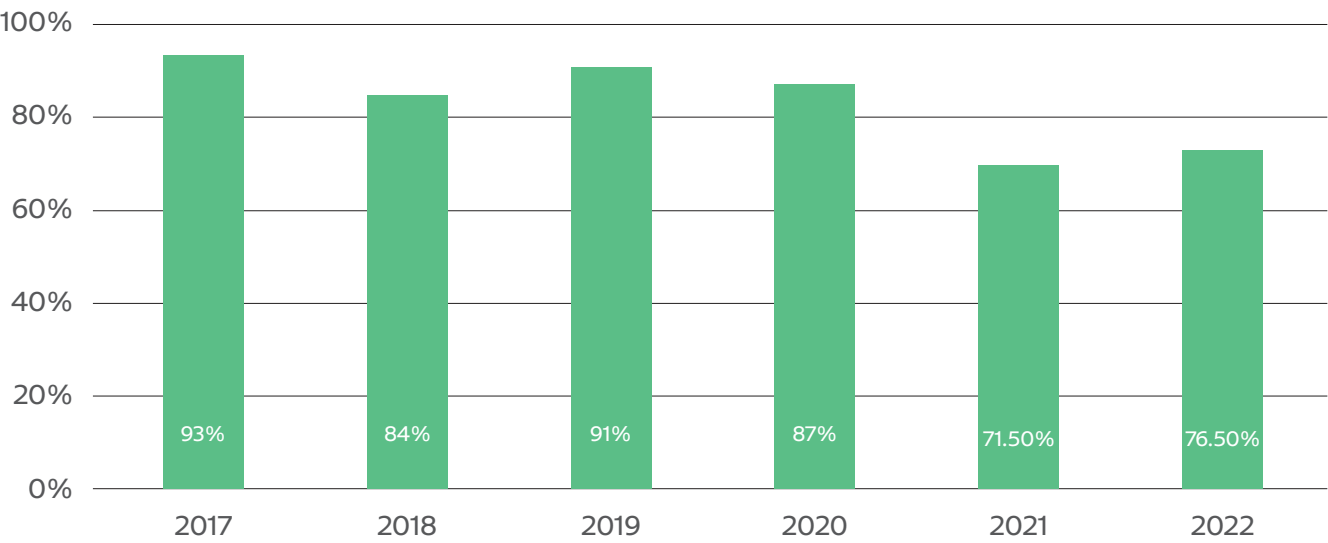


EFQM Assessment

Major Innovative Idea Statistics

Rate of implementation of approved ideas in 2022 has increased with an implementation percentage of 76% compared to 71% in 2021.

YoY- Ratio of Idea Implementation//Idea Approved

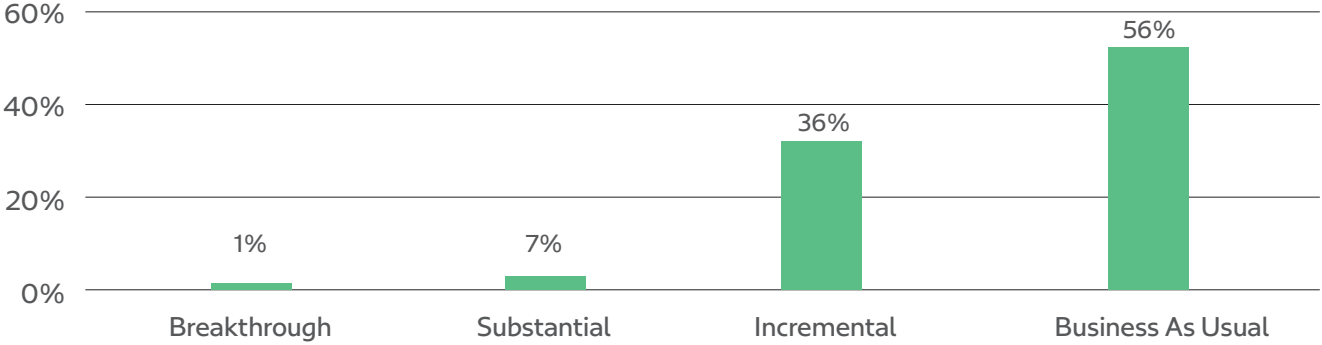


Focus Areas	2017	2018	2019	2020	2022
% of feasible ideas to the total No. of submitted ideas	6.5%	6.3%	5.9%	6.6%	9.8%
% of implemented ideas	93.2%	83.3%	91.4%	86.6%	76.4%

Evaluation Results Based on the Level of Innovation for Approved Ideas in 2022:

#	Evaluation Result	2022	
		Total Ideas	% of ideas
1	Breakthrough	2	0.6%
2	Substantial	23	7%
3	Incremental	116	35.8%
4	Business As Usual	183	56.4%

Ratio of Evaluation Results for Approved Ideas 2022:



Case Study

Transportation Research and Innovation Pavilion (TRIP) at the University of Birmingham Dubai

RTA planned and executed the Transportation Research and Innovation Pavilion (TRIP) Project at University of Birmingham – Dubai. The center in the scope of its operating model will cover several stakeholders from the Innovation and R&D Ecosystem; such as, startups, governmental & non-governmental entities, academia, technology companies, innovation incubators and RTA's key vendors. The opening of TRIP contributes to strengthening the UAE's position as a global hub for sustainable innovation and translates the directives of leaders to build the capabilities of qualified human resources, support start-ups operating in the field of mobility, and launch initiatives focused on spreading the culture of innovation.

“RTA is the only governmental entity based at the heart of youth aspirations at Dubai International Academic City (DIAC).”



Case Study

RTA signs MoU with Emirates Inventors Association to support innovative initiatives

RTA has signed a Memorandum of Understanding (MoU) with the Emirates Inventors Association to boost bilateral relations. The MoU provides for sharing experience in all aspects of innovation as well as research and development programmes to meet the needs of the community at large.




Through the MoU, RTA seeks to support the Emirates Inventors Association's ideas and initiatives by adopting systems that enhance innovation and encourage RTA employees to become members of the Association. It also offers guidance, resources, services, and advice needed by Emirati talents and inventors to develop new solutions to various challenges of innovation.

Besides improving employee skills and exploring new growth opportunities, the MoU enables both parties to collaborate with the competent entities to achieve leadership in innovation, and research and development to anticipate future developments. RTA has strategic goals and objectives geared toward attracting, developing, and retaining talent as well as matching them with the required skills. It is always keen to implement corporate values associated with leadership, competitiveness, creativity, and innovation.

The association will provide technical support for RTA employees' innovation ideas within the scope of their respective jobs. It will also promote the exchange of knowledge and research among experts in various areas of invention through participation in events, workshops, and practical research. It will also encourage the adoption of innovative programmes designed to qualify the youth to accomplish their inventions and register their patency with the concerned parties. RTA will also be able to engage in related activities, such as brainstorming sessions on innovation topics and have access to resources and training. The association will also provide technical, administrative, and legal support for innovation received from RTA.

08

Social Stewardship

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

8.1

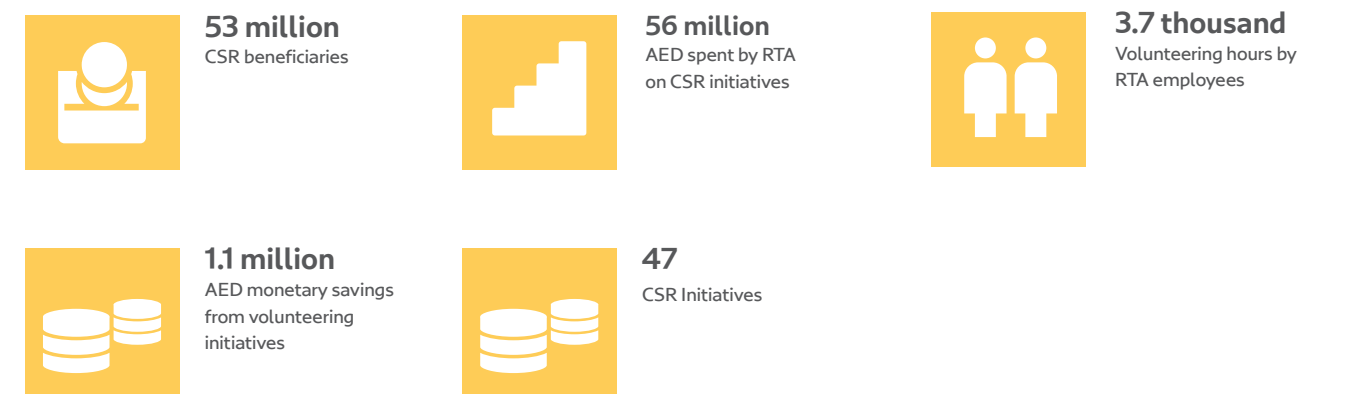
Community Engagement

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

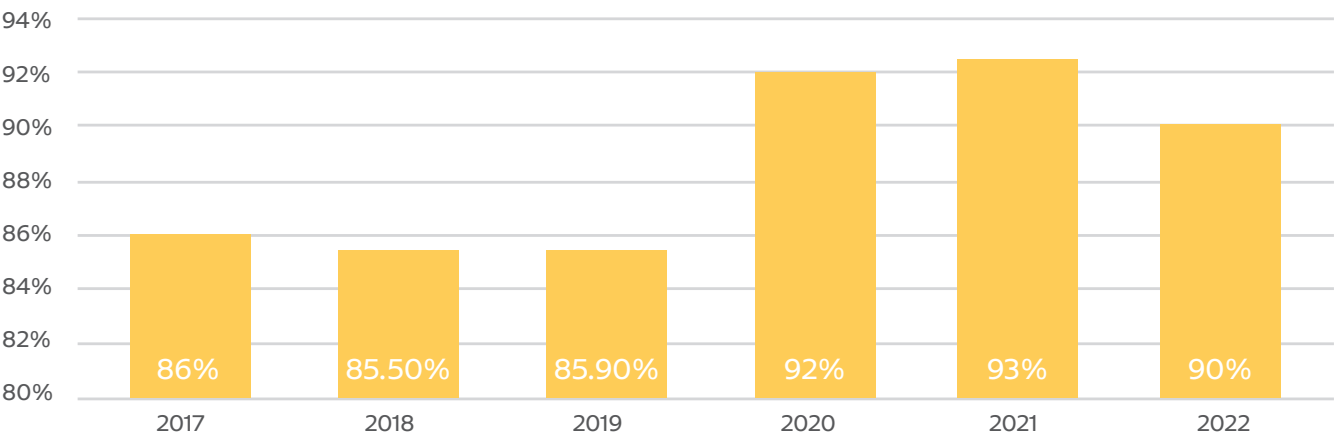
RTA focuses on three strategic pillars within its CSR plan which are National Identity and Tolerance and Inclusiveness, Social Mobility, and Social Progress.

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

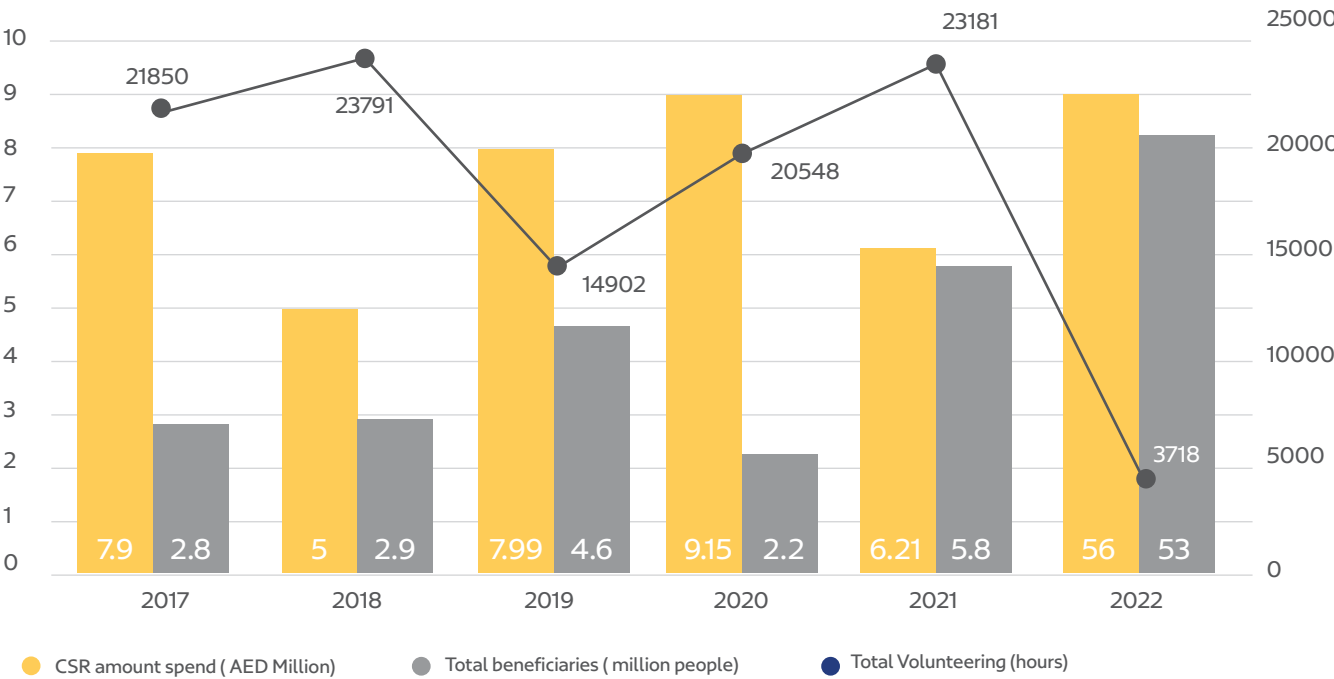
RTA’s Key Achievements and Commitments in 2022



% Society Satisfaction at RTA (2017-2022)



Public Transport Ridership (Million Passengers)*



As RTA is committed to supporting the government's yearly social initiatives, in 2022, RTA announced a donation of AED 53 million to the "1 Billion Meals" campaign, which aims to provide food parcels for disadvantaged individuals and families across 20 countries in the Middle East, Asia, and Africa. This donation supported the rise of the amount of CSR spent by RTA in 2022 and the number of beneficiaries impacted by RTA's CSR initiatives.



Bus for Good

Preparation of Iftar meals and distributing them to bus drivers, delivery drivers, labourers and truck drivers

998 Volunteering Hours



Zayed Humanitarian Day

Distributing pre-paid Nol cards to low-income families

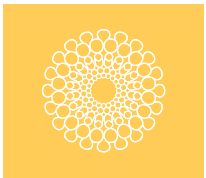
168 Volunteering Hours



Eid Initiative

Preparation of Iftar meals and distributing them to bus drivers, delivery drivers, labourers and truck drivers

104 Volunteering Hours



Dubai EXPO

Employees volunteering at Dubai Expo

933 Volunteering Hours

Case Study Tamkeen programme trains 100 young Emiratis on businesses and small enterprises

RTA launched the 4th edition of Tamkeen (Empowerment) Programme, which extends over 9 months, in collaboration with Rawafed Learning Centre and the Ministry of Community Development. About 100 young Emiratis have been inducted into the programme, which aims to empower youth through the Youth Skills Development Programme and women as well through the Women Empowerment Programme.

Tamkeen aims to prepare and qualify 100 beneficiaries of both genders through training and assisting them with professional support and mentoring programmes, besides offering them counselling skills in various administrative fields of relevance.

The programme is viewed as an integrated scheme that covers scientific and practical aspects as well as physical and virtual courses on topics related to capacity and personal development such that inductees will be capable of assuming responsibility towards self, society and business.

The programme includes 5 activities that focus on working from home on small projects like: manufacturing perfumes, handicrafts, and catering as well as marketing skills, preparing project budgets and assisting female affiliates to participate in exhibitions to sell products. The Women Empowerment Programme also includes training female affiliates on the assessment of project results and how to maintain project development.

Case Study RTA to sponsor Olympic athlete with determination

RTA will sponsor and empower the Olympic athlete Aisha Al Mutaiwee, who won four Gold medals in The Para Powerlifting Asia-Oceania Open Championships. The move is part of an agreement with the Dubai Club for People of Determination, to support and empower the People of Determination in sports. It stems from the keenness of both parties to promote their strategic cooperation, integrate their efforts and exchange experiences.

The agreement aims to provide moral and physical resources to empower and promote the skills of people of determination. It seeks to open the door for their participation in local and international events as well as external training camps and provide them with the technical support needed to lead them to obtain top honours.

Accordingly, RTA signed an agreement to support people of determination with the Dubai Club for People of Determination in 2019 to support them in the sports field and enable them to excel in local and international championships.

Through this agreement, RTA aims to raise public awareness about the importance of empowering People of Determination such that they can make a real contribution to the community. Achieving this objective requires creating appropriate opportunities for the people of determination and encouraging their integration into society. The move also comes in line with the national policy to empower them and offer them equal opportunities.



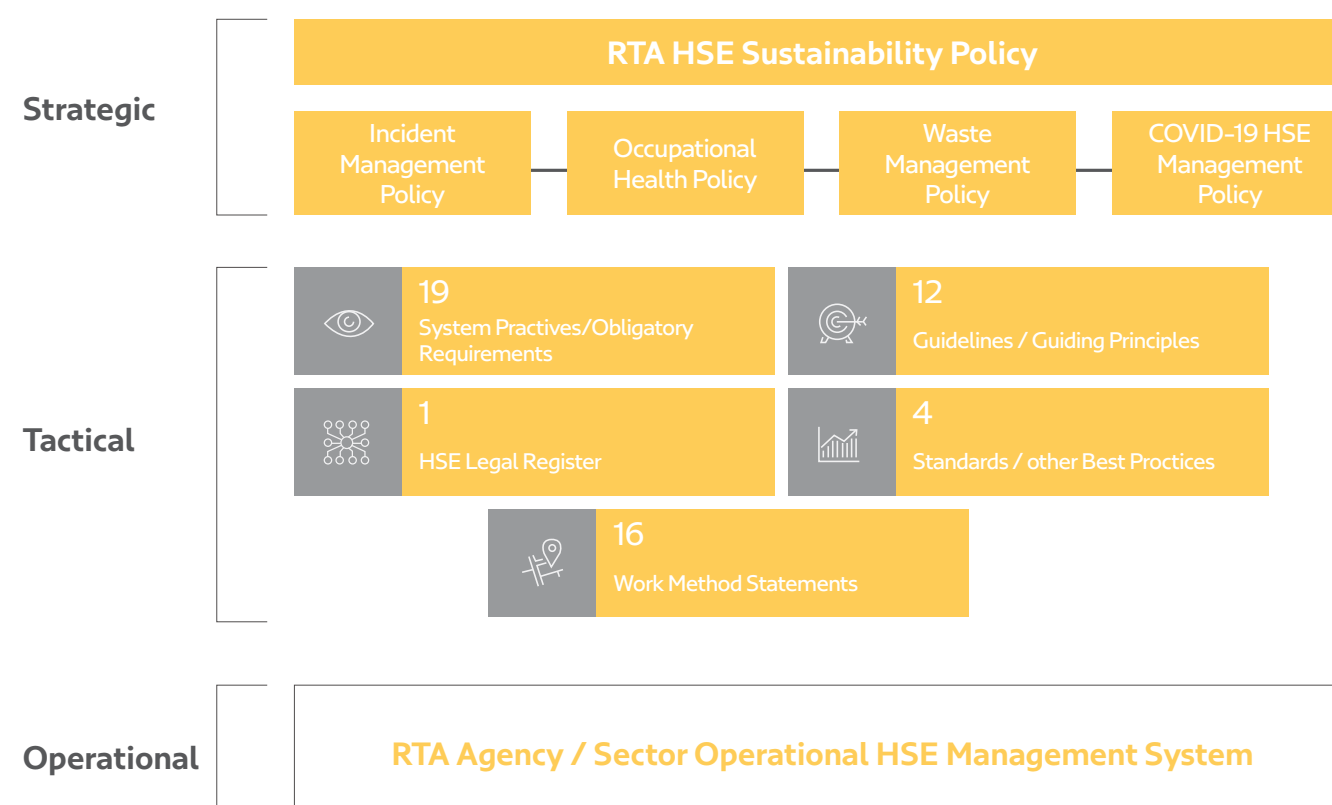
8.2 Health and Safety

A. Occupational Health & 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 shall take all necessary measures to provide a safe and healthy work environment, identify and control workplace hazards and keep with 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 such as 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 aimed 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

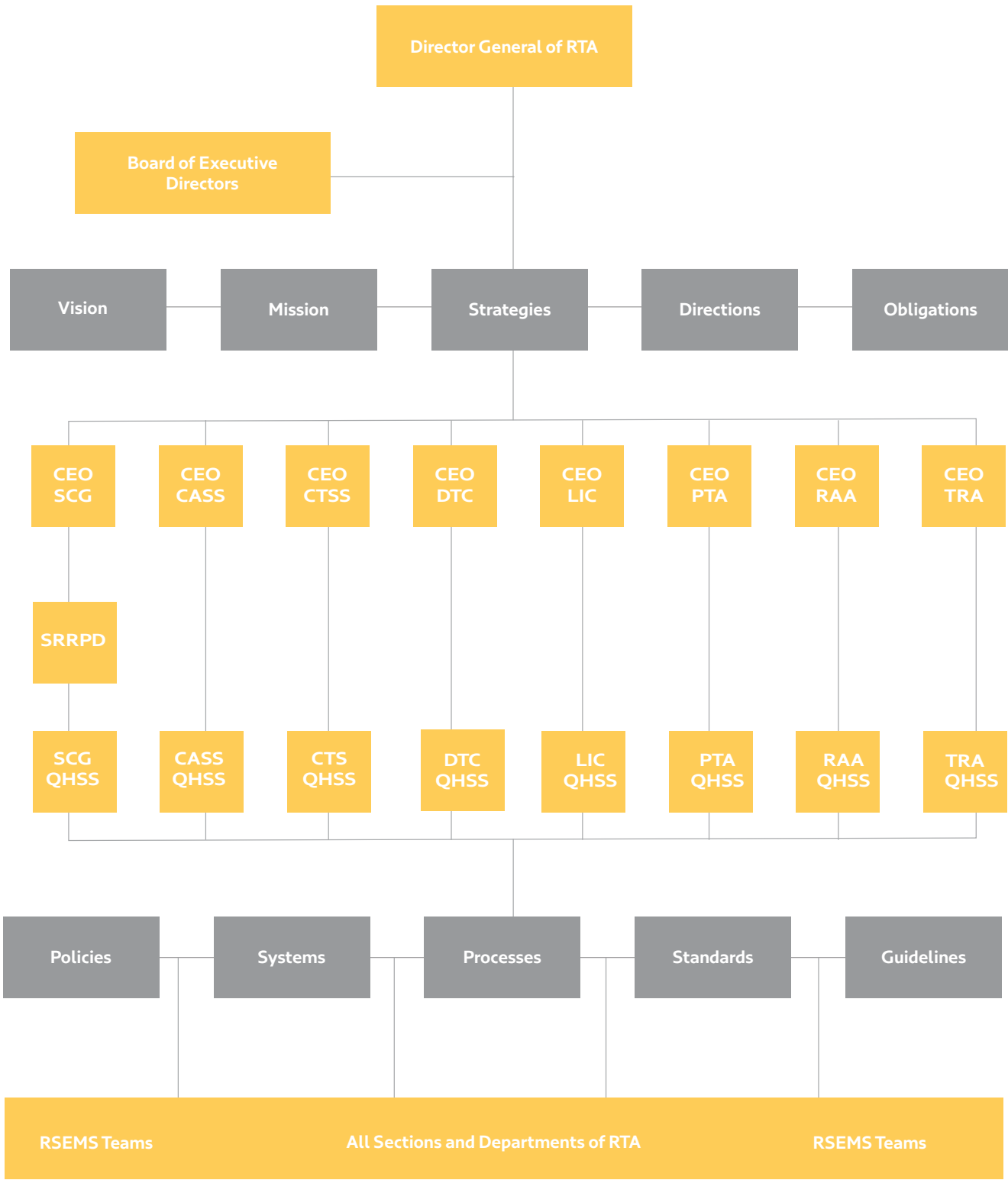


RTA's Health and Safety Governance

As directed by our Director-General and Chairman of the Board of Executive Directors, RTA is committed to a 'No Compromise on 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 to ensure that all H&S 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 Hazards and Risks

RTA's OHS risk management is based on the enterprise risk management model which address all operations and activities in terms of social, cultural, political, legal, regulatory, financial, technological, economic and environmental factors, whether international, national, regional or local. Furthermore, the key drivers for RTA ERM are trends affecting the objectives of the organization, external stakeholders' relationships, perceptions, values, needs and expectations, contractual relationships and commitments, the complexity of networks and dependencies.

RTA ERM Policy also considers the organisation's vision, mission and values; governance, organizational structure, roles and accountabilities, strategy, objectives and policies; the organization's culture; standards, guidelines and models adopted by the organization; capabilities, understood in terms of resources and knowledge (e.g. capital, time, people, intellectual property, processes, systems and technologies); data, information systems and information flows; relationships with internal stakeholders, taking into account their perceptions and values; contractual relationships and commitments; interdependencies and interconnections. The below figures shows 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 the policy. OHS incidents are classified as Severe, Moderate, Minor and Near-Miss incidents and are treated according to the severity and nature of the OHS incidents. All OHS incidents are reported and investigated at different levels to avoid recurrence. The findings and recommendations from investigations are implemented through the management of actions and through system components like risk assessments, operational controls, internal audits and management review to maintain a culture of continual improvement of 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 programmes are adopted by RTA to ensure 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 the Number of Ways Included:

- 01

Workplace health and safety policies that promote workplace health and safety.
- 02


Access to healthcare by offering health insurance benefits to employees and partnering with local healthcare providers to offer on-site clinics or other services.
- 03

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.
- 04

Work-life balance through introduction of flexible working hours, remote work options, official short leaves and miscellaneous team building and gathering activities.


OHS Communication

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




Supplier & 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 & Public Happiness Surveys

Safety related perception is distinctly captured and analysed towards improvement



Tool Box Meeting/ Safety Talks

Employees and contractors can provide their input on OHS/HSE

RTA Safety and Environment Management System (RSEMS) has set a framework for effective communication and participation of employees and contractors to support and promote OHS.

OHS Training

Based on the scope of operations and corresponding risk assessments, we mandate OHS training 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 extent worker consultation and participation for its HSE management system activities, few of those are listed below.

- 01

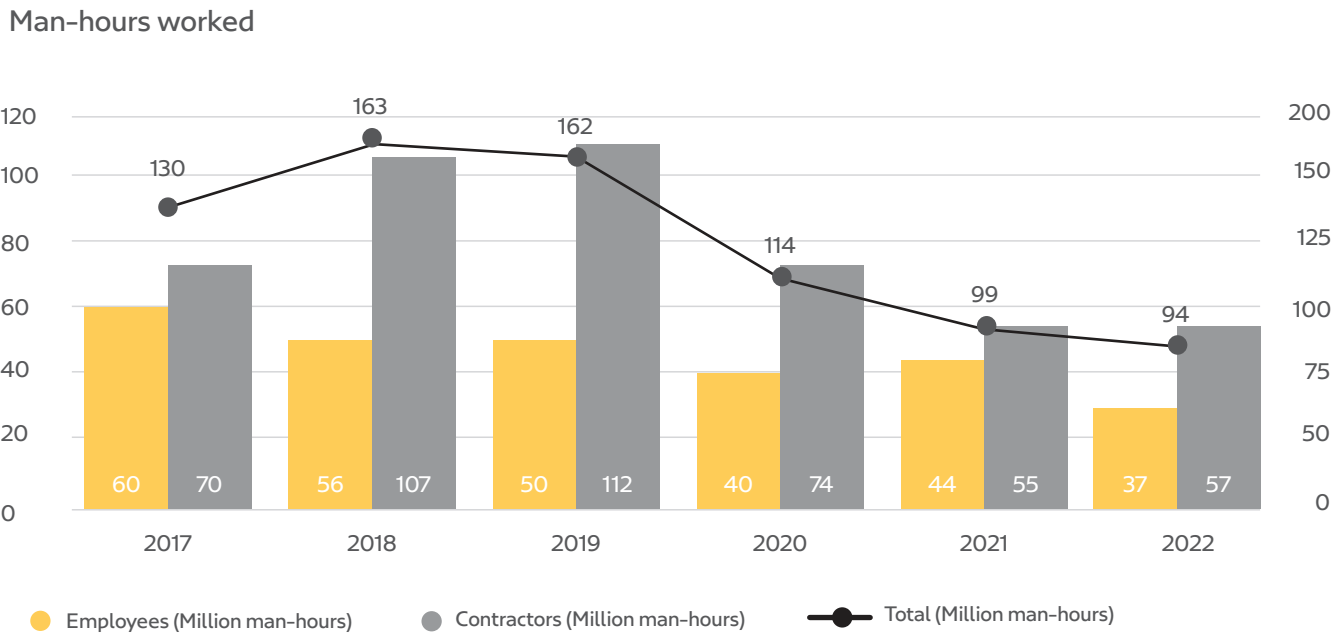
Near miss reporting are encouraged and awarded across the organization.
- 02

Safety observation reports are implemented across the organizational functions.
- 03

RTA has a mechanism where any employee can raise an HSE concern or a requirement to the corporate HSE through ask-hse@rta.ae.

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

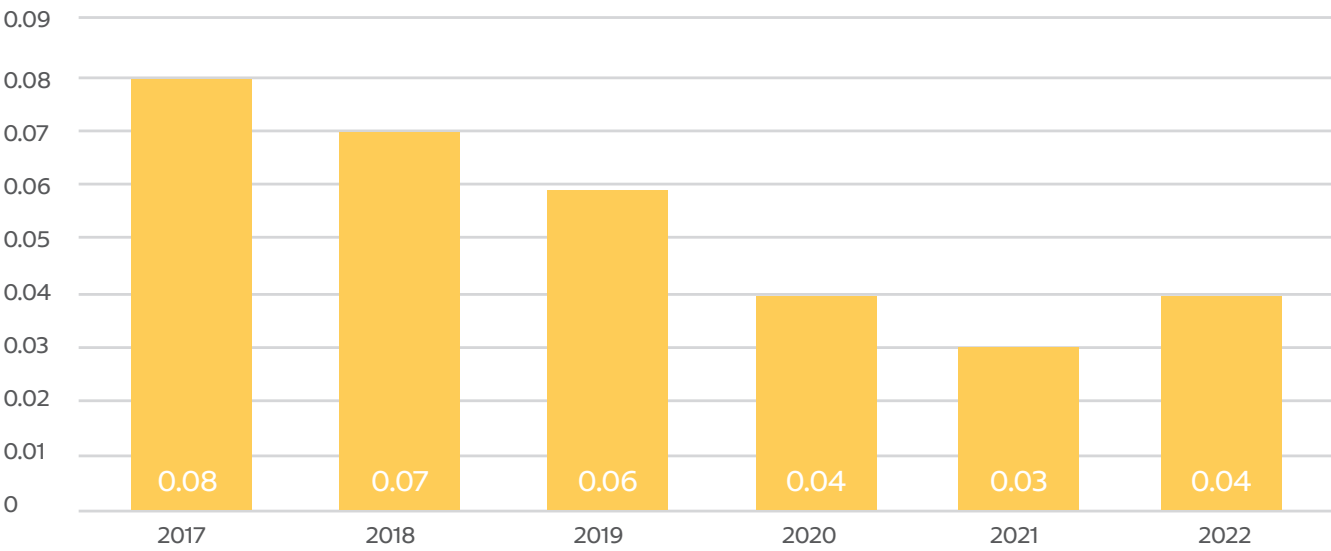
Major Health and Safety Performance Measures



Key Performance Indicator

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

Equivalent Fatality Rate (EFR)- (2017-2022)

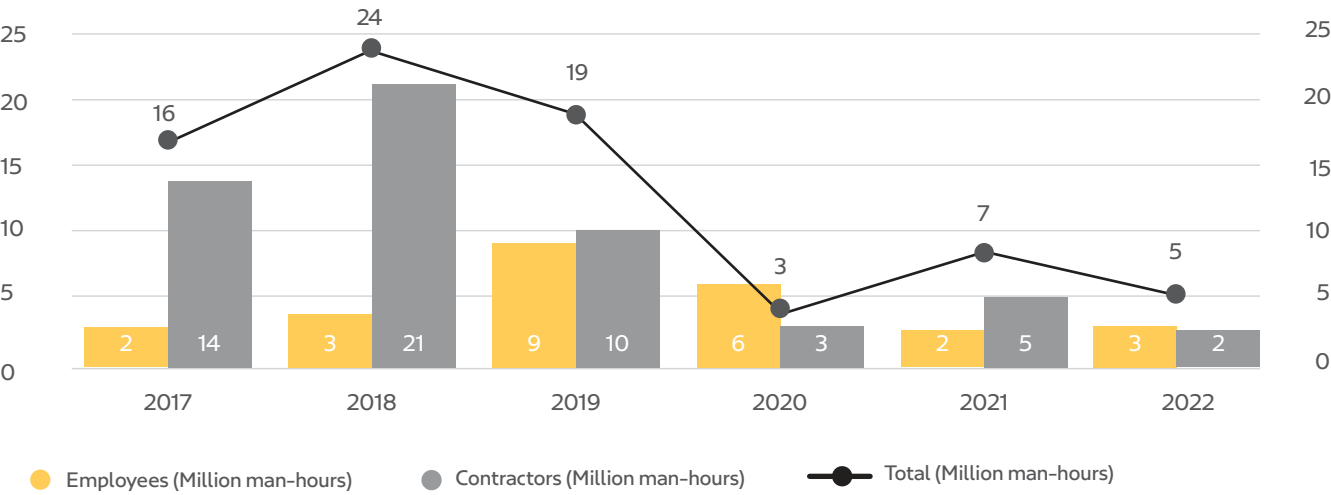


In 2022 there was a change in the target setting mechanism of the performance indicator, thus the slight upward trend in its 2022 results.

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

Work Related Injury

RTA annual recordable work related injuries (2017-2022)



Total rate of recorded work related injuries	Year	2017	2018	2019	2020	2021	2022
Injuries	Rate	0.12	0.15	0.12	0.05	0.08	0.09
Employees Rate	Rate	0.03	0.05	0.18	0.07	0.07	0.11
Contractors Rate	Rate	0.20	0.20	0.09	0.04	0.09	0.07

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...
B	Actions taken or underway to eliminate these hazards and minimise risks using hierarchy controls	Explained in Managing Hazards
2	Whether and, if so, why any workers have been excluded from this disclosure, including the type of workers excluded	No worker is excluded
3	Any contextual information necessary to understand how the data have been compiled, such as any standards, methodologies, and assumptions used	Data is compiled through regular reporting of work-related statistics and RTA procedure for notifying, reporting, and investigation of accidents

Work Related Illness

RTA ensures a healthy and safe working environment. No cases of major occupational illness or diseases have been reported in 2022.

Case Study Using Emotional AI to assess Tram drivers in real-time

RTA in partnership with Keolis MHI and VirtuE Therapy and Research has implemented the third phase of trials of the use of AI technology to assess Tram Drivers in real-time and ensure passenger safety. Emotional Data Analysis and Automation (EDAATM) is a generative AI system based on deep learning models that were provided by a Spanish firm, OWN Experiences, which has its R&D branch, VirtuE Therapy, and research, based in the UAE.

The system includes a smart device and an armband to have a multitude of detection classifications such as heart rate, speech patterns, and reaction times to determine driving style, unsafe patterns, deviations, and gestures based on drivers' profiles.

The solution reduces the potential of human error incidents, by predicting behaviour that can threaten operational safety and trigger a preventive response to prevent incidents, accidents, and near-misses. It will also provide information based on locations – which will help show ‘hot spots of concerns and address viable solutions. The system is always assessing critical areas and processes an adequate response through the embedded individual profiling technology.

Collected data is then processed from both incidents and routine operations to provide a comprehensive understanding of the individuals. It then defines the required profiles to continuously improve the system.



“The Tram Driver Monitoring system is the first of its kind in the world.”

Case Study

RTA trains 6270 employees on its 'Smart Safety License' Programme for Workforce Safety

Launched in January 2019, the 'Smart Safety License' Programme from RTA trained 6270 employees of different nationalities, languages and demographics. The programme covered RTA's employees and contractors.

RTA with its commitment to continually improve the Health, Safety and Environment (HSE) protocols of the organisation had been providing E-certified safety training courses from March 2019 under the initiative called the 'Smart Safety License' programme (S2L).

(S2L) training has already trained employees of RTA under Corporate Administrative Support Services Sector and three different agencies namely- Rail Agency, Dubai Taxi and Traffic and Roads Agency. In the coming years, S2L plans to train employees across all Sectors and Agencies in both English and Arabic language through classrooms and online learning platforms.

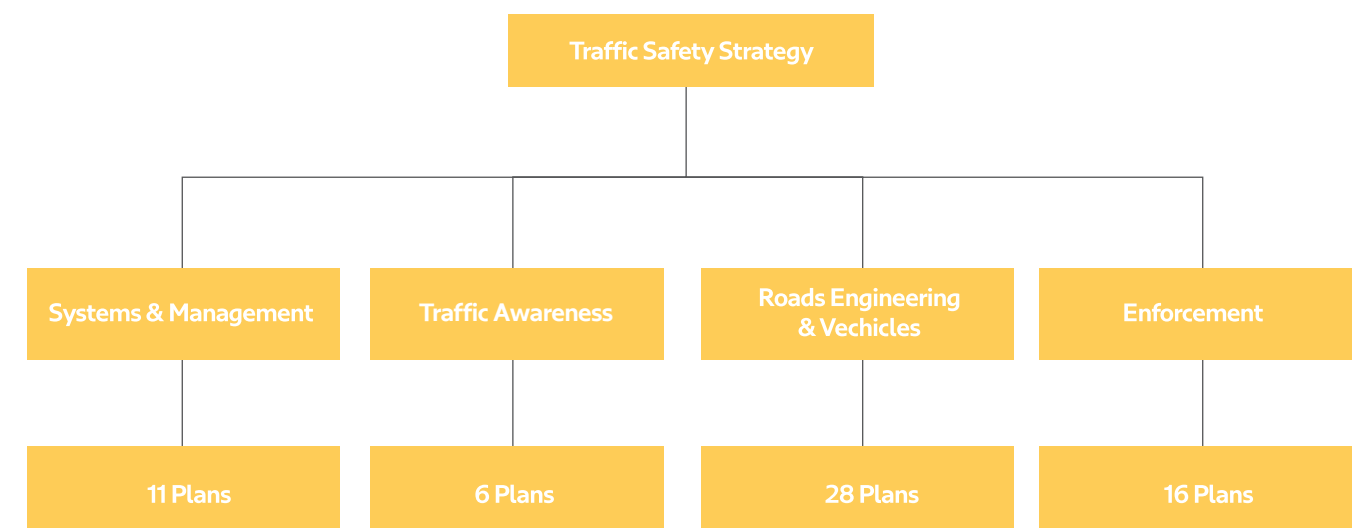
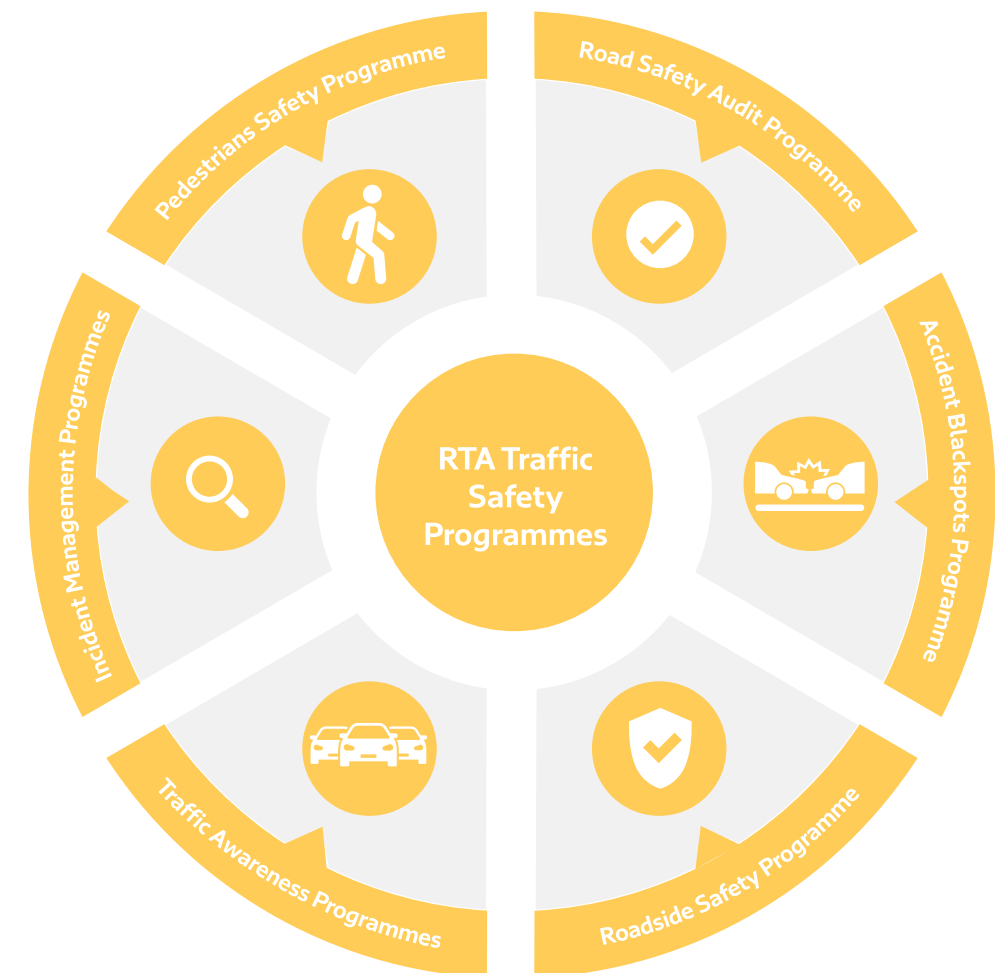
The Smart Safety Licensing (S2L) programme works with all legal and regulatory requirements of Health, Safety and Environmental regulations of the UAE and the Emirate of Dubai while adhering to RTA's strategic goals namely; Digital Dubai, People's Happiness, Safety & Environmental Sustainability, and Pioneering RTA.



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.

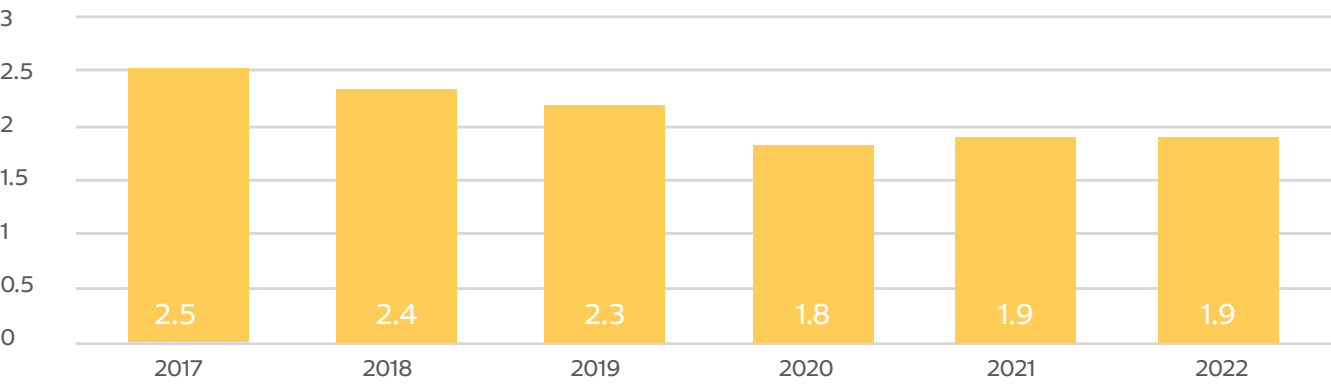
The Road Safety Action Plan has 4 major components which include Enforcement, Road and Vehicle Engineering, Traffic Awareness, Systems and Management.



Performance Evaluation

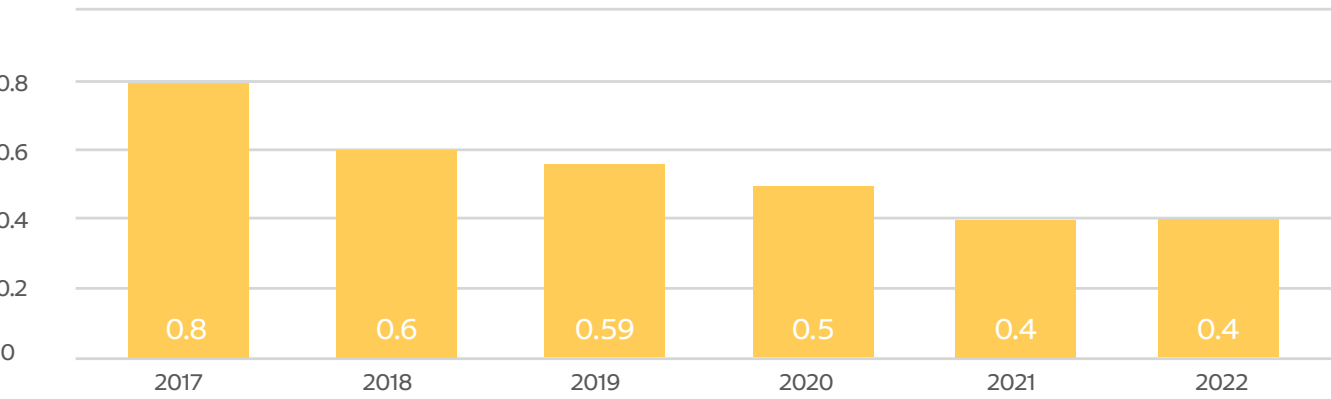
The Dubai Road Safety Strategy objectives planned target and results are outlined below:

Road Accident Fatality Per 100,000 Population



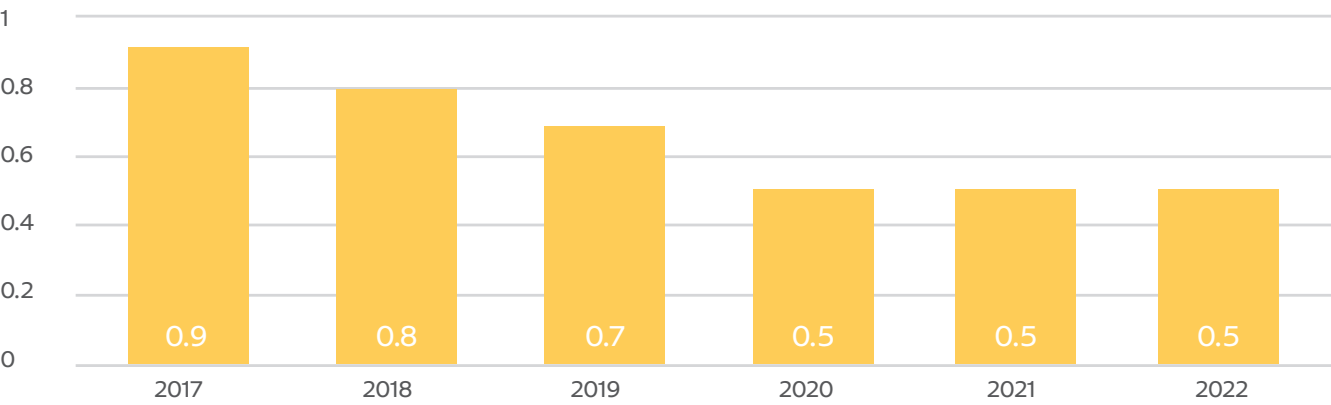
Road Accident Fatality per 100,000 population

Pedestrian Fatality per 100,000 population



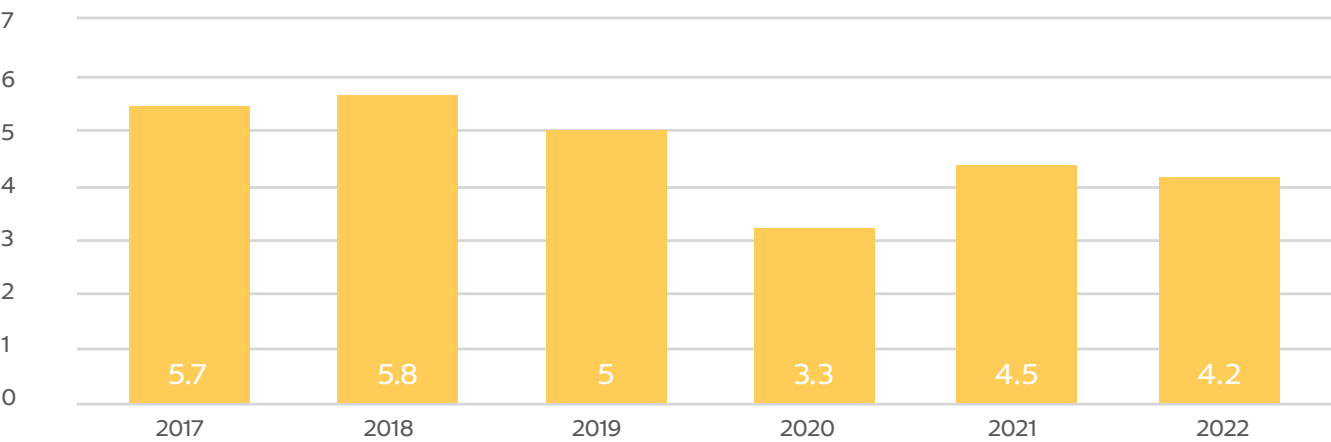
Pedestrian Fatality per 100,000 population

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 Phase I of Intelligent Traffic System improves incident monitoring by 63%, response time by 30%

RTA confirmed that the initial phase of the Intelligent Traffic System (ITS) expansion project, which was completed in November 2020, had expanded ITS coverage of Dubai’s main road network from 11% to 60%.

RTA is gearing up for the second phase of the project, which will cover the entire main roads of the emirate. Thus, the total length of roads covered by the ITS in Dubai will jump from 480 km to 710 km. Expanding the ITS coverage is a key element in supporting the Government’s drive to transform Dubai into the smartest city in the world, which involves the use of smart technologies and software to ease mobility around Dubai. The project has improved incident monitoring by 63%, shortened the response time to emergencies by 30%, and cut the travel time by 20%. Such improvements are credited to to the use of dynamic message signs, integrating with RTA’s Enterprise Command and Control Centre, and linking with Dubai Police’s Command and Control Centre.

The centre’s advanced (iTraffic) system, which is linked with field devices, works under an integrated technology platform to collect and analyse big data. It also supports instant decisions to manage traffic movement, incidents, and mega-events.

The project also included upgrading the software of the advanced central traffic system that supports decision-making and provides an automatic response line. The central system integrates with field devices, analyses the data received, and activates appropriate plans.

8.3

Customer Happiness

In light of 360 services’ vision in 2022, RTA started building the future of Customer Experience to transform it into a seamless, integrated, customized and proactive experience. Today, RTA as an organization ensures that any process or channel that needs to be (re)designed goes through the Infinity Loop of Service Design while keeping ‘Empathy’ at the centre of any decision-making, which reflects the seriousness of customer service management.

It is worth noting that RTA is also the first in this region to build and practice the Service Design Framework, at the government level. This Framework provides a set of values, strategic pillars, policy and process guidelines, and important considerations that are intended to steer all service design activities collaboratively. It helps the internal customers (RTA employees) adapt and imbibe it as part of their service DNA to impact the service delivery and experience for our external customers (RTA Customers) thus fulfilling RTA’s aim of Service Excellence.

The Four phases (Discover, Define, Develop & Deliver) of the Service Design Framework have specific actions and requirements. While Discover aims at creating multiple Value Propositions, the Define phase prioritizes the selection of one amongst many. At Develop phase solutions are created across the selected Value Proposition via prototyping. Lastly at Deliver the service is launched. This step is further monitored and measured to understand the efficacy of the service and keep track of any lessons learnt.

“In 2022, no incident, case, or complaint pertaining to customer data privacy breach was recorded.”

RTA Service Design Framework

With this intention, towards pioneering in fulfilling customer needs, RTA conducted benchmark studies and looked at business cases such as Gartner, Forrester and Dubai Model to take the global best practices on Customer Centricity, Customer Experience and its impact on Service Delivery. This act inspired and resulted in the RTA Service Design Framework.

The Framework includes critical steps and phases that are supported by essential tools translating the customer insights to define existing gaps, analyzing the customer verbatim, understanding the depths of survey response and improving existing processes and procedures related to service performance across all service delivery channels. The ‘AS IS’ scenario discussions and workshops build interest and motivate the team working on the Service Design project to challenge their minds and come up with ‘TO BE’ Value Propositions that are customer-centric as well as brand-effective.

The framework helped RTA for Tourist Service Design and Business Services (G2B) wherein the objective was to think proactively of what may and will make the Tourists enjoy a seamless journey from one destination to another and create the WOW experience, irrespective of their budget or duration of stay in Dubai.

“Winner of Stevie International Award
– Gold Category.”

Transformative technology for sustainable mobility



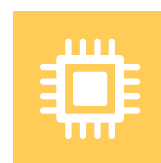
Smart Self-Service Centres

As part of sustaining the future of customer happiness through breakthrough innovations, RTA is currently transforming its Happiness centres into Smart Self-Service centres adopting state of the art technology.



Artificial Intelligence (AI)

AI was heavily used for reaching outstanding performance in customer service, such as implementing AI into our IVR in call centers for understanding natural language and voice tune to skip the IVR que and divert our customers directly to their choice over the phone.



Crowded Sourcing AI

Our Customer Relation Management adopted crowded sourcing AI based solutions to detect customer needs relevant to Public Transportation Usage in real-time.

RTA’s Key Achievements and Commitments in 2022



85%
RTA's Customer
Happiness Meter



Development of an integrated service design framework to facilitate service owners in redesigning services for enhanced customer experience



47
seconds is the customer happiness centre's average waiting time compared to 0:59 in 2021

RTA’s Support to People of Determination

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

RTA Services	Provisions for People of Determination
Rail Agency	<ul style="list-style-type: none">• 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 & closing of platform screen doors• Parking provisions for special needs near the main station entrances
Public Transport Agency	<ul style="list-style-type: none">• Provision of automatic doors to ease the entry and exit process• 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
Card Services Department	<ul style="list-style-type: none">• Personalized card to access free transport in Dubai Metro and public buses• Card renewal every five years at a discounted price

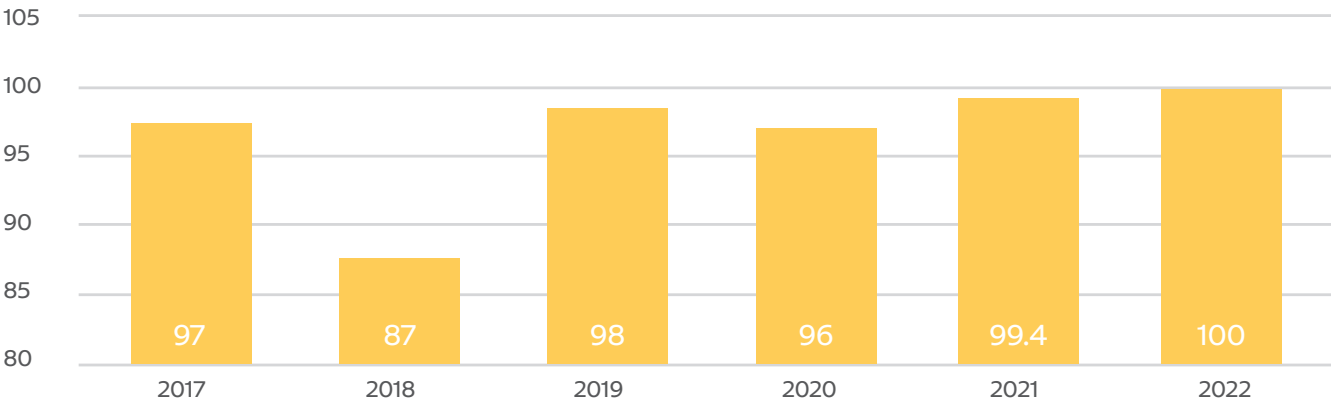
RTA Services	Provisions for People of Determination
Traffic and Roads Agency	<ul style="list-style-type: none">• Lower pavement height in junctions and elevated pedestrian crossings for wheelchair accessibility• Lifts installed at footbridges• Specially allocated parking spaces, parking permits, and free parking spots
Licensing Agency	<ul style="list-style-type: none">• 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	<ul style="list-style-type: none">• Special fare system• 5 taxis dedicated to people of determination across Dubai These taxis are fitted with:<ol style="list-style-type: none">1. Special lifts for wheelchairs;2. Artificial respiratory systems;3. A wheelchair on board;4. Seats for companions.
Customer Happiness	<ul style="list-style-type: none">• 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 complaint handling and resolution; when any complaint is raised through any communication channel, the complaint is directed to the appropriate operational department and an SLA is activated to ensure its timely resolution.

In 2022, scored a remarkable 100% adherence to the agreed SLA in closing customer complaints the highest rank in 5 years.

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

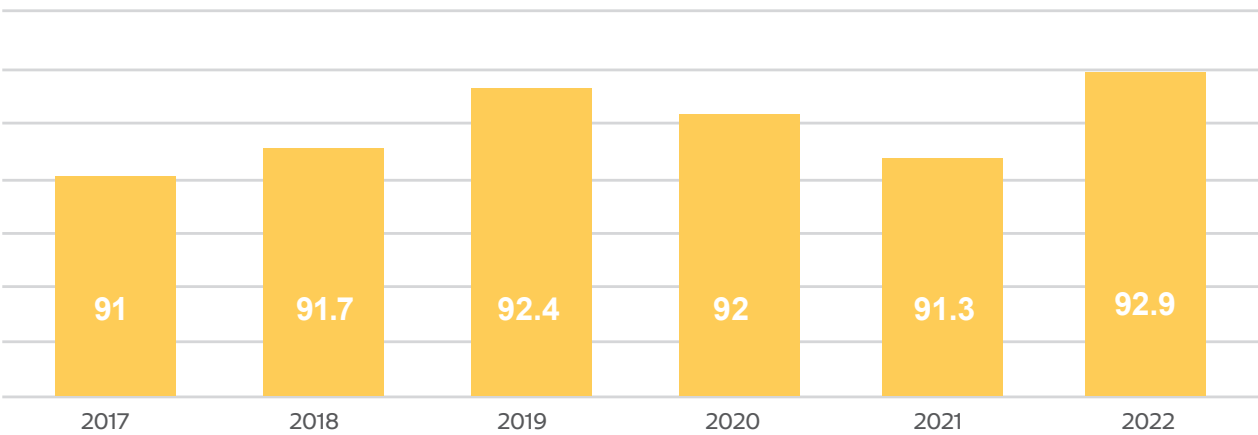


RTA achieved average waiting and service time in 2022

Customer Happiness	Unit	2017	2018	2019	2020	2021	2022
Customer happiness centers (mm:ss) - Average waiting time	mm:ss (Time)	2:42	1:54	1:30	1:28	0:59	0:47
Customer happiness centers (mm:ss) - Average service time	mm:ss (Time)	2:49	2:24	2:12	2:03	1:56	2:71
Total	mm:ss (Time)	5:11	4:16	3:42	3:31	2:55	3:18

Customer Happiness is also monitored and measured every year by the Dubai Government. The results are shown in the below table, highlighting RTA’s increase of the satisfaction results compared to 2021.

Customer Satisfaction Results (2017-2022)



Case Study Adopting artificial intelligence in an RTA call centre 8009090

We tested the Natural Language Understanding (NLU) Call Steering and Speech Self-Service Application towards understanding the impact of CX and next-gen technology on RTA.

Customer feedback was taken after the launch to understand how quickly they adjust and how appreciative or welcoming they are towards adapting to this change. Upon taking in such feedback post calls, RTA noticed the following:

- Customer satisfaction is 91%, stating it is easy and helpful and the experience was great while interacting. They appreciated the technological advancement adopted by RTA.
- Success Rate of understanding customer intents and thereby routing calls to the right agents is 85%.

Winner of Customer Experience Live Show Middle East 2023.

Case Study Using customer's feedback and big data analysis RTA improves 10 internal bus routes

RTA improved 10 bus routes across the emirate, following a study and big data analysis based on crowdsourcing features on RTA Dubai smart app, which enabled the public to submit their feedback, suggestions and comments.

In line with the vision of our government to transform Dubai into the smartest and happiest city in the world, and RTA's drive for digitisation and people's happiness through uplifting the calibre of mobility services in the emirate, we have introduced customer feedback or crowdsourcing features to our app. As such, clients can propose opening new bus routes or improvements to the existing services through polls in the app.

The step aims to engage the public in boosting the integration of the Dubai Bus network and keep up with the growing needs of bus riders, be it residents, visitors or tourists. The initiative also aims to source public proposals about introducing new bus stops and improving the existing bus routes, which will increase the satisfaction and happiness of current riders and attract new ones as well.

"First of its kind in the Region."



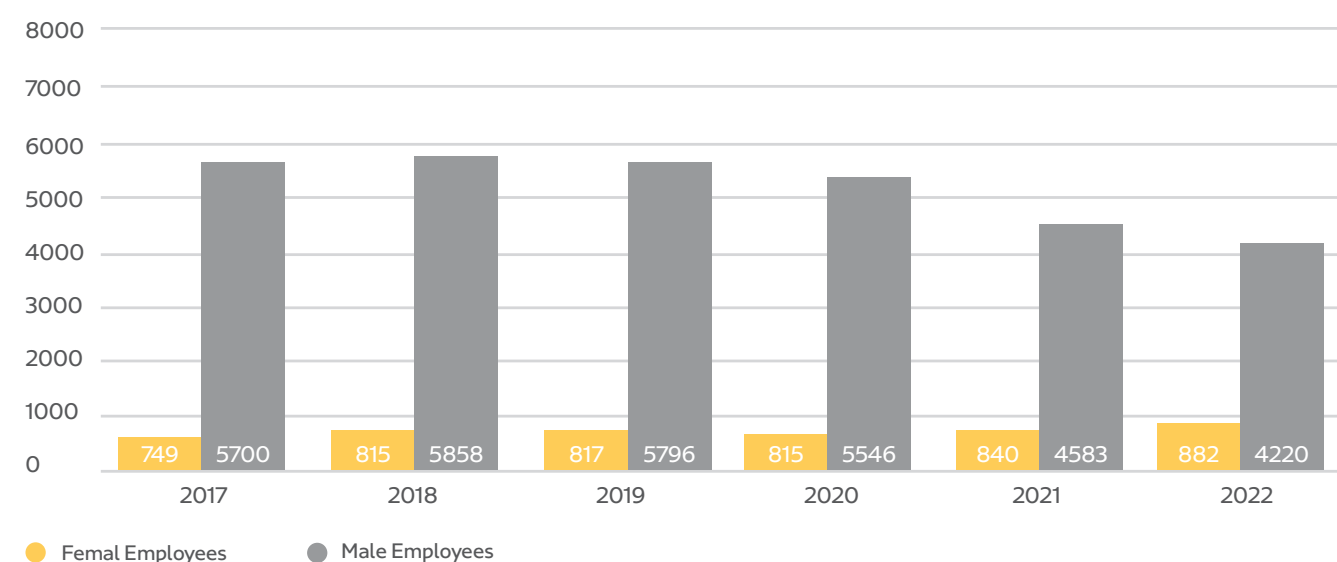
8.4 Employment

At RTA, our focus is all about employee experience. RTA considers its workforce as the main driver of its performance. 2022, continued to push for doing things differently. In alignment with RTA's corporate strategy. In alignment with RTA's corporate strategy, we continued to implement the approved initiatives and projects of the HR-specialized strategy while focusing on adopting a digital and employee-centric approach to attract, develop and retain talent in line with Dubai's future of mobility while fostering a diverse and inclusive workplace at RTA.

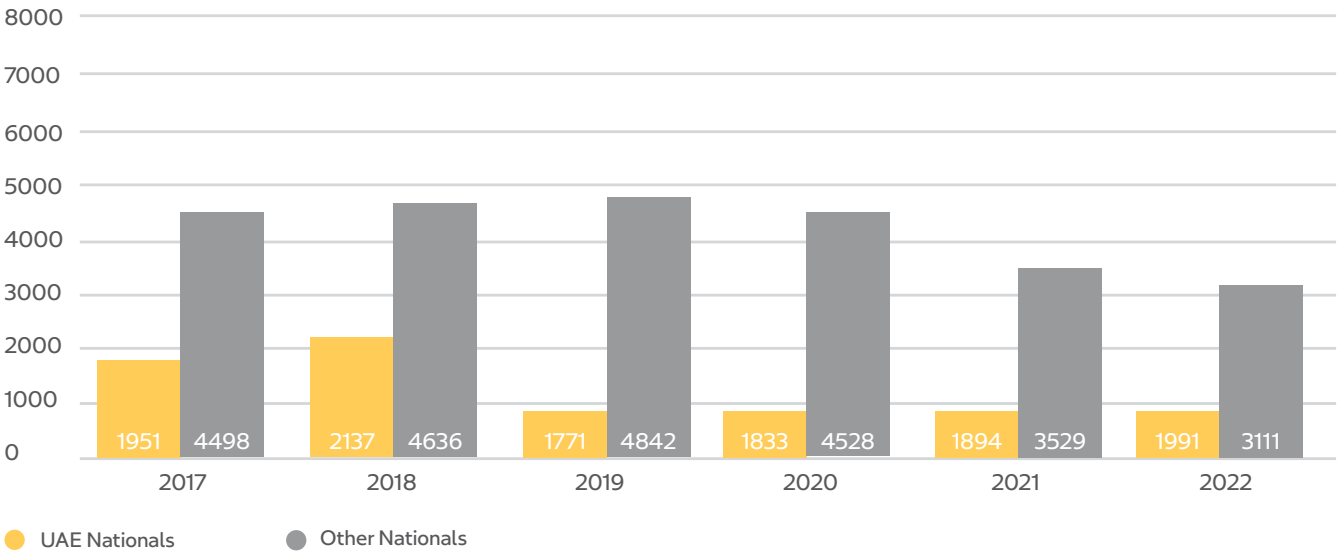
RTA is always committed to strengthening RTA's employer brand to enhance RTA's positioning in the market and attract and retain top talent. We act as pioneers in HR&D by becoming a proactive and strategic partner to the business through tailoring services to HR&D customers' needs, ensuring fairness, achieving operational excellence, and making a sustainable impact. Our focused efforts are on the identification and recruitment of the right talent nationals and non-nationals that meets RTA's needs and requirements to enable the achievement of corporate objectives.

We work with the business on the development of employees in line with the future of work to allow RTA to become a high-performing organization and achieve its corporate objectives. We focus on diversity and inclusion to make a sustainable impact on RTA's internal and external communities.

YoY- Male and Female Employees at RTA (2017-2022)



YoY- Nationals and Other Nationalities at RTA (2017-2022)



New Employee Hires in 2022	Based on gender		Based on age - group		
	Male	Female	Under 30 years old	30 - 50 years old	Over 50 years old
	#				
Total	115	83	167	76	4
	238		238		


Employee Attrition in 2022	Based on gender		Based on age - group		
	Male	Female	Under 30 years old	30 - 50 years old	Over 50 years old
	#				
Total	246	16	8	186	68
	262 with PBDD		262 with PBDD		

Transformative technology for sustainable mobility


We continued to focus on digitilization to improve our internal processes and deliver exceptional experience. In addition, we are planning to launch RTA’s Robotic Process Automation.

“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 2022




Completion of the Job Descriptions Project



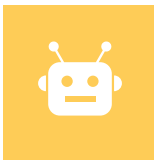
Completion of the Technical and Future Competencies Project



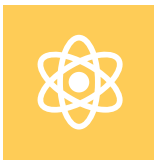
Completion of the Future Leaders (Deputy Directors) Project




Completion Of the Career Path Project




Robotic Process Automation Launching



RTA Learning Strategy Project Launching



Youth Mobility Project Launching



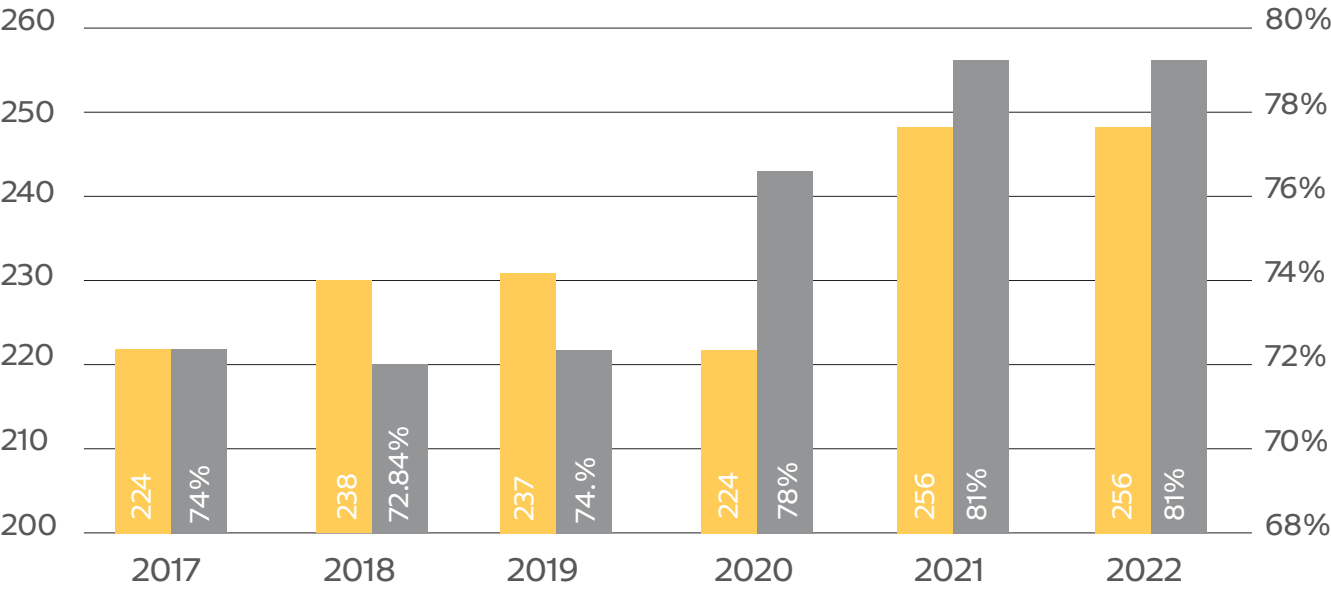
Future Leaders (Section Managers) Project launching

HRD has committed to the following in 2022

Emiratization

We stay updated with the decisions and regulations related to human resources management. We strive to keep pace with aspirations in the field of attracting qualified Emiratis. AT RTA, we have procedures in managing operations to determine the functional needs of human resources, recruitment, selection, and appointment to select the best candidates who have the required competencies and qualifications to fill vacancies in the authority while giving priority to hiring UAE nationals on all approved jobs, which contribute to achieving our nationalization targets in senior leadership positions.

RTA UAE Nationals in Management Levels (2017-2022)



- 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

RTA is committed to the development of employees in line with the future of work to enable RTA to become a high-performing organization and achieve its corporate objectives. The training encompasses a wide range of interventions for our employees to build skills in many areas. The usage of online training delivery which contributed to achievement of the training targets and cost savings in the training budget. The recent trends of employees resilience, the increasing importance of the Leadership role in people management , RTA continues to develop its leadership with is a multi layered and multi disciplined program aiming at developing current and promising leaders in alignment of the future of mobility and the future of work.

Overall Training Hours	Unit	2017	2018	2019	2020	2021	2022
Total Training Hours	Sum	49,940	70,809	67,545	46,416	30,591	53,972
Male	Hours	36787.5	51,141	46,705	32,568	22,373	36,386
Female	Hours	13,152	19,668	20,840	13,848	8,217	17,586

Average Hours of Training	Unit	2017	2018	2019	2020	2021	2022
Total Average	Hours	29	25	23	15	10	17
Male	Hours	27	24	20	14	7	15
Female	Hours	33	30	31	19	3	21

Training Hours Breakdown by Employee Category	Unit	2017	2018	2019	2020	2021	2022
Executive and Senior Management	Hours	1,274	1,165	1,111	1,913	531	1,498
Middle Management	Hours	3,699	5,045	7,746	2,744	3500	4,478
Staff (professional, operational and administrative)	Hours	44,967	64,599	58,688	41,760	26560	47,995

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

Performance feedback

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

Performance Feedback	Unit	2017	2018	2019	2020	2021	2022
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

Breakdown by Employee Gender	Unit	2017	2018	2019	2020	2021	2022
Male	# %	5,700 100%	5,858 100%	5,796 100%	5,546 100%	4,583 100%	4,220 100%
Female	# %	749 100%	815 100%	817 100%	815 100%	840 100%	882 100%
Breakdown by employee category (Total)	#	6,449	6,673	6,613	6,361	5,423	5,102
Executive and Senior Management	#	109	111	114	120	117	92
Middle Management	#	193	213	207	194	200	177
Staff (professional, operational and administrative)	#	6,147	6,349	6,292	6,047	5,106	4,833

Employee Benefits

RTA adheres to the Dubai Government Human Resources Management Law number (8) for providing the approved benefits. We had no incidents of discrimination in 2021. Some of the benefits for the employees included:

1



Medical insurance

2



Health-care benefits, including disability and invalidity coverage

3



Multiple types of leaves

4



Retirement provisions

5




Nursery benefits to employees with children

6




Medical clinic and pharmacy provisions

7



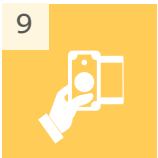
Gym facilities

8



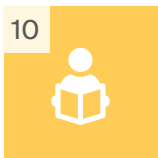
Ticket allowance

9




Mobile allowance

10



Continuous learning opportunities

11



Employee discounts for various retail options

“There was no incident of discrimination during 2022.”

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

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 society and empowers them.

Grievance Redressal

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

Case Study Training 190 employees in data sciences and artificial intelligence

RTA has recently completed the training of about 190 employees in data sciences and artificial intelligence (AI) technologies, which have become the backbone of all RTA's daily operations and services provided to various spectrums of the community. These employees were trained at the RTA Fourth Industrial Revolution Mobility Lab through training programmes with multiple levels, starting with the basics in data science, all the way for some employees to obtain a scholarship to complete postgraduate studies in big data.

RTA has developed the Fourth Industrial Revolution Mobility Lab as part of its ongoing efforts to transform into a data-driven transport authority. Data, especially big data, is critically important in today's business world as it constitutes a wealth of opportunities that give RTA an edge in assuming a leading role in the transportation industry. It can also employ such data in developing AI enablers. The lab has been designed following extensive local and global benchmarking studies to examine AI enablers to identify the needs and facilities required for the success of the lab.

RTA always seeks to invest in technical capacities and human resources. It launched a programme tailored to enhance employees' data management capabilities under the name: Data Pioneers. Employees from various RTA departments were trained on the principles of data sciences to nurture a society aware of the importance of obtaining, analysing and harnessing data in performing functional tasks and supporting RTA's operations and decision-making. The lab is used to convene several events such as design thinking workshops, youth gatherings, and discussion groups about the 4th Industrial Revolution, among others.



Case Study Loyalty Programme to reward outstanding drivers each quarter

RTA has unleashed a Loyalty Programme that links the performance of bus and taxi drivers with rewards offering special discounts from retail outlets and companies. The objective is to improve the well-being of drivers as it will reflect positively on their performance.

The programme will be undertaken in four phases. Phase I includes the distribution of 30,000 nol Plus cards to drivers. Training workshops will be held to train drivers on how to activate and register the card in RTA's Gateway using an e-mail address and phone number. Drivers can communicate with the Call Centre to give feedback on the Loyalty Programme.

Drivers Selection Criteria

RTA has set the standards for selecting and assessing the performance of drivers for the Loyalty Programme. It is based on the applicable bus driver assessment system, the assessment of taxi drivers' conduct system as well as the smart inspection system. In 2023, the Loyalty Programme will add other categories including limo chauffeurs, rented coach drivers and school bus drivers.

RTA is keen to bring happiness to customers and raise their satisfaction with its services in the context of efforts to maximise the job satisfaction of all employees including drivers. The step also nurtures a competitive environment between franchise and outsource companies to excel in delivering better services, and contribute to RTA's vision to become 'The world leader in seamless & sustainable mobility.



Case Study Young Mobility Capabilities programme to train fresh graduates, young employees

RTA announced the launch of the Young Mobility Capabilities programme which aims to train young Emirati talents to work with RTA partners among top international companies and gain specialist knowledge and experience.

The Young Mobility Capabilities programme seeks to achieve five objectives: contribute to the national youth strategy, provide an effective tool to attract and qualify young Emirati talents, and qualify RTA employees as well as fresh graduates in a variety of specialist jobs at RTA. It also aims to increase the productivity, develop innovative options for recruitment and training costs, and reduce the job rotation of technical and specialist jobs.

The programme focuses on Emirati graduates and young RTA employees. They will be trained in specialist fields such as the metro and tram operation, planning and operating buses, maintenance of infrastructure, bus maintenance, engineering consultancies, digital infrastructure and other fields related to infrastructure, financial studies and specialist feasibility studies.



09

Assurance Statement



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 Information¹ 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.

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.

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).

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:



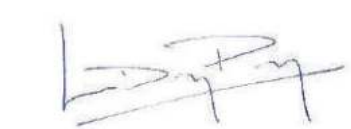
- Evaluating the suitability in the circumstances of RTA's use of the Criteria, as the basis for preparing the Sustainability Information.
- Evaluating the appropriateness of measurement and evaluation methods, reporting policies used and the reasonableness of estimates made by RTA; and
- Evaluating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

1. Interviewed a selection of RTA's process owners to understand the status of sustainability activities and the progress made during the reporting period.
2. 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:
 - a. 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 Shah Partner, Crowe MAK Assurance Services	Varghese Kallukaran Senior Manager, Crowe Mak Lead Verifier Assurance Services	Luis Piacenza, Partner, Crowe Accelera Management SL Senior expert Sustainability Services.
The Prism - Level 21 - Sheikh Zayed Rd - Dubai - United Arab Emirates	The Prism - Level 21 - Sheikh Zayed Rd - Dubai - United Arab Emirates	Av. Diagonal, 429, 5th floor. Barcelona - Spain

August 9th, 2023



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GRI Content Index

CONTENT

The Best Airline, If You Have a Taste for Adventure
Adventurous travelers have a trick to finding a cheap fare: Book a ticket to somewhere.

International payments problems - 23 Mar



Watch more news flash >

revenue received by Company
charities.

I plan to focus more and more on
and believe there is a huge potential
rough design photography.

ly rules out venture capital. On the
it very hard to implement our plan,
believe we are better off for it as we

Factors to Consider
International trade increases

LIVE updates Photo Exchange R

News + Buzz

You can make international pay

Is this the fanciest way to eat bil

How communities are getting re

World Stock Market

We are creating a system where very talented creative
their own style and share everything.

Some young talented kid comes along who can take better images than n
images and add cherry to it to regain the number one spot. An amazing ph
takes a photo in New York and uploads it. This right now here in Thailand ar

We are creating a system
where very talented creatives
can develop their own style and
share everything. Some young
talented kid comes along who
can take better images than me.
I'll open her images and add
cherry to it to regain the number
one spot. An amazing photogra-



GRI Content Index



“For the Content Index - Essentials Service, GRI Services reviewed that the GRI content index is clearly presented, in a manner consistent with the Standards, and that the references for disclosures 2-1 to 2-5, 3-1 and 3-2 are aligned with the appropriate sections in the body of the report. 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 2022- 31 December 2022
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GRI 1 used	GRI 1: Foundation 2021
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GRI STANDARD / OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION			GRI SECTOR STANDARD REF. NO.
			Requirement Omitted	Reason	Explanation	
General Disclosures						
GRI 2: General Disclosures 2021	2-1 Organizational details	13				
	2-2 Entities included in the organization’s sustainability reporting	10				
	2-3 Reporting period, frequency and contact point	7, 8				
	2-4 Restatements of information	RTA has not made any restatement in the reporting period				
	2-5 External assurance	9, 165-166				
	2-6 Activities, value chain and other business relationships	13, 14				
	2-7 Employees	154				
	2-8 Workers who are not employees	RTA does not have any workers who are not employees				
	2-9 Governance structure and composition	17, 18				
	2-10 Nomination and selection of the highest governance body	19, 20				
	2-11 Chair of the highest governance body	19, 20				
	2-12 Role of the highest governance body in overseeing the management of impacts	19				
	2-13 Delegation of responsibility for managing impacts	31, 32				

General Disclosures				
GRI 2: General Disclosures 2021	2-14 Role of the highest governance body in sustainability reporting	31, 32		
	2-15 Conflicts of interest	N/a- RTA is a governmental entity (no shareholders)		
	2-16 Communication of critical concerns	79, 161		
	2-17 Collective knowledge of the highest governance body	19, 20		
	2-18 Evaluation of the performance of the highest governance body	158, 158		
	2-19 Remuneration policies	159, 160		
	2-20 Process to determine remuneration	159, 160		
	2-21 Annual total compensation ratio	159, 160		
	2-22 Statement on sustainable development strategy	31-36		
	2-23 Policy commitments	33, 34		
	2-24 Embedding policy commitments	33, 34		
	2-25 Processes to remediate negative impacts	79, 161		
	2-26 Mechanisms for seeking advice and raising concerns	79, 161		
	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 2022		
	2-29 Approach to stakeholder engagement	38-40		
	2-30 Collective bargaining agreements	Collective bargaining agreements are illegal in the UAE		

GRI STANDARD / OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION			GRI SECTOR STANDARD REF. NO.
			Requirement Omitted	Reason	Explanation	
Material Topics						
GRI 3: Material Topics 2021	3-1 Process to determine material topics	41				
	3-2 List of material topics	41, 42				
Economic Performance						
GRI 3: Material Topics 2021	3-3 Management of material topics	58, 59				
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	41, 56				
Market Presence						
GRI 3: Material Topics 2021	3-3 Management of material topics	41, 56				
GRI 202: Market Presence 2016	202-2 Proportion of senior management hired from the local community	157				
Indirect Economic Impact						
GRI 3: Material Topics 2021	3-3 Management of material topics	41, 56				
GRI 203: Indirect Economic Impacts 2016	203 – 1 Infrastructure investments and services supported	62-64				
Procurement Practices						
GRI 3: Material Topics 2021	3-3 Management of material topics	41, 56				
GRI 204: Procurement Practices 2016	204 – 1 Proportion of spending on local suppliers	77, 79				

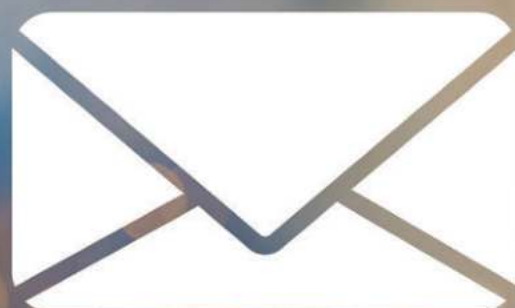
Anti-Corruption Practices				
GRI 3: Material Topics 2021	3-3 Management of material topics	41, 56		
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	78, 79		
	205-2 Communication and training about anti-corruption policies and procedures	78, 79		
	205-3 Confirmed incidents of corruption and actions taken	78		
Responding to Changing Market Needs				
GRI 3: Material Topics 2021	3-3 Management of material topics	41, 56		
	RTA internal-specific disclosure	59, 60		

GRI STANDARD / OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION			GRI SECTOR STANDARD REF. NO.
			Requirement Omitted	Reason	Explanation	
Compliance						
GRI 3: Material Topics 2021	3-3 Management of material topics	41, 84				
	RTA internal-specific disclosure	94				
Energy and Emissions						
GRI 3: Material Topics 2021	3-3 Management of material topics	41, 84				
GRI 302: Energy 2016	302-1 Energy consumption within the organization	103, 104				
	302-4 Reduction of energy consumption	103, 104				
Water and Effluents						
GRI 3: Material Topics 2021	3-3 Management of material topics	41, 84				
GRI 303: Water and Effluents 2018	303- 1 Interactions with water as a shared resource	107				
	303-2 Management of water discharge-related impacts	112				
	303-3 Water withdrawal by source	112				
	303-4 Water discharge	112				
	303 – 5 Water consumption	107				
Biodiversity						
GRI 3: Material Topics 2021	3-3 Management of material topics	41, 84				
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				

Emissions				
GRI 3: Material Topics 2021	3-3 Management of material topics	41, 84		
GRI 305: Emissions 2016	305-1 Direct (Scope 1): GHG emissions	98		
	305-2 Energy Indirect (Scope 2): GHG emissions	98		
	305-3 Other indirect (Scope 3): GHG emissions	98		
	305-5 Reduction of GHG emissions	99, 100		
Waste				
GRI 3: Material Topics 2021	3-3 Management of material topics	41, 84		
GRI 306: Waste 2020	Waste generation and significant waste-related impacts	109, 110		
	Management of significant waste-related impacts	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	41, 84		
	RTA internal-specific disclosure	116-120		

GRI STANDARD / OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION			GRI SECTOR STANDARD REF. NO.
			Requirement Omitted	Reason	Explanation	
Employment						
GRI 3: Material Topics 2021	3-3 Management of material topics	41, 124				
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	155				
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	159, 160				
	401-3 Parental leave	160				
Occupational Health and Safety						
GRI 3: Material Topics 2021	3-3 Management of material topics	41, 124				
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	130, 131,132				
	403-2 Hazard identification, risk assessment, and incident investigation	134, 135				
	403-3 Occupational health services	134, 135				
	403-4 Worker participation, consultation, and communication on occupational health and safety	135, 136				
	403-5 Worker training on occupational health and safety	136				
	403-6 Promotion of worker health	139, 140, 141				
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	133, 134, 135				
	403-8 Workers covered by a management system	134, 135, 138				
	403-9 Work-related injuries	138				
	403-10 Work-related ill health	139				

Training and Education				
GRI 3: Material Topics 2021	3-3 Management of material topics	41, 124		
GRI 404: Training and Education 2016	404-1 Average hours of training per year, per employee	158		
	404-3 Percentage of employees receiving regular performance and career development reviews	159		
Diversity and Equal Opportunity				
GRI 3: Material Topics 2021	3-3 Management of material topics	41, 124		
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	155		
Local Community				
GRI 3: Material Topics 2021	3-3 Management of material topics	41, 124		
GRI 413: Local Communities 2016	413-2 Operations with significant actual and potential negative impacts on local communities	124, 125, 127, 128		
Customer Privacy				
GRI 3: Material Topics 2021	3-3 Management of material topics	41, 124		
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	In 2022, no instances of non-compliance were identified regarding data security and data privacy of RTA customers		
People Happiness				
GRI 3: Material Topics 2021	3-3 Management of material topics	41, 124		
	RTA internal-specific disclosure	126, 147		



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