RTA Sustainability Report 2020

Towards a resilient future of Sustainable Transportation
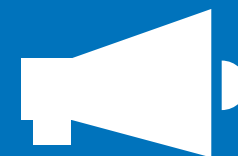
800 9090   rta.ae

Contents

01

Director General's
Message

102-14

HE Mattar Mohammed Al Tayer

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

Global Pioneers

Dubai's Roads and Transport Authority (RTA) has put more effort to raise the maturity level in the field of sustainability, rendering it one of the most sustainable government entities in the fields of roads and transport worldwide. Such a drive was kept in line with the sustainable development goals of the United Nations, the UAE Vision 2021, and Dubai Plan 2021. These efforts were reflected in RTA's annual Sustainability Report 2020, which represented RTA's approach to achieving, managing and integrating sustainability into strategies and operations. They highlighted RTA's endeavours to combat the outbreak of the Covid-19 pandemic, which added to the successful Dubai management of the pandemic.

The concept of sustainability has been embedded in RTA's corporate performance. RTA updated its strategic plan and rejuvenated its vision to become: (The world leader in seamless & sustainable mobility). It also revised the corporate value: (excellence and success) to become: (pioneering and competitiveness). The year 2020 saw the inauguration of Route 2020 of the Dubai Metro Line, which extends 15 km from Jebel Ali Station on the Red Line to Expo 2020 Station to connect seven stations. The Route supports the sustainable growth of Dubai, and the infrastructure and services to serve the needs of the future city. It contributes to realising the goals of the United Arab Emirates in preparation for the next fifty years.

2020 has been a difficult year for all countries across the globe as a result of challenges forced by the Covid-19 pandemic. The crisis has shown that the migration to smart and electronic services has become mandatory rather than an option. Entities that took early action to shift services to smart channels succeeded in continuing their services normally during the Covid-19 lockdown. Those who lagged experience extreme difficulties in continuing their services and business. We, in RTA, realised this challenge early on and dedicated all efforts to implement the directives of His Highness Sheikh Mohammed bin Rashid Al Maktoum, Vice President, Prime Minister of the UAE, Ruler of Dubai, to transform Dubai into the smartest and happiest city in the world. A city where services are provided through smart channels around the clock.

RTA was one of the first government agencies to transform all customer services into smart services purposely designed to be innovative and accessible, which enabled the continuity of RTA's services during the crisis with great success. RTA had also revised its artificial intelligence strategy to keep it in line with the global developments and benchmarks as well as the UAE Strategy for Artificial Intelligence 2031. This drive resulted in listing more than 140 projects to implement the strategy with a view to enhancing the technical performance of operational, service and administrative processes as well as the productive efficiency of employees.

As far as the Sustainability Reports are concerned, RTA was the first entity in the public transport sector worldwide to publish a sustainability report compatible with the standards of the Global Reporting Initiative (GRI), with a reasonable level of guarantee according to the global standard: ISAE3000. In 2020, RTA

also signed the United Nations Global Framework for Sustainable Development after aligning the data of its sustainability reports with the United Nations goals that deal with global challenges such as poverty, inequality, climate, environmental degradation, peace, justice, human rights and anti-corruption, which reflects its commitment to the ten principles of the Charter related to these areas. RTA also endorsed a Sustainability Framework comprised of social, environmental and economic aspects. The framework contributed to enhancing the alignment of RTA's policy with the local and international strategic directions and improving the performance of sustainability in the environmental, economic and social aspects.

As for the economics of the sustainability framework, RTA's efforts contributed to achieving the vision of the United Arab Emirates in diversifying the economy, promoting a culture of public-private partnership, and creating a strong knowledge-based economy. It required investment in the transport infrastructure, local development, and establishing public-public partnerships.

In 2020, RTA attracted foreign investments to infrastructure projects and services and managed to forge public-private partnerships with numerous international organisations from the United States of America and Europe.

In compliance with the strategic objective of financial sustainability, RTA has achieved a cost rationalisation of 104% by implementing various initiatives to save expenditures. In the field of sustainable procurement, RTA is proud to be the first government entity in the transport sector to obtain ISO 20400 certificate for sustainable procurement. It was also the first government agency in the transport sector to obtain the CIPS certification in procurement and supply.

In the field of environmental sustainability and efforts to achieve sustainable mobility in line with its fifth strategic goal 'Safety and Environmental Sustainability, RTA achieved record savings of over 51 million kilowatt-hours of electricity, 31 million litres of fuel, and around 113 thousand tons of carbon dioxide equivalent emissions by implementing 52 energy and green economy projects and initiatives in 2020. Through effective waste management practices, RTA also recycled about 300,000 tons of waste from landfills. Several projects and initiatives were launched in the field of sustainable transport including broadening the use of solar power, implementing smart building initiatives, starting trials on electric public buses, operating hydrogen fuel/electricity-powered taxis, fitting power-saving streetlights and expanding the automation of services.

Last year, RTA adopted a specialised strategy for the first and last-mile as the first step in efforts to improve the wellbeing in the Emirate and adopt a healthy and active lifestyle. It required promoting an integrated and effective transport system and providing multiple transportation options for users on a par with the best practices of the industry. Such a drive ranked Dubai as one of the leading cities in this field that provide on-demand transportation, taxis, limousines, smart rental vehicles, shared private and public vehicle trips, and automated individual mobility devices such as scooters, electric bikes, and other non-motorised means such as walking, cycling, and individual mobility devices.

From the perspective of raising the welfare and sustained happiness of the community, and as part of efforts to enhance its social responsibility and engage with the community, RTA's corporate social responsibility services covered about 2.2 million beneficiaries. It involved the launch of 28 initiatives to redouble RTA's outlay on corporate social responsibility during 2018–2020. During the lockdown, RTA provided support 24/7 to all Dubai residents, benefiting nearly two million riders. It spread awareness messages about precautionary measures for the health and safety of all such as physical distancing, wearing masks, the correct procedures for sterilization and instructions for use public transport and happiness centres.

These efforts contributed to increasing the community's confidence in RTA's services. Accordingly, RTA achieved a satisfaction rating of up to 92% in 2020 and was ranked second in the Customer Happiness Index.

As a result of contributing to the Dubai Government efforts to combat Covid-19, the gradual return of commercial and tourist activities, normalisation of life, and the enhanced reputation of Dubai as a safe global destination adopting effective preventive measures in dealing with the pandemic, RTA obtained My Care-Infection Prevention Trust Mark certificate confirming the effective preventive measures taken since the outbreak of Covid-19 in all means public transport means and facilities.

The massive achievements we have made render us responsible for continuing the process. Yet, it is the first step on a long road towards leadership and excellence. We pledge to His Highness Sheikh Mohammed bin Rashid Al Maktoum, Vice President, Prime Minister, Ruler of Dubai, to continue realising his vision of people happiness and work in a team spirit such that Dubai will remain at the forefront. It requires us to keep pace with local and global changes, update strategies, and focus on promoting the integration RTA of mass transit means.

In conclusion, events of 2020 franked the importance of adopting sustainability as a culture and practice to ensure the continuity of corporate business and enhance confidence between the entity and clients. We look forward to everyone join forces so that future generations could have a better and sustainable future.

Mattar Al Tayer

Director General, Chairman of the Board of Executive Directors

02

About
this Report

102-46

This is the sixth sustainability report issued by the Roads and Transport Authority (RTA). The report demonstrates RTA's economic, social and environmental performance, progress and initiatives from 1 January to 31 December 2020. We have tried to showcase our approach to manage the pandemic, and displaying our sustainability commitments.

Information Covered

The report's sections and content are aligned with RTA's eight strategic business goals and sustainability framework pillars. The core sections include RTA's efforts and commitment towards Sustainable Economic Growth and Participation, Sustainable Well-being and Happiness, and Sustainable Mobility.
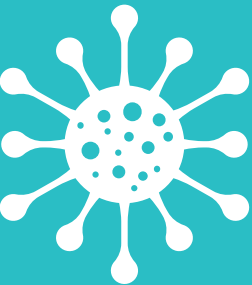
RTA's Approach to Manage Covid–19 Pandemic

RTA plays a key role in shaping the future of Dubai by providing a safe and smooth integrated Sustainable Roads and Transportation system. This year's report presents how RTA approached the challenges due to Covid–19 pandemic, and devised its actions based on 4 steps i.e. Respond, Relief, Recover and Resilience, to ensure RTA is delivering seamless pioneered services to its stakeholders.
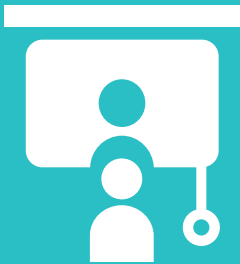
Reporting Framework

This report has been prepared in accordance with the GRI Standards: Core option. GRI Standards are most widely used standards for Sustainability Reporting. The report also aligns with the United Nations Sustainable Development Goals (UN SDGs), United Nations Global Compact (UNGC) Principles, UAE vision 2021, Dubai Plan 2021 and RTA strategy.

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

102-1, 102-46, 102-50, 102-51   102-46, 102-54

Material Topics

At RTA, we conduct a comprehensive materiality assessment every two years, our last materiality session was conducted in the year 2018, and in 2019 we had a materiality refresh from our Sustainability Criteria Committee and Higher Sustainability Committee with participation from C – suite representative. For the year 2020, RTA again conducted a comprehensive materiality assessment with an overarching focus on Covid-19 impact. RTA, engaged with its stakeholders to identify the topics that influenced their assessment and decisions of RTA; and those that were of significant impact across RTA's business operation in 2020. The most material sustainability topics form the focus of RTA's 2020 Sustainability Report.

Reporting Topics Boundaries

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

Feedback and Suggestions

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

102-46

102-53, 102-46

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 and 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 neighboring countries, in order to provide an effective and integrated transport system to achieve Dubai's vision and serve its vital interests.

Our Mission

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

Our Vision

The world leader in seamless & sustainable mobility

Corporate Values

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

Our Role

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

Corporate Reputation

Pioneering and Competitiveness

Leadership and Teamwork

Happiness and Positive Energy

Innovation and Creativity

Our Responsibilities

01. Public Buses	05. Registration & Licensing	09. Roads & Parking
02. Taxis	06. Marine Transport	10. Metro & Tram
03. Inter-City Transport	07. Commercial Ads on the Right of Way	11. Infrastructure Projects
04. Roads Engineering	08. Roads Enhancement	

102-2, 102-6, 102-7, 102-16

102-1, 102-2, 102-3, 102-4, 102-5, 102-6, 102-7, 102-16

Our Goals and Objectives

RTA has set eight strategic business goals and 24 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 Smart Dubai

1.1 Achieve pioneering in digital transformation
1.2 Become a data driven mobility organisation

02 Integrated Dubai

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

03 People Happiness

3.1 Achieve pioneering in people happiness
3.2 Foster social responsibility

04 Smooth Transport For All

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

05 Safety & Environmental sustainability

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

06 Financial Sustainability

6.1 Maximise and diversify revenues
6.2 Enhance financial efficiency

07 Advance RTA

7.1 Attract, develop and retain talents
7.2 Foster excellence and knowledge management
7.3 Enhance policies, processes and corporate governance
7.4 Ensure pioneering in R&D, innovation and shaping the future
7.5 Enhance integrations and systems optimisation

08 Assets Sustainability

8.1 Optimise asset lifecycle utilisation
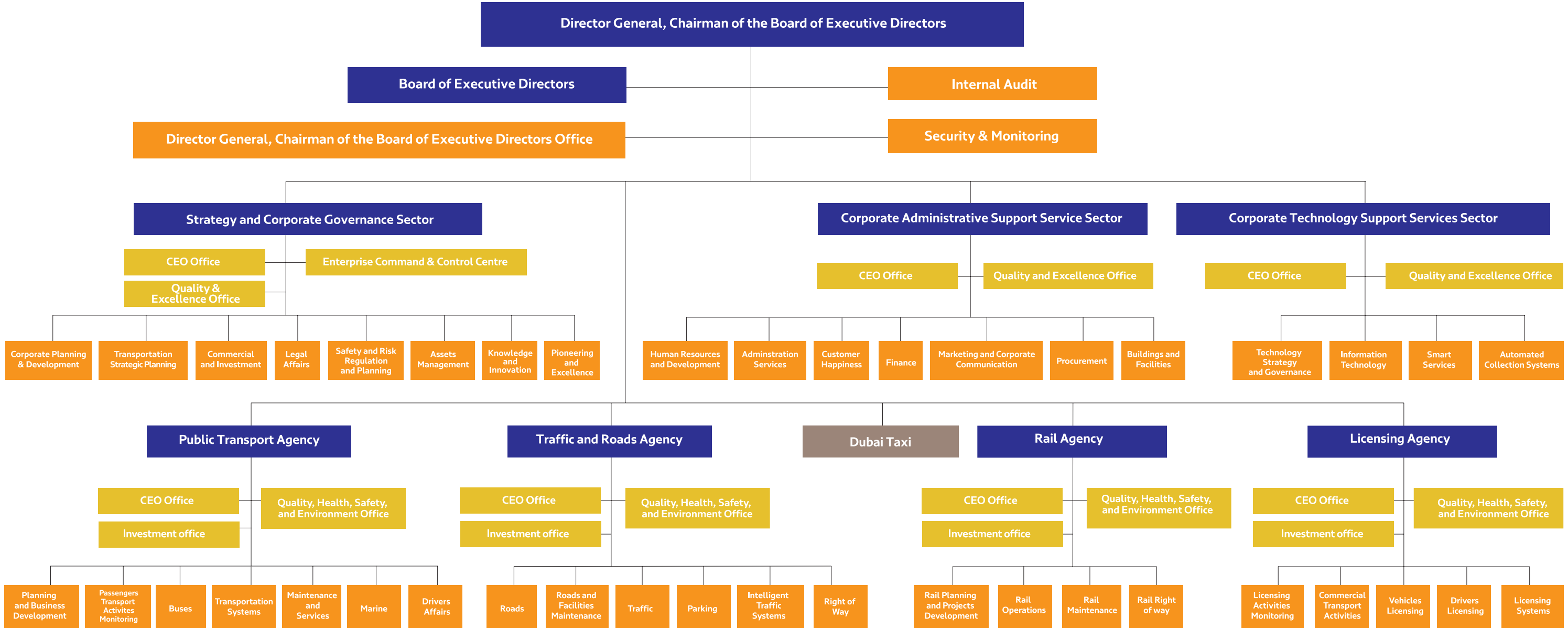8.2 Enhance return on assets investment

Future Trends (2020 – 2024)

1. Shared and soft mobility
2. Sustainable transport and circular economy
3. Digital Transformation and 4th Industrial Revolution
4. Self – driving Mobility (For passengers and goods)
5. Personalised services
6. Automation and future skills

3.1. Our Governance Structure

RTA follows a corporate governance and operational functional model that helps in simplying the distribution of responsibilities as well as facilitates structured decision making process within RTA.

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

Organizational chart:

- **Director General, Chairman of the Board of Executive Directors**
  - **Board of Executive Directors**
  - **Internal Audit**
  - **Director General, Chairman of the Board of Executive Directors Office**
  - **Security & Monitoring**

- **Strategy and Corporate Governance Sector**
  - CEO Office
  - Quality & Excellence Office
  - Enterprise Command & Control Centre
    - Corporate Planning & Development
    - Transportation Strategic Planning
    - Commercial and Investment
    - Legal Affairs
    - Safety and Risk Regulation and Planning
    - Assets Management
    - Knowledge and Innovation
    - Pioneering and Excellence

- **Corporate Administrative Support Service Sector**
  - CEO Office
  - Quality and Excellence Office
    - Human Resources and Development
    - Adminstration Services
    - Customer Happiness
    - Finance
    - Marketing and Corporate Communication
    - Procurement
    - Buildings and Facilities

- **Corporate Technology Support Services Sector**
  - CEO Office
  - Quality and Excellence Office
    - Technology Strategy and Governance
    - Information Technology
    - Smart Services
    - Automated Collection Systems

- **Public Transport Agency**
  - CEO Office
  - Investment office
  - Quality, Health, Safety, and Environment Office
    - Planning and Business Development
    - Passengers Transport Activites Monitoring
    - Buses
    - Transportation Systems
    - Maintenance and Services
    - Marine
    - Drivers Affairs

- **Traffic and Roads Agency**
  - CEO Office
  - Investment office
  - Quality, Health, Safety, and Environment Office
    - Roads
    - Roads and Facilities Maintenance
    - Traffic
    - Parking
    - Intelligent Traffic Systems
    - Right of Way

- **Dubai Taxi**

- **Rail Agency**
  - CEO Office
  - Investment office
  - Quality, Health, Safety, and Environment Office
    - Rail Planning and Projects Development
    - Rail Operations
    - Rail Maintenance
    - Rail Right of way

- **Licensing Agency**
  - CEO Office
  - Investment office
  - Quality, Health, Safety, and Environment Office
    - Licensing Activities Monitoring
    - Commercial Transport Activities
    - Vehicles Licensing
    - Drivers Licensing
    - Licensing Systems

102-18   102-18

#	Sector/ Agency	Major Roles and Responsibility
1	Strategy and Corporate Governance (SCG)	SCG focuses on: • Preparing, implementing and monitoring strategies, policies, studies, and regulatory compliance requirements, and long-term plans for the roads and transport systems to ensure integration between the different transportation modes, supporting the urban and economic development plans of Dubai. • Spreading the culture of quality management, knowledge and corporate excellence across all business operations and activities.
2	Corporate Administrative Support Services Sector (CASS)	CASS focuses on: • Providing pioneering services to RTA employees, staff and customers to foster people happiness. This also includes developing the competencies and qualifications of the employees, attracting the best-available talent, promoting financial sustainability and facilitating the procurement related aspects for different departments and agencies. • Customer satisfaction by continuously improving the quality of services provided.
3	Corporate Technology Support Services Sector (CTSS)	CTSS embraces: • Effective technological support to all sectors and agencies within RTA. This includes the development and monitoring of strategies, manuals and frameworks for all technical systems within RTA, and the management of electronic and smart services for 'Smart Mobility Management' in line with latest requirements of Dubai Government Strategies such as Smart Government Plan, Dubai Smart City Plan, Expo 2020, and Dubai Plan 2021. • Provides support for all technical systems and infrastructure across RTA and ensures the availability of the latest technologies for the effectiveness of RTA's automated collection systems.
4	Public Transport Agency (PTA)	PTA is responsible for: • Meeting Dubai's needs related to public transportation services (roads and marine), including licensing of public transport lines and vehicles, and management of all concession agreements, requirements and strategic plans for the integration of public transportation services. • Providing smart public transportation systems and programs, conducting regular maintenance inspections, and training and monitoring the drivers in accordance with global best practices for roads & marine public transport.
5	Traffic and Roads Agency (TRA)	TRA is responsible for: • Meeting Dubai's road infrastructure needs and requirements by planning, designing, implementing, monitoring and maintaining all public road networks in Dubai, developing policies and awareness programmes related to traffic safety education, and conducting traffic-related studies to ensure the efficiency and readiness of traffic regulations. • Monitors the implementation of smart traffic systems and development plans and follows-up parking-related projects and public parking services
6	Rail Agency (RA)	RA is responsible for: • Meeting Dubai's Metro (including Expo 2020) and Tram infrastructure needs by ensuring effective planning, development, implementation and operation of rail transport systems to facilitate Dubai's public transportation plans. • Development and implementation of corrective and preventive maintenance plans for the rail systems and infrastructure, in line with the highest level of approved global safety standards.
7	Licensing Agency (LA)	LA is responsible for: • Ensuring increased effectiveness and safety in the provision of registration and licensing services for vehicles and drivers by developing policies and technical standards for accreditation of licensing Centres. • Conducting regular inspections for service providers, monitoring policies and compliance requirements to regulate the business activities and services related to commercial transport.
8	Dubai Taxi Corporation (DTC)	DTC is a subsidiary of RTA, with financial and administrative Independence. DTC is responsible for: • Providing all types of taxi services, comfort means, and customer care that meet the highest levels of transportation quality standards. • DTC services include public and airport taxis, taxis for ladies and families, luxury vehicles, and taxis adapted for the comfort of people of determination, as well as taxi rental services and Mashaweer, which offers the service of fully trained and competent drivers.

RTA's Board of the Executive Directors

HE Mattar Mohammed Al Tayer

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

RTA's board is formed of Chief Executive Officers, Executive Directors and other members from RTA's agencies and sectors, and chaired by the Director General, 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

Eng. Maitha bin Adi

Chief Executive Officer,
Traffic and Roads Agency

Abdul Mohsin Ibrahim Younes

Chief Executive Officer,
Rail Agency

Ahmed Hashem Bahrozyan

Chief Executive Officer,
Public Transport Agency

Abdulla Yousef Al Ali

Chief Executive Officer,
Licensing Agency

Youssef Ahmed Al Redha

Chief Executive Officer,
Corporate Administrative Support
Services Sector

Nasser BuShehab

Chief Executive Officer,
Strategy and Corporate
Governance Sector

Mohammed Al Mudharreb

Chief Executive Officer,
Corporate Technology Support
Services Sector

Ahmed Al Kaabi

Executive Director,
Finance Department

102-18   102-18

#	Standard Code	Certificate Name	Management System Name
19	ISO 19600: 2014	Compliance Management System
20	ISO 37001: 2016	Anti-Bribery Management System
21	ISO 20400:2017	Sustainable Procurement
22	ISO 10004:2018	Quality Management – Customer Satisfaction – Guidelines for monitoring and measuring
23	ISO 21001:2018	Educational organisations – management systems for educational organisations – requirements with guidance for use
24	ISO 18788:2015	Management system for private security operations – Requirements with guidance for use
25	ISO 20252:2019	Corporate Research Management
26	ISO 44001:2017	Management of Local Partnership
27	ISO 30401:2018	Knowledge Management
28	ISO 56002:2019	Innovation Management System
29	BS 13500	Code of Practice for Delivering Effective Governance of Organisations
30	ISO 30408:2016	Human Resource Management – Guidelines on Human Governance
31	ISO 10014:2006	Guidelines for realising financial and economic benefits
32	BS EN 15341: 2019	Maintenance Key Performance Indicators

3.2
Our Certifications and Accreditations

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

| # | Standard Code | Certificate Name | Management System Name |
|---|---|---|
| 1 | ISO 45001:2018 | Occupational Health and Safety Management System |
| 2 | ISO 14001:2015 | Environmental Management System |
| 3 | ISO/IEC 27000:2013 | Information Security Management System |
| 4 | ISO 9001:2015 | Quality Management System |
| 5 | ISO 50001:2018 | Energy Management System |
| 6 | ISO 22301:2012 | Business Continuity Management System |
| 7 | ISO 55001:2014 | Asset Management |
| 8 | ISO 31000:2018 | Risk Management System |
| 9 | ISO 39001:2012 | Road & Traffic Safety Management System |
| 10 | BS 11200:2014 | Crisis management. Guidance and good practice |
| 11 | ISO/IEC 20000:2011 | IT Service Management Standard |
| 12 | ISO 10001:2007 | Quality management –– Customer satisfaction –– Guidelines for codes of conduct for organisations |
| 13 | ISO 10002:2014 | Customer Satisfaction Management System |
| 14 | ISO 41001:2018 | Facility Management System |
| 15 | ISO 26000:2010 | Guidance on Social Responsibility |
| 16 | ISO 19650 Part 1&2: 2018 and PAS 1192 Part 3 & 5 | Building Information Modelling |
| 17 | ISO 38500: 2015 | IT Governance Management System |
| 18 | ISO 29993: 2017 | Learning Services Outside Formal Education – Service Requirements |

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 2020, despite the challenges due to Covid-19, we were bestowed with a total of 18 awards and recognition.

RTA won two awards specifically for Covid-19 measures which were:
1. Stevie International Business Awards – Best Use of Social Media, Covid -19 Related Information
2. The Middle East Public Relations Association (MEPRA) – Best Covid-19 Crisis Management/ Communication

Few major highlights of the 2020 were RTA getting recognition at international and regional forums for its response and resilience to Covid-19 to ensure health and safety of the customers and users of RTA services within Dubai and UAE. RTA was also recognized for its endeavors in the health, safety, environment, innovation, and smart services related categories.
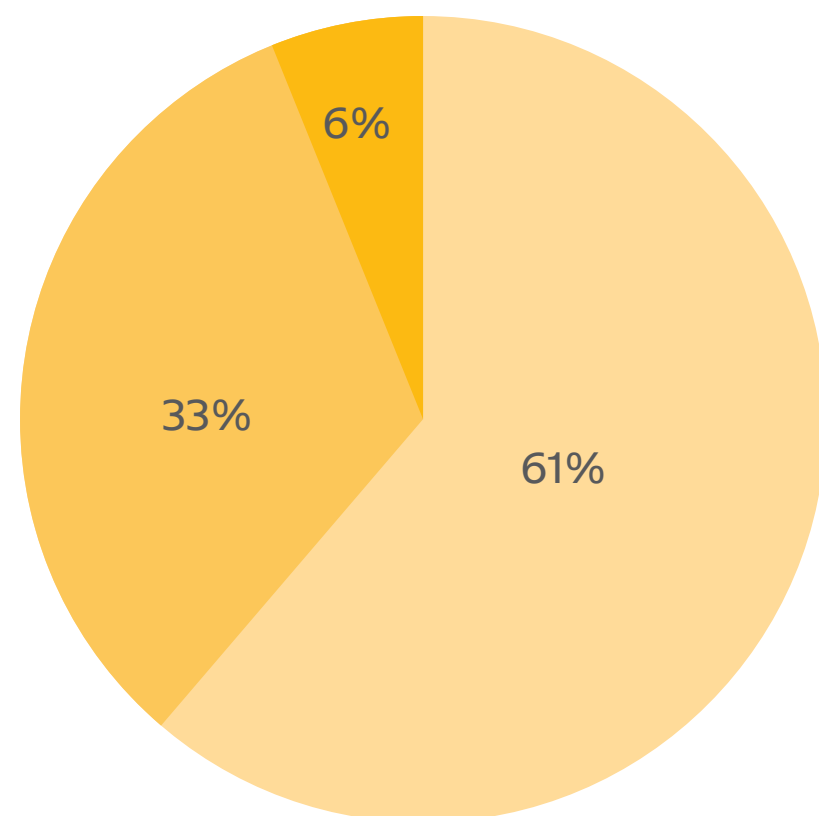
International   **Regional**   **Local**

From the total awards won by RTA in 2020, 61% were awarded in international forums. Over the past five years, RTA has won a record 105 awards.
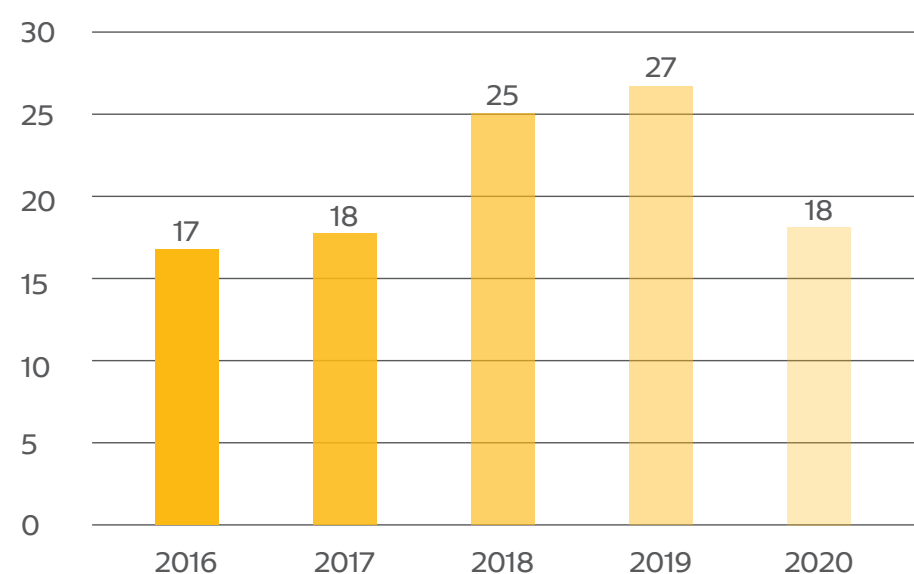
Well – renowned Bentley Institute also recognised RTA's complex and integrated projects and awarded RTA's Rail Asset Performance as the best in the Technological Infrastructure for the year 2020. RTA's work and achievements got special recognition and were also chosen for a display on the Nasdaq Tower screens in Times Square, New York, USA to honour the smart, safe and integrated rail infrastructure projects of RTA.

RTA also received a record 9 awards in the Stevie Awards at both international and regional forums. The award list for the year 2020 includes:

| #	Awards and Recognition	Type
1	Stevie Awards – International Business Awards – Achievement	International
2	Stevie Awards – International Business Awards – Business Technology Solution	
3	Stevie Awards – International Business Awards – Health, Safety & Environment Program of the Year	
4	Stevie Awards – International Business Awards – Customer Service Team of The Year	
5	Stevie Awards – International Business Awards – Technical Innovation of The Year	
6	Stevie Awards – International Business Awards – Covid-19 Response Categories, Best Use of Social Media – Covid-19–Related Information	
7	Stevie Awards for Great Employers	
8	Prince Michael International Road Safety Award	
9	Best Business Awards – Innovation – RIMS Services	
10	Bentley's Year in Infrastructure 2020 Awards – Outstanding Technological Infrastructure	
11	Bentley's Year in Infrastructure 2020 Awards – Outstanding Achievement as a Special Recognition in Comprehensiveness in a Connected Data Environment	
12	Stevie Awards – Middle East – Innovation in Government Services, Bronze Rank	Regional
13	Stevie Awards – Middle East – Innovation in Government Services, Golden Rank	
14	IPRA Golden World Awards	
15	Middle East Public Relation Association – Best Covid 19 Crisis Management	
16	Gulf Customer Experience Awards – Digital Transformation	
17	GCC Government HR Awards – Best Nationalisation Initiative	
18	Ideas Arabia Award – Technology and Innovation	Local

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 instill awareness on RTA's sustainability topics, ensure ownership and the effective implementation of the Sustainability Framework. The Higher Sustainability Committee also provides inputs and recommendations to the Board of 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:

- In 2018, RTA introduced a new sustainability function to drive the Sustainability Framework across RTA and to oversee the day-to-day implementation of the sustainability measures by the concerned Departments that are defined in RTA's Sustainability Framework;

- 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; and
  - 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.

- The departments which provide the most substantial contribution towards the sustainability pillars in RTA (Social, Economic, and Environmental) are the main operational focus area of RTA for all sustainability-related activities

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

Coordination between ------------

102-18
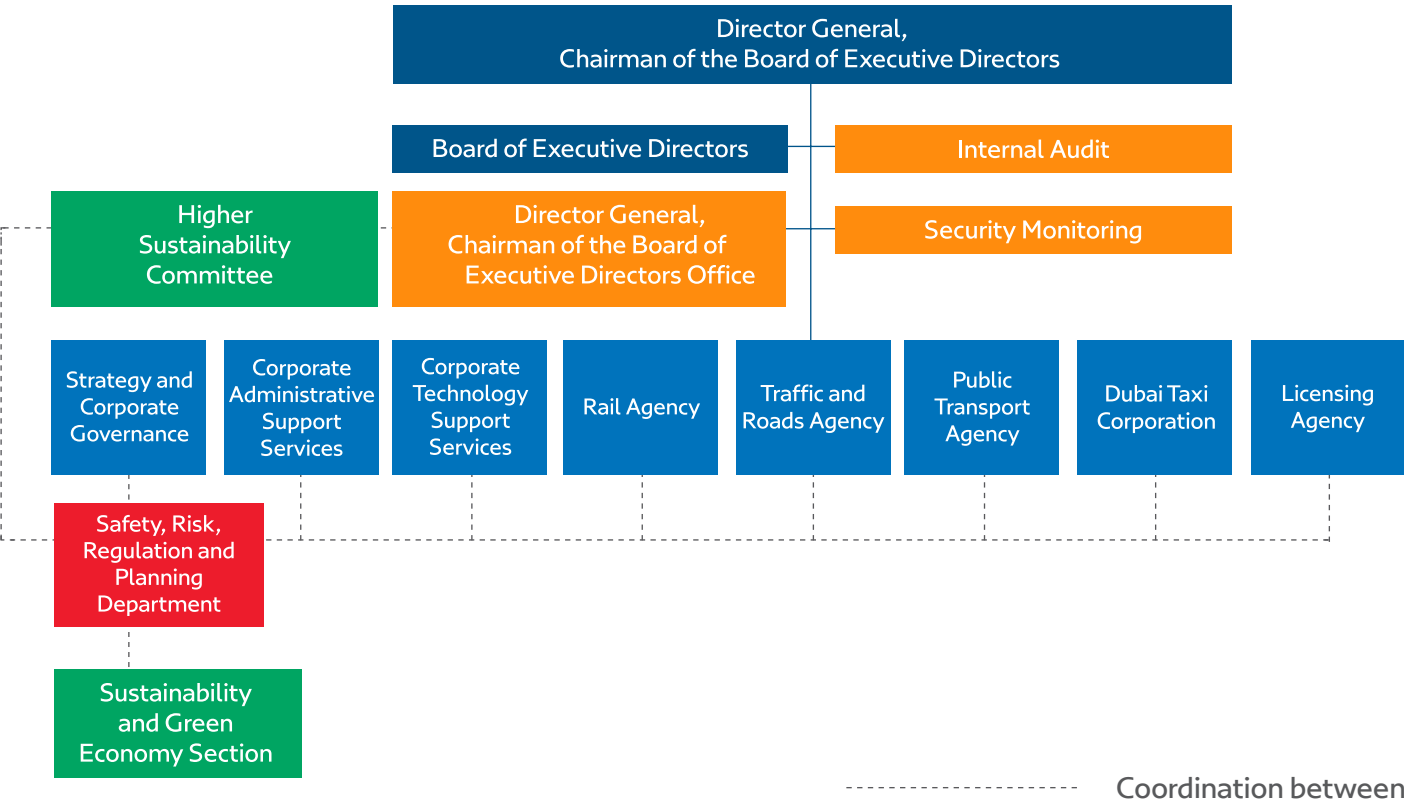
4.1
RTA's Sustainability Framework and Key Alignments

Our Sustainability Framework has 3 pillars, 'Sustainable Wellbeing and Happiness', 'Sustainable Mobility', and 'Sustainable Economic Growth and Participation', that helps us to formalize our alignment with international, federal, and local strategies. It is important to highlight that our framework is also aligned with United Nations Sustainable Development Goals (SDGs), and United Nations Global Compact (UNGC) principles to ensure our compliance and contribution to the global initiatives thereby continually improving our sustainability performance and impact.

At the organization level and emirate level, our framework drives our sustainability ambitions and initiatives across Dubai. Our governance structure and practices ensure we align with our 'Sustainability Integrated Plan' that was initiated in 2019.

Sustainability Framework

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

UN SDGs

Dubai Plan 2021

- The Government
- The People
- The Society
- The Place
- The Economy
- The Economy

UAE Vision 2021

Competitive Knowledge Economy
The global economy will witness significant economic changes in the coming years and the UAE Vision 2021 National Agenda aims for the UAE to be at its heart

- World-Class Healthcare
- Competitive knowledge Economy
- Safe Public and Fair Judiciary
- Cohesive Society and Preserved Identity
- First-Rate Education System
- Sustainable Environment and infrastructure

Mapping with UNGC Principles

RTA has signed the United Nations Global Compact to comply with its 10 principles by having robust practices for human rights, labor, 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 addresses global challenges such as poverty, inequality, environment, justice, human rights and the fight against corruption.
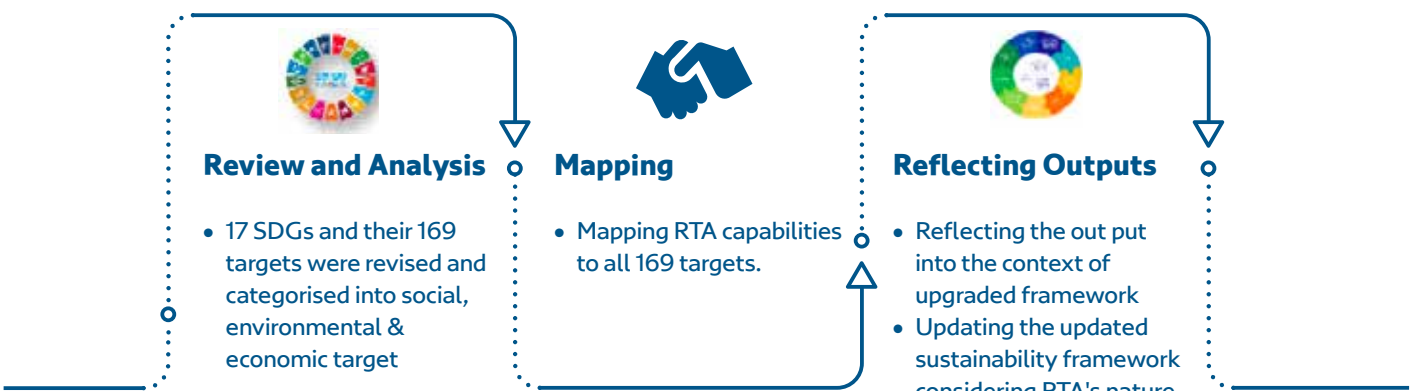
WE SUPPORT

Mapping with the SDGs

RTA's sustainability framework in alignment to the 17 Sustainable Development Goals (SDGs), which are considered the core of 'The 2030 Agenda for Sustainable Development', calling for addressing global challenges through strategies that improve health and education, reduce inequality, and spur economic growth – all while tackling climate change.

Sustainability in Dubai has been highlighted and reinforced by His Highness Sheikh Mohammed bin Rashid Al Maktoum, Vice President, Prime Minister of the UAE, Ruler of Dubai, through the UAE Centennial 2071 and the 50-Year Charter, through deliverables like: the UAE Vision 2021, the Dubai Plan 2021, and the Dubai Clean Energy Strategy 2050.

To define RTA's alignment and contribution to the SDGs, we reviewed and analyzed all 169 targets through workshops, to identify the goals that we contribute to the most, given our nature of work and operation as a Roads and Public Transport Authority in Dubai. It is important to note that this mapping was not only about correlating existing activities to the targets, but also identifying targets that reflect our vision.

UNGC Principles

01 Respect and support internationally recognized human right in your aera of influence

02 Ensure that your company does not participate in any way in any violation of human rights

03 Support freedom of association and recognize to open collective bargaining

04 Eliminate all forms of forced compulsory labor

05 Eradicate all forms of child labour in your productive chain

06 Stimulate all practices that eliminate any form of discrimination at the workplace

07 Assume a responsible, preventive and proactive posture towards environmental challenges

08 Develop initiatives and practice to promote and divulge socioenvironmental responsibility

09 Promote the development and dissemination of environmentally responsible technologies

10 Fight corruption in all of its forms including extortion and bribery

Review and Analysis
- 17 SDGs and their 169 targets were revised and categorised into social, environmental & economic target

Mapping
- Mapping RTA capabilities to all 169 targets.

Reflecting Outputs
- Reflecting the out put into the context of upgraded framework
- Updating the updated sustainability framework considering RTA's nature of work and operations

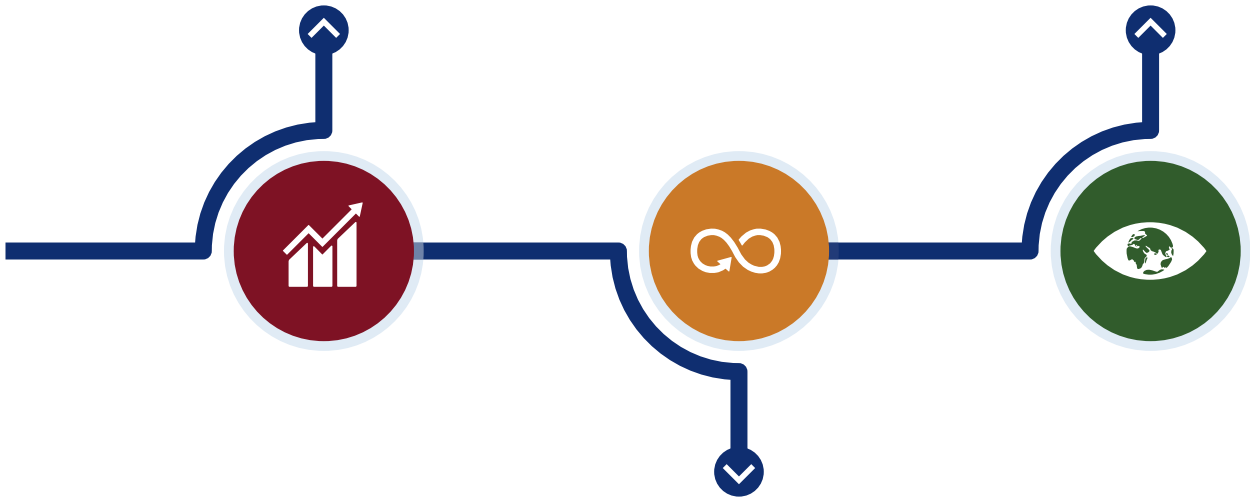# 4.2. Stakeholder Engagement and Materiality Assessment

The top 3 goals that RTA contributes to in terms of existing capabilities and related examples of RTA enablers include:

SDG 8 – Decent Work & Economic Growth
ISO 26000 – Social Responsibility
Revenue Maximisation Strategy
HR Strategy

SDG 13 – Climate Action
Green Economy Framework
Climate Adaptation Plan

SDG 12 – Responsible Consumption & Production
ISO 20400: Sustainable Procurement
Green Mobility Roadmap

Stakeholder Engagement

Our stakeholders are at the core of our eight strategic goals, established to ensure that our activities and operations are driven by what matters most to them, and contributing towards meeting the 'People Happiness' which is our strategic goal no. 3 and it's also embedded within our national charters.

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.

102-40, 102-42, 102-43

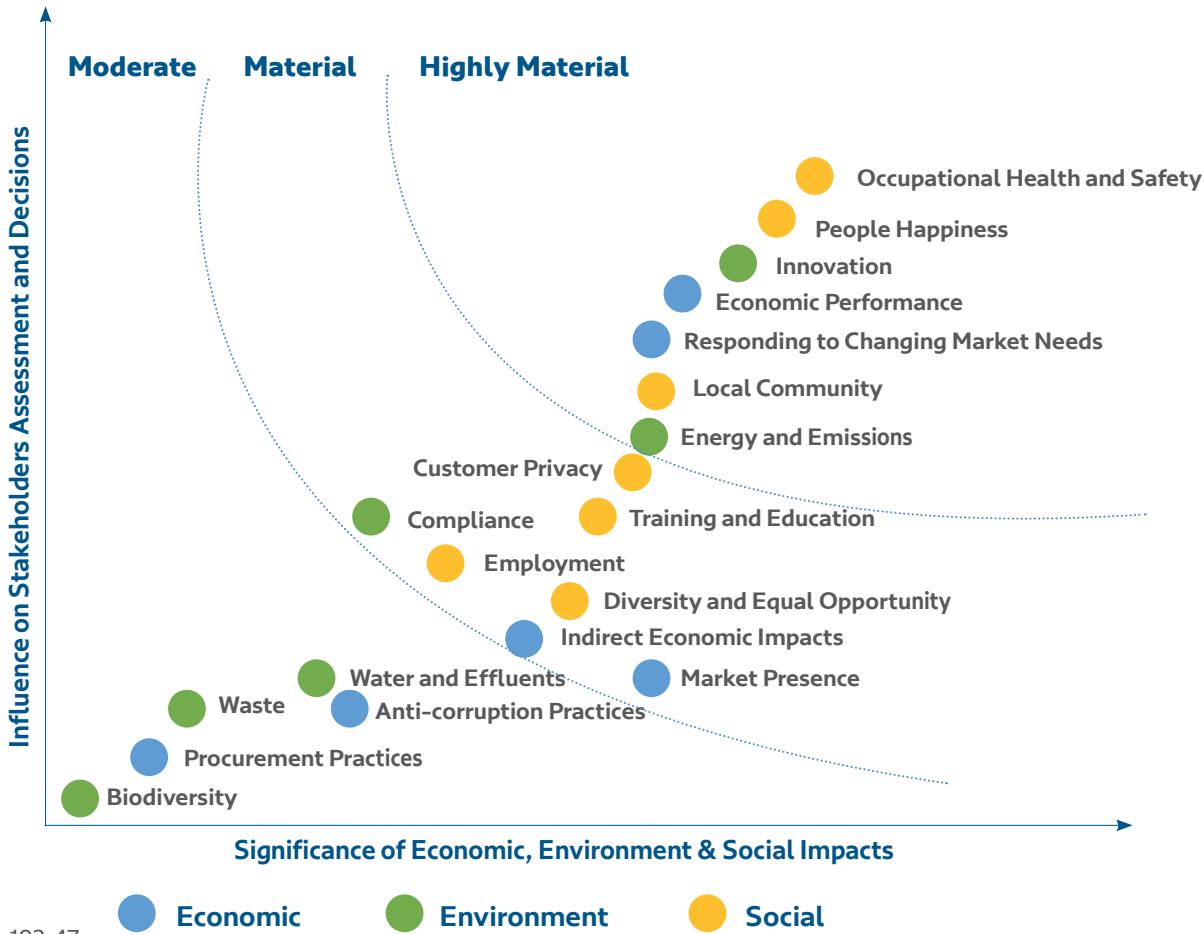| Stakeholder	What matters to our stakeholders	How we respond	Frequency
Employees	Better work environment Career growth Quality training programmes	Within boundaries of Dubai Government HR Law Quarterly HR Open Day Regular communication on updates to policies, Code of Conduct, and roles and responsibilities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

102-40, 102-42, 102-43

Materiality Assessment – 2020

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.
The year 2020, was a challenging year for all the Governments, Corporates, SMEs, public due to the Covid-19 pandemic, and RTA being one of the leader in the roads and public transport sector, had a major impact of its services to its stakeholders. To re-assess the impact and focus areas that influences stakeholders' decisions, RTA conducted materiality assessment exercise for 2020 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 were presented to 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 2020 is reflected in the matrix below:

Moderate   Material   Highly Material

Influence on Stakeholders Assessment and Decisions

Occupational Health and Safety
People Happiness
Innovation
Economic Performance
Responding to Changing Market Needs
Local Community
Energy and Emissions
Customer Privacy
Compliance   Training and Education
Employment
Diversity and Equal Opportunity
Indirect Economic Impacts
Market Presence
Water and Effluents
Waste   Anti-corruption Practices
Procurement Practices
Biodiversity

Significance of Economic, Environment & Social Impacts

● Economic   ● Environment   ● Social

102-44, 102-47

Material Topics and their Boundaries

Material Topics Prioritised Based on Materiality Assessment	Rank in 2020		Rank in 2019	Boundary
Occupational Health & Safety	1	▲ 2	3	Within RTA
People Happiness	2	—	2	Inside and Outside RTA
Innovation	3	▲ 2	5	Inside and Outside RTA
Economic Performance	4	▼ 3	1	Inside and Outside RTA
Responding to Changing Market Needs	5	▲ 1	6	Inside and Outside RTA
Local Community	6 (New Material Topic)		Not available in 2019	Inside and Outside RTA
Energy & Emissions	7	▼ 3	4	Inside and Outside RTA
Customer Privacy	8	▲ 2	10	Inside and Outside RTA
Training & Education	9	▲ 2	11	Within RTA
Compliance	10	▼ 3	7	Inside and Outside RTA
Employment	11	▲ 2	13	Within RTA
Diversity & Equal Opportunity	12	▼ 3	9	Within RTA
Indirect Economic Impacts	13	▼ 5	8	Inside and Outside RTA
Market Presence	14	▲ 2	16	Inside and Outside RTA
Water and Effluents	15	▲ 2	17	Inside and Outside RTA
Waste	16	▼ 2	14	Inside and Outside RTA
Anti-corruption Practices	17	▼ 5	12	Within RTA
Procurement Practices	18	▼ 3	15	Within RTA
Biodiversity	19	▼ 1	18	Inside and Outside RTA

*The column highlights the material topic ranking for 2020 and also the change from previous year i.e. 2019. Green Up-arrow Indicates –shift upward, red down – arrow indicates – shift downward, orange dash – indicates – no change.

Overall 19 topics were identified as material for the year 2020 as compared to 18 topics in the year 2019. In line with the Pandemic 'Occupational Health & Safety', 'People Happiness', 'Innovation', and 'Economic Performance', were the highly material topics. Stakeholders also recognised a new topic Local Community, as highly material for the year 2020. The materiality prioritisation outlined that, top 7 material topics of 2020 and 2019 are common, but with a different priority.

4.3
RTA's Approach to Manage Covid-19 Pandemic

The year 2020 was one of the toughest year in the last 100 years due to the unprecedented pandemic that created shockwaves globally, forcing governments to react quickly in an ever-evolving situation. Businesses around the world witnessed a real time test of resilience to withstand a pandemic.

The pandemic stimulated re-thinking and re-strategising, and the businesses across the globe considered sustainability as a key driver to re-plan and re-assess their inherent risks and controls in place for the business continuity.

Being a Dubai government organization, RTA has significant responsibilities directly impacting the movement of people in Dubai, and to limit the spread of Covid-19 in Dubai and other emirates in UAE. To tackle Covid-19 in a more structured way RTA worked on two major fronts:

- Present scenario - making sure that RTA is responding in the right way through checking and implementing best practices.

- Future direction - using lessons learnt while reeling in the pandemic to shape the future strategic directions.

RTA calibrated its corporate sustainability reporting approach under the following actions that transitioned with the progression of the pandemic:

Respond	Relief	Recover	Resilience
Period when RTA was facing the impact of pandemic	Period when RTA was coping with Pandemic to actively contribute to flattening the Covid-19 curve	Period when RTA resumed operations while managing pandemic risks	Period when RTA built systems and operations toward enhanced resilience

4.3.1
Respond – Period when RTA was facing the impact of Pandemic

With the advent of pandemic, the whole world was impacted thereby disrupting the normal movement of people, products and services. The services in UAE and Dubai also suffered serious setbacks. The public transport services offered by RTA witnessed major fall in demand as public transport was considered as one of the vectors for fast transmission of the Covid-19 virus.

With the evolution of Covid-19, Dubai government issued several guidelines to contain the spread. As an agile and crisis responsive organisation, RTA took several steps as early as January 2020 to address Covid-19. Some major actions include:

103-1, 103-2, 103-3

ERM Update

01

Pandemic and similar catastrophic risks were incorporated into RTA's risk registers since 2009, and were updated in 2019, thereby allowing concerned teams to develop contigency plan and risk mitigation measures well in advance; and

In Q4 - 2019, ERM dashboard recommended to create an operational level taskforce for the Covid-19.

Cross Functional Team - Covid -19 Crisis Team

02

RTA created a cross functional Covid-19 crisis team comprising of senior RTA leadership and lead by CEO of PTA;

Delegated powers to the Covid-19 Crisis Team to quickly react to evolving Covid-19 related issues & problem to solve it dynamically; and

The team reported to the DG Office on a day to day basis to make executive decisions as necessary.

Supporting Dubai level Crisis Management Committee

03

RTA's leadership and its critical teams worked closely with the Dubai Supreme Committee for Crisis & Disaster Management and the Dubai Crisis Executive Committee to coordinate responses for traffic and transport plans at city level and implement contingency measures during the lockdown.

RTA Employee Townhall

04

The Director General held townhall with RTA employees to address the challenges and changes stemming from Covid -19 and ensured them about leadership support.

Leadership Public Presence

05

RTA's Chairman and other RTA leadership made several interview appearances on Dubai TV to answer the general media questions and provide updates on RTA's effort in risk mitigation of the Covid-19 threat.

Remote Working for RTA Employees

06

RTA introduced Remote Working Policy; and

RTA upgraded its IT infrastructure and systems to enable remote working for employees and completely online customer service centres.

103-1, 103-2, 103-3

Some key milestones include:

First case confirmed in UAE
29th Jan 2020 — 01

02 — RTA office employees start working remotely
17th March 2020

Disinfection period begins in Dubai in coordination with RTA
26th March 2020 — 03

04 — RTA Staff 100% working remotely
5th April 2020

Dubai Metro and Tram suspended
5th April 2020 — 05

06 — RTA Customer Happiness Centres closed
5th April 2020

Dubai Metro services resumes
28th April 2020 — 07

08 — RTA Covid-19 HSE Management Policy
31st May 2020

RTA staff back to office
14th July 2020 — 09

10 — Achievement of Excellence in Covid-19 Infection Risk Management
2nd Sept 2020

Covid-19 Crisis Support in RTA and the Emirate of Dubai

Immediately after the magnitude of the threat was confirmed by UAE authorities, RTA's leadership mobilised to organise a proportional response and formed the Covid-19 Crisis Team in March 2020, and focused on supporting 4 key objectives:

- Safeguarding RTA Employees, Passengers and Public
- Continuation of Transport Network during Crisis as an essential service
- Continuation of provision of RTA Services to Customers
- Support Dubai Authorities in dealing with the Pandemic Crisis

RTA also supported Federal and Emirates level Crisis Management Committees by providing transport scenario plans based on emirate decisions. RTA's leadership played a pivotal role in ensuring proper coordination with local and federal authorities throughout the crisis. RTA worked closely with the following:

01
Dubai Supreme Committee for Crisis & Disaster Management – RTA Chairman is a member and primary focal point between RTA and the committee. RTA's DG was involved in all city decisions and shared the transport plans.

02
Dubai Crisis Executive Committee – The directives from Dubai Supreme Committee for Crisis & Disaster Management in Dubai were implemented through the Crisis Executive Committee. RTA provided all the support for traffic and transport planning.

North Star Vision
RTA leadership developed a north star vision based on understanding the local North Star & federal governmental priorities, benchmarking with best practices from the Vision across the globe and remaining constantly up to date with the most relevant Covid-19 data available.

Dubai Crisis and Disaster Management

National Crisis and Emergency Authority (NCEMA)

Dubai Crisis and Disaster Management Team

Crisis Management Teams of Dubai Entities

RTA Crisis Team

4.3.2

Relief – Period when RTA was coping with pandemic to actively contribute to flattening the Covid–19 curve
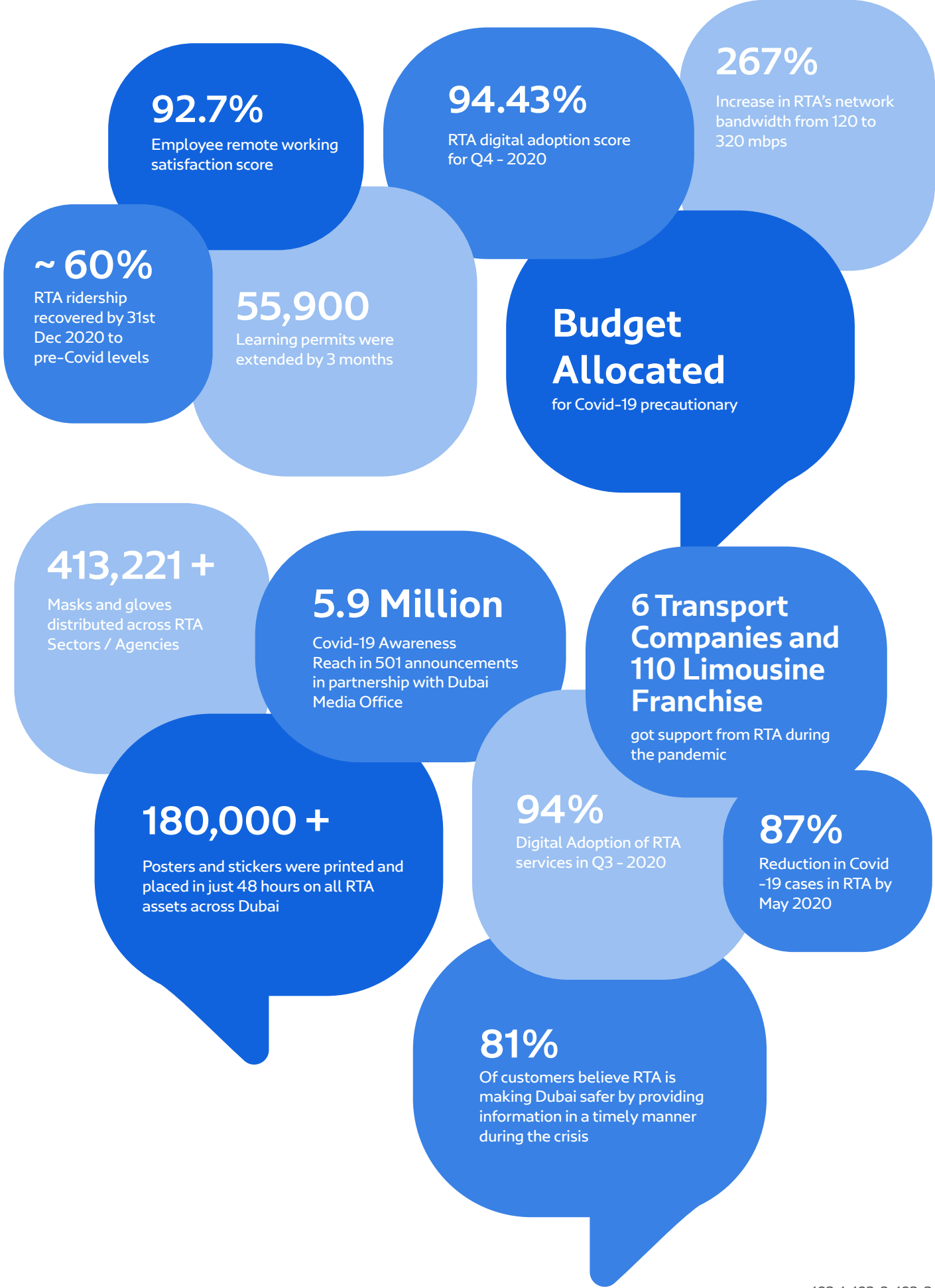
RTA played an indispensable role in contributing to the relief measures provided to internal and external stakeholder groups in terms health, economic, security and public services. RTA supported in in flattening of Covid–19 curve in the following manner:

- Embracing Remote Working
- Achieving Best – In – Class Covid-19 Protocol Assessment
- RTA Covid-19 media outreach & awareness campaign
- Transitioning Licensing, Customer Happiness Centres, RTA Call Centres 100% Online
- Implementing Health & Safety Measures to Protect Customers & Staff
- Well-being for RTA employees
- Adoption of Digital Services
- Designing the Biohazard Firewall

103-1, 103-2, 103-3

RTA's support to flattening of Covid-19 curve in Dubai

#	Relief Measures	Stakeholder Group Impacted	
		RTA Employees	Customer (external stakeholders)
1	Digital services/ IT Support to avoid physical presence	Remote working in times of crisis policy was approved; IT infrastructure (such as VPN, operating system, Microsoft teams, authenticator etc.), was upgraded to support remote working for employees; and MyRTA app enabled RTA employees to register attendance	Licensing and customer happiness Centres went online from 5th April to provide all the service digitally; and RTA call Centres worked 100% online and avoided physical presence of customers.
2	Health & Safety Measures	Covid-19 HSE policy was framed; Biohazard Firewall for employees and RTA assets Providing masks, gloves, health checks, regular Covid-19 testing, accommodation facility, staff vaccination etc. Promotion and implementation of new and innovative technology to improve the sanitisation process in RTA.	Biohazard Firewall for RTA Customers; Providing safe and protected measures in Public Transportation (such as social distancing stickers, masks enforcement, sanitisers, thermal scanners, frequent disinfection, avoiding travel during peak hours etc.) Barrier between driver and passengers, and limiting the people in the taxi , buses and metro
3	Societal Support – Well –being	Covid -19 text message from DG; Town hall for RTA employees; Financial support and visa support to RTA drivers; RTA staff wellbeing support programs such as 5 stage medical plan for employees; Quarantine facilities at Hotel for relocating RTA staff.	Regular media updates, advertisement on RTA services; Providing best in class transport services to customers keeping in view Covid- 19 protocol; Waiver of fines for customers for different RTA services; 13 essential bus routes kept running throughout the pandemic; Dubai Taxis helped in delivering the online purchases from different online and offline platforms; and Extending the validity of some services such as learning permit for driving licenses, vehicle licence permit etc.

103-1, 103-2, 103-3

Some key Statistics for Relief Measures

92.7%
Employee remote working satisfaction score

94.43%
RTA digital adoption score for Q4 – 2020

267%
Increase in RTA's network bandwidth from 120 to 320 mbps

~ 60%
RTA ridership recovered by 31st Dec 2020 to pre-Covid levels

55,900
Learning permits were extended by 3 months

Budget Allocated
for Covid-19 precautionary

413,221 +
Masks and gloves distributed across RTA Sectors / Agencies

5.9 Million
Covid-19 Awareness Reach in 501 announcements in partnership with Dubai Media Office

6 Transport Companies and 110 Limousine Franchise
got support from RTA during the pandemic

180,000 +
Posters and stickers were printed and placed in just 48 hours on all RTA assets across Dubai

94%
Digital Adoption of RTA services in Q3 – 2020

87%
Reduction in Covid –19 cases in RTA by May 2020

81%
Of customers believe RTA is making Dubai safer by providing information in a timely manner during the crisis

RTA Biohazard firewall

RTA Covid–19 crisis team designed a 'Biohazard Firewall', one of its kind which was developed after several rounds of consultation and review of data gathered from the 'International observatory of Covid –19 best practices".
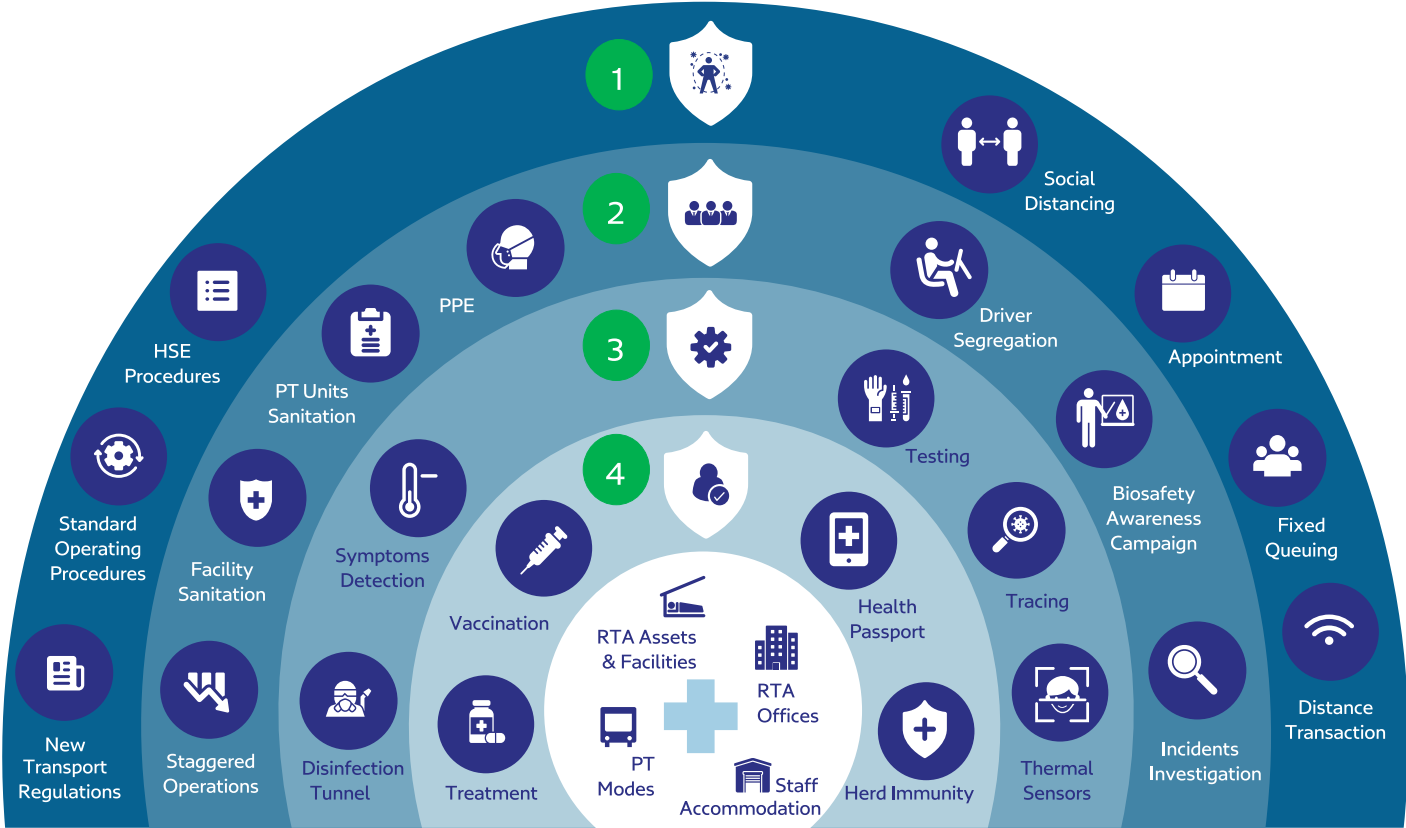
#	Biohazard Firewall Layers	Description
1	1st layer: Customer Facing Shield	Ensures that customers can use public transport with the highest levels of safety and confidence
2	2nd layer: Operations Shield	Upgrades all operational protocols while protecting front-line workers
3	3rd layer: Staff Safety Shield	Ensures RTA's staff are continuously safe, monitoring their health and testing & tracing protocols to ensure early detection
4	4th layer: Immunity Shield	Looks at 'New Normal' operations, such as proper treatment and more forward-looking solutions such as vaccination

RTA leveraged the its Biohazard Framework, to restore confidence in public transportation in Dubai, a snapshot of the measures as part of biohazard is provided below:

Metro / Tram	Social distancing stickers & markers	Enforcement of Masks	Closure of physical ticketing booths
	Frequent disinfection	Avoid travel during peak hours	Running at maximum headway
Taxi	Only two passengers are allowed	Enforcement of Masks	Encouraging Cash-less payments
	Frequent disinfection	Hand sanitisers in the back seats	Barrier between driver & passengers
Bus	Social distancing stickers & markers	Enforcement of Masks	Disabled door opening button
	Frequent disinfection	Avoid travel during peak hours	Barrier between driver & passengers
Service Centres	Social distancing stickers & markers	Enforcement of Masks	Services moved to online channels
	Frequent disinfection	Appointment System	Barrier between staff & customers

103-1, 103-2, 103-3

4.3.3
Recover – Period when RTA resumed operations while managing pandemic risk

RTA made significant changes to the work environment in order to ensure they complied with Covid-19 safeguarding protocols to protect their employees and its customers. RTA focused on three fronts for resuming its operations:

1. Back of office protocol for employees
2. Reopening of licensing and customer happiness centres
3. Safe and protected public transport system

Back to office protocol for RTA employees

By June 2020, the Dubai Government had requested 100% of government staff to return to the office, excluding the immuno-compromised, elderly, pregnant or disabled. In line with Dubai Government protocol, RTA completely redesigned its work environment to mitigate the risk of Covid-19 spread. The key changes include:

#	Back to work changes	Description
1	Back to work webinar	Back to work webinar was organised by Human Resource & Development Department (HRDD) for employees to update them on the new changes to the work environment.
2	Work flexibility	RTA extended work flexibility from 7:00 AM to 8:30 AM to allow for people to enter the office to lessen crowds.
3	Social distancing	All the employees to maintain social distancing and avoid gathering as much as possible. Contractors have separate offices & house-keeping staff will only enter once the employees left the office.
4	Meeting policy	Minimising face to face meetings and use alternate electronic means to meet external parties.
5	Remote technology	Using technology to have driving tests without the examiner present for Driver Licensing tests.
6	Robot training	Pepper Robot was used to train Bus drivers in place of the actual trainers.
7	Establishment of Covid-19 alert system	The alert system provides guidelines for RTA operational protocols to be triggered in the event of a severe rise in the level of Covid-19 infections and future pandemics.

Reopening of licencing and customer happiness centres

The centres reopened whilst also fully preserving the implementation of health precautionary and preventive measures. Some key actions undertaken include:

1. Driving tests re-arranged for customers whose previous appointments had been cancelled at no cost to the customer;

2. Licence Exemptions were made for providing a valid Emirates ID for all services;

3. Smart Yard technology to have driving tests without the examiner present for Driver Licencing tests:
   a. **Automated system that eliminates the human factor from the test and achieves 100% transparency and integrity to the test results; and**
   b. **29% increase in operational efficiency in the yard test and reduction in the operating cost by 31%.**

103-1, 103-2, 103-3
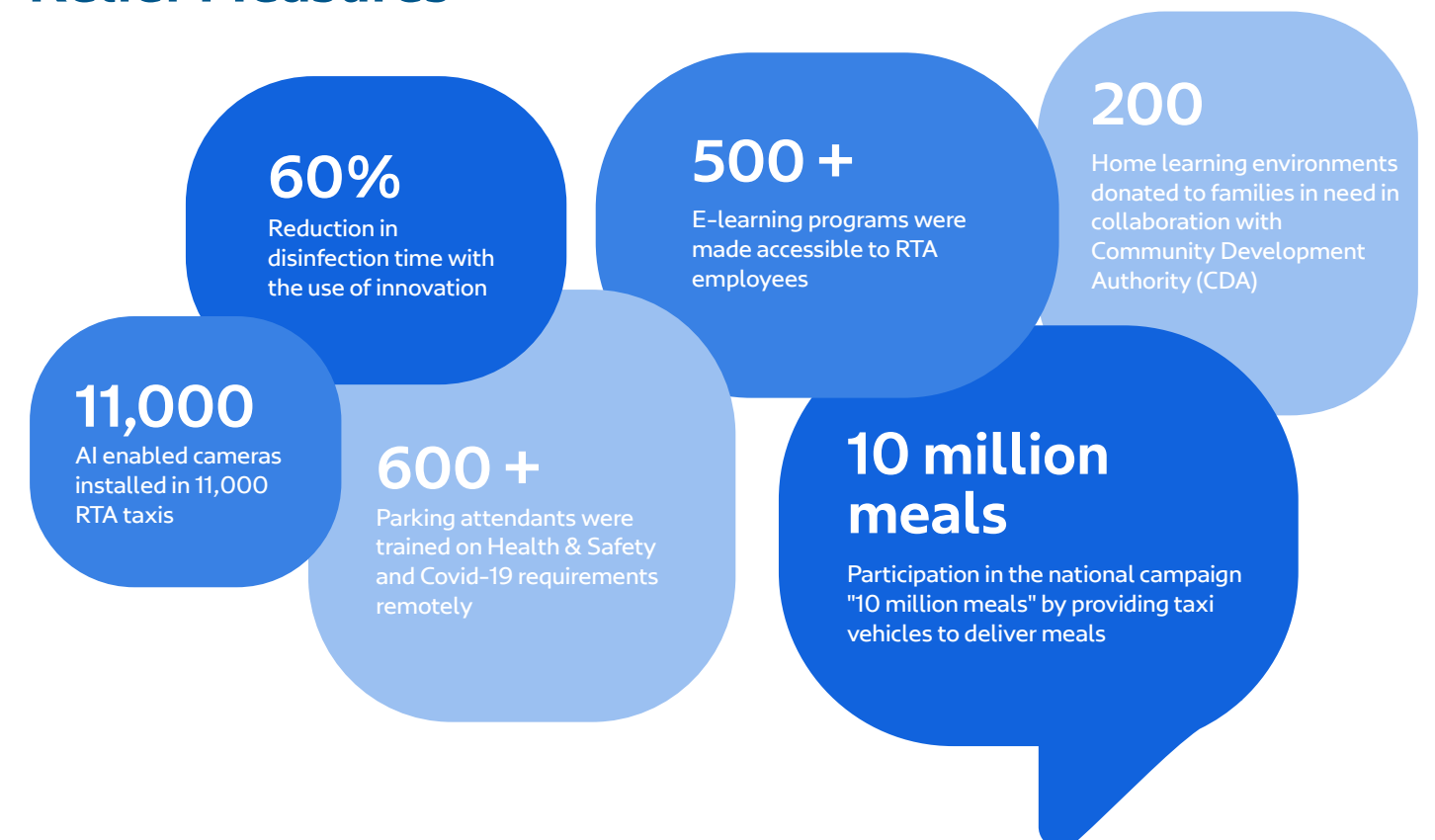
Safe and protected public transport system

RTA deployed various techniques to provide safe and protected public transport system. Major actions include:

1. **Implementation of Biohazard firewall in all the public transport modes (Dubai Metro/Tram, Public Buses);**

2. **Provision of E- Scooter trial to promote personal mobility:**

   a. RTA launched an e-scooter trial to cater personal mobility in October 2020

   b. Launched in 5 areas of Dubai; Satwa, Al Rigga, Dubai Internet City, Jumeirah Lake Towers and Sheikh Mohammed Bin Rashid Boulevard

   c. Partnered with local & global e-Scooter experts for 1096 e-scooters

---

3. Measures in Dubai Taxi:

a. Artificial Intelligence (AI) enabled cameras in Dubai taxis to monitor social distancing, masks etc.

b. Touchless taxi operations to support reopening of Dubai Tourism – Dubai Taxi and Dubai Airport partnered for provision of safe journeys for arriving visitors, as Dubai reopened for tourism post-lockdown. Some key measures included:

- **Luggage handling** – Luggage handling to be done by the passenger to reduce physical interactions.
- **Cashless payments** – RTA encouraged several different touchless payment options in order to avoid the use of cash to reduce the risk of spreading Covid-19.
- **Customer confidence** – Precautionary measures taken by RTA-DTC in taxis to increase customer confidence. Full disinfection after every shift, manual sanitisation after each trip by the drivers, awareness material inside the taxi, etc.

Some key Statistics for Relief Measures

60%
Reduction in disinfection time with the use of innovation

500 +
E-learning programs were made accessible to RTA employees

200
Home learning environments donated to families in need in collaboration with Community Development Authority (CDA)

11,000
AI enabled cameras installed in 11,000 RTA taxis

600 +
Parking attendants were trained on Health & Safety and Covid-19 requirements remotely

10 million meals
Participation in the national campaign "10 million meals" by providing taxi vehicles to deliver meals
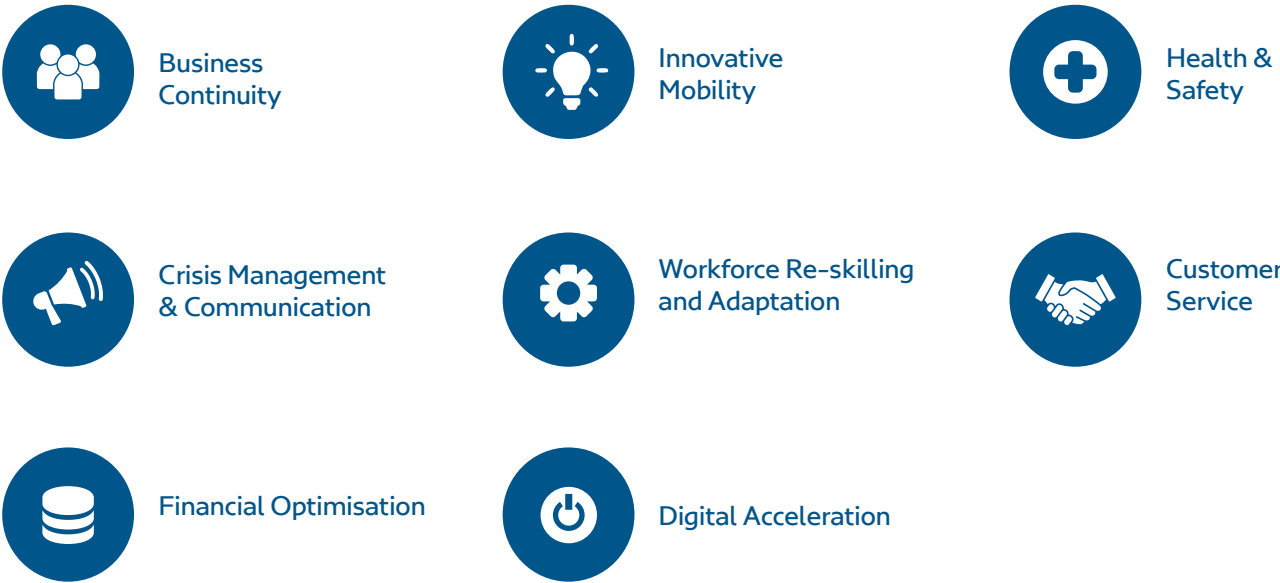
Celebrating RTA Heroes

RTA's leadership made sure its employees across the organisation were recognised and appreciated for their selfless efforts in keeping Dubai going as frontline heroes.

- **Dubai Taxi Awards –** RTA honored 1000 taxi drivers at its annual awards show to signify the brave and heroic role of taxi drivers under exceptional circumstances of the Covid-19 pandemic;
- **RTA Hero Awards –** Senior RTA leaders nominated staff integral to supporting the battle against Covid-19 ensuring their efforts were deservedly recognised;
- **Thank You Our Heroes –** Special video paid tribute to the workers behind the scenes who worked around the clock to keep Dubai up and running and ensuring the safety of the society during these unprecedented times.

DTC HEROES

103-1, 103-2, 103-3

4.3.4
Resilience –Period when RTA built systems and operations towards enhanced resilience

RTA conducted detailed analysis to understand the Covid-19 impacts and identified the various new normal plans to navigate the post-Covid-19 future. RTA also updated its 2030 Future Scenarios by considering Covid-19 effects and future of transport in Dubai. RTA identified 8 themes as a testament for enhanced resilience for new normal. For each theme key initiatives were identified along with the detailed action plan.

Business Continuity

Innovative Mobility

Health & Safety

Crisis Management & Communication

Workforce Re-skilling and Adaptation

Customer Service

Financial Optimisation

Digital Acceleration

#	Themes for New Normal	Key Initiatives
1	Business continuity	Recover ridership across main transport modes; Ensure continuity of RTA services; Resilient supply chain; and Upgrade BCP with Lessons from Covid -19.
2	Innovative Mobility	Expand micro mobility and flexible transport; and Continue exploring EV and Autonomous Modes.
3	Health and Safety	Staff vaccination; Health monitoring system for frontline staff; and Sanitation shield.
4	Crisis Management and Communications	Keep a fluid and transparent line of communication about Covid-19 crisis.
5	Workforce Re-Skilling and Adaptation	Update remote working policy; Employee skill set development plan; Tailored learning journeys to close critical skill gaps; and E- learning training platform.
6	Customer Service	Ensure optimal provision of RTA services; and Transform RTA service Centres.
7	Financial Optimisation	Cost alignment program; and Identify new revenue streams.
8	Digital Acceleration	Accelerate Digital Adoption; Nol Digital Strategy; Paperless; and Upgrade cybersecurity capacity.

The pandemic impact also led RTA to explore the future trends in mobility. 7 key trends were identified by RTA as part of the report "Life After Covid-19" published by Dubai Future Foundation.

Autonomous transportation

Expanding modern technologies use & reducing human interference

Electric vehicles

New requirements to enhance the safety of passengers

Expanding demand for logistical transport

Increase in demand of individual / flexible transport

Change in transportation in the emirate

103-1, 103-2, 103-3

05

Sustainable Economic Growth and Participation

Roads and public transportation network have made a significant contribution to the overall economic development of the Emirate of Dubai and the UAE, by building and expanding the transportation infrastructure, creating unique public-private partnerships and agreements, investing in locally based suppliers and developing the UAE's national talents. All these contribute to the UAE's vision of diversifying the economy and creating a strong knowledge-based economy.

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

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

Our Sustainable Economic Growth and Participation Material sustainability topics include:

Material topics	Impact
Economic performance	Highly Material
Responding to changing market needs	Highly Material
Training and education	Material
Compliance	Material
Employment	Material
Diversity and equal opportunity	Material
Indirect economic impact	Material
Market Presence	Material
Anti-corruption practices	Moderate
Procurement practices	Moderate

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

	Alignment to United Nations Sustaiable Development Goals	Alignment to GRI Standards	Alignment to UAE vision 2021	Alignment to Dubai plan 2021	Alignment to RTA's Strategy
Local Economic Impact		GRI 201: Economic Performance 2016	Competitive Knowledge Economy		Financial Sustainability
Asset Management and Sustainable Procurement		GRI 204: Procurement Practices 2016	Sustainable Environment & Infrastructure		Asset Sustainability
Employment		GRI 401: Employment 2016	First-Rate Education system / Competitive Knowledge Economy		People Happiness

5.1
Local Economic Impact

RTA's vision and strategic goals are aligned to the eight principles, 50 Year Charter, and vision of Dubai. Since RTA's inception in 2005, it has experienced tremendous growth of its service portfolio and assets. To meet the expectation and ensure financial sustainability while promoting economic development in Dubai, RTA prepares a 5-year financial plan that gets revisited and updated on a yearly basis.

This plan takes into consideration RTA's core strategies, and Sectors & Agencies execution plans (which also gets revisited and updated on a yearly basis). To ensure financial sustainability, and to achieve operational efficiency, RTA sets an annual target for cost rationalisation and revenue maximisation. We have 100% compliance with all the government standards, policies, and regulations.

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

Ahmed
Al Kaabi

**Executive Director,
Finance Department (FD)**

RTA's Financial Management Framework

RTA has a robust financial management framework which is aligned to RTA's strategic plan that subsequently drives the short – medium – 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 is based on the continual improvement model and strong governance guarantees its success. Under RTA's financial management framework:

Plan type	Duration
Short term	1 year
Medium term	5years (2020–2024)
Long term	RTA 2030 sustainability plan

Financial Management Framework

01 — RTA Strategic Plan – Goal NO.6 financial Sustainability

Long	Medium	Short
SPDO25, Statistics, Agency core businesses & technical strategies	,Financial strategic plan 2020 – 2024 Breakeven Plans	Annual budgets and execution plans

02 — Implementation, Monitoring and follow-up

Reporting	Financial Systems	Financial Efficiency

Adherernce to Budget	Activities Costing Reporting	External Auditor	Enterprise Costing Solution	Hyperion Planning System	Nol Automated fare collection	Maximo Contract Management	Maximizing Revenues	Cost Optimization	Alternative Financing

Financial Sustainability		RMS	Assets Management	Green Economy	Value Engineer
Future Journey		ORACLE		Operational Surplus	Organization Structure

03

& Policies Procedures	Quality & Management Systems Audit	Internal Audit	External Audit	Review Section

Governance

102-45, 103-1, 103-2, 103-3,   102-45, 103-2, 103-3

Approach for dealing with
Covid-19 Pandemic

RTA's contribution to local economic development witnessed an unprecedented test of withstanding the pandemic, and due to the comprehensive and mature 'Financial Management Framework', RTA was able to deploy a constructive action plan to tackle the situation. During the pandemic, RTA undertook various cost optimisation and control measures and successfully achieved its cost rationalisation target (104%) through cashflow management and re-negotiating the payment from 2020 to 2021/2022 without any penalties.

Following were the major highlights for FD under the 4 action steps of:

Respond | Relief | Recover | Resilience
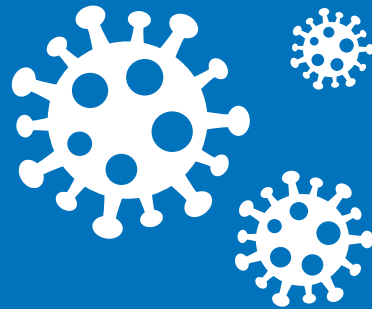
Respond

RTA FD quickly devised plans to overcome revenue shortfall through cost optimisation initiatives to maintain the operational surplus target for fiscal year 2020.

Postponing major projects such as Metro Route 2020 operation to 2021 and review of Buses Master Plan for cost optimisation.

Eliminating discretionary spending and freezing the capital expenditure.

Relief

Implemented multiple initiatives to support stakeholders of RTA's commercial transport sector such as Taxi, Limousine, advertising sector and general public.

Financial support was provided to RTA Taxi drivers.

Implementing the extension plan of parking spaces.

Rescheduling installment plans for Developers.

Recover

Developed plans to gradually operationalise public transportation and to reach 50% utilisation.

Increase the adaptation to smart applications and digital services for the transactions.

Generated revenue through utilising RTA fleets in delivery services for the general public. Nearly 151,000 delivery transactions happened between April to Dec 2020.

Resilience

Operating Public Transport such as Metro Route 2020, New bus routes, addition of 546 new buses to support mobility, re-launching Marine Intercity with Sharjah.

Partnership with Private Sector to outsource bus operation - privatisation, establish multi-story car parking, truck rest area project.

New agreements with RTA developers.

RTA's partners reconciliation through e-wallet for individuals.

Some key statistics for FD Measures during Pandemic

Budget Allocated for Covid-19 precautionary

2 car-sharing companies
Were provided with financial support during the pandemic in 2020

104%
Cost rationalisation target achieved

105%
Revenue maximisation achieved against the target

10 Limousine & 6 Franchise Companies
got support from RTA during the pandemic
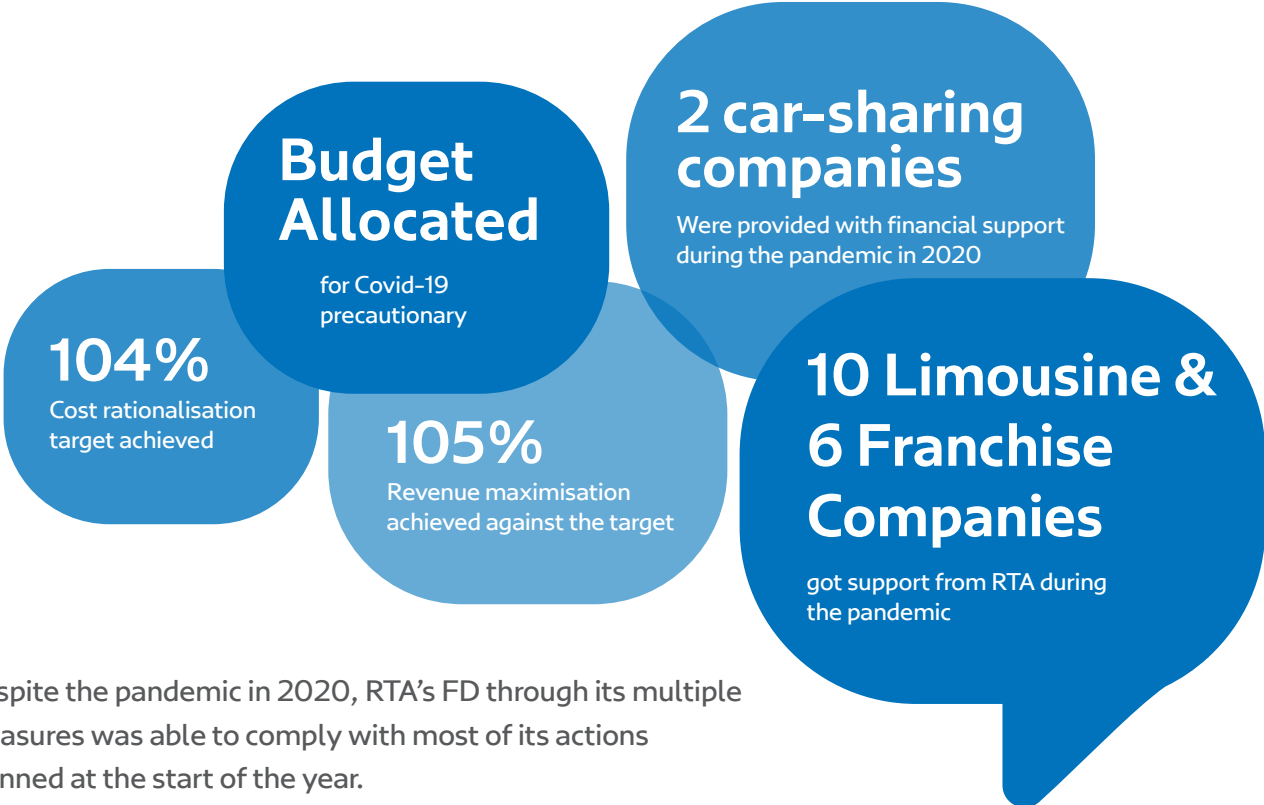
Despite the pandemic in 2020, RTA's FD through its multiple measures was able to comply with most of its actions planned at the start of the year.

103-2   103-2

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. Even during the pandemic, RTA was able to achieve its CAPEX and OPEX target & overcome Covid challenges for the year 2020 due to the precautionary measures taken during the pandemic.

Adherence to Planned CAPEX and OPEX in 2020
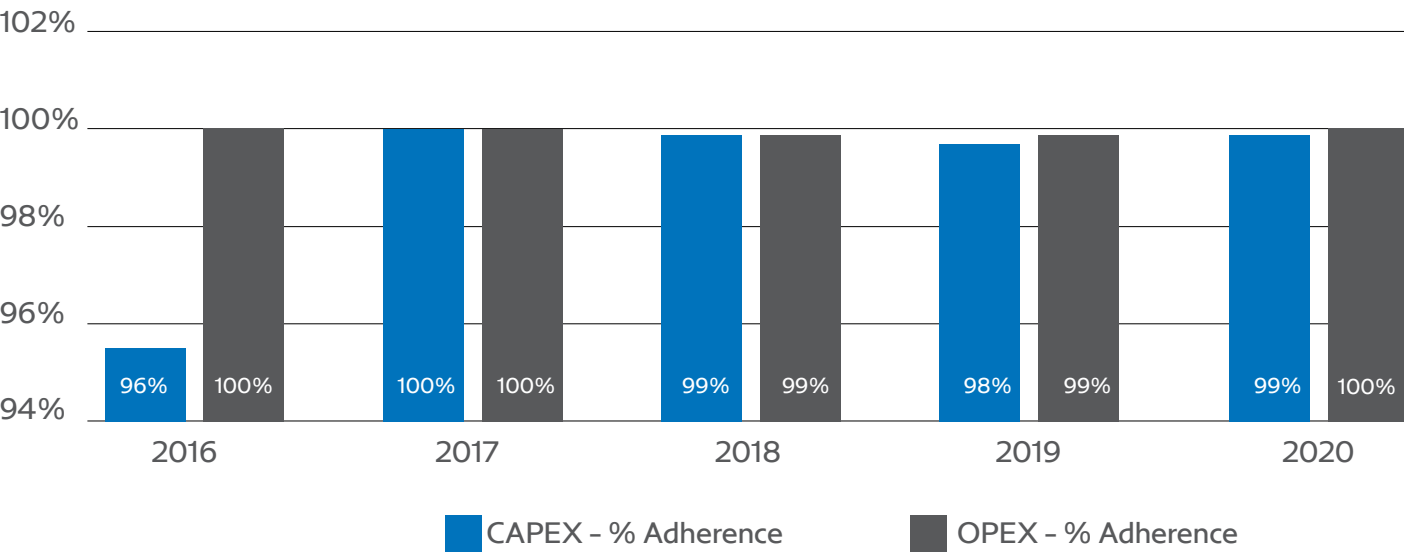
Some other important financial performance measures are provided below:

Financial Metrics	Unit	2016	2017	2018	2019	2020
Cost rationalisation	%	107%	116%	147%	182%	104%
Adherence to planned revenue budget	%	109%	105%	104%	97%	105%

Operational Surplus

Despite not being the year of business as usual scenario, RTA achieved 56% operational surplus in 2020 and reached the targeted value within the defined tolerance level; this is another testament of our robust and mature financial sustainability practices.

Revenue Streams

RTA's revenue streams contribution from fare box dropped by 22% in the year 2020 as compared to 2019, this drop was mainly attributed to decrease in ridership or public transport users. The statutory revenue increased by 14% in 2020 as compared to 2019, and saw a 30% relative increase in its contribution over 2019.

Despite the lockdown and restricted movement, after deploying all the health and safety measures, and effective digitalisation, RTA was able to recover 58% of its previous year ridership and hence was able to channelise the fare box revenues.

102-45, 201-1, 201-2, 203-1

Revenue streams contribution in 2020

- **Fare Box**
- **Non Fare Box**
- **Statutory Revenue**
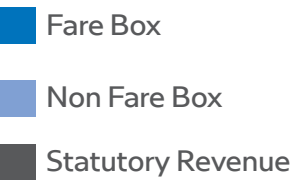
Revenue streams contribution YoY
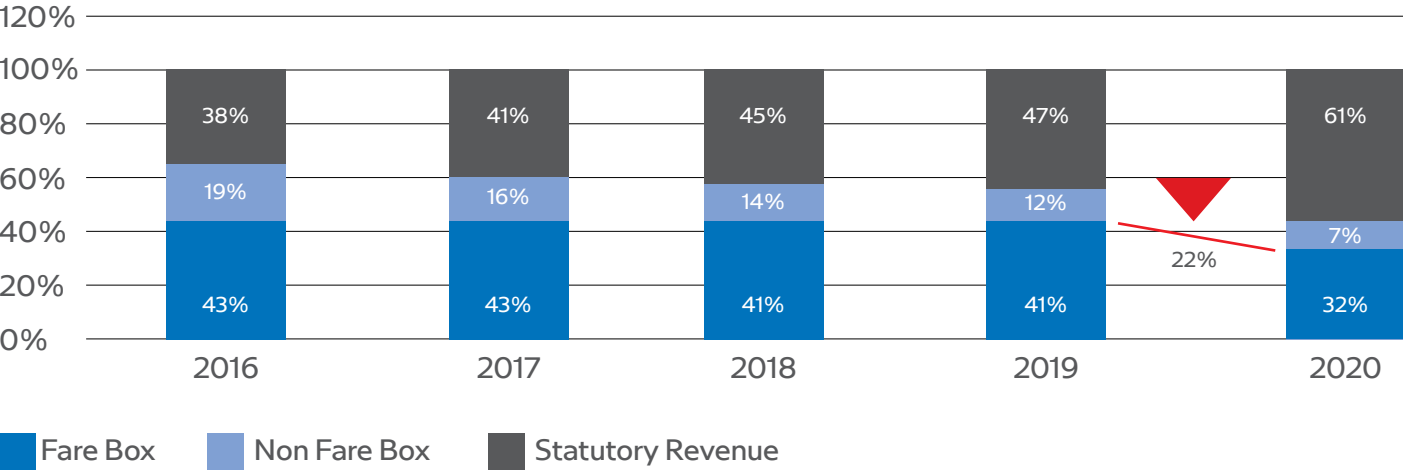
Note – Although RTA has identified Economic Performance as a material aspect, the disclosure of economic/financial information to the public has been limited for confidential and public interest reasons. For that reason, the specific indicators required by GRI 201: Economic Performance 2016 standard cannot be disclosed in absolute numbers and have been presented as percentages.

Case Study – Bus Outsourcing Project

The aim of the project is to select two successful operators with appropriate experience in delivering high quality urban transportation to operate the public bus services in Dubai including:

Urban Services

Feeder Service

Number of Intercity bus services from Dubai to other Emirates within the UAE

102-45, 201-1, 203-1

The project will serve the following benefits:

Increase public transport ridership

Minimise subsidy requirement

Enhance service quality for the customers

Improve service reliability and efficiency

maintain RTA's ability to develop an integrated transport network

RTA – First Governmental entity to release audited financial statements conforming to International Public Sector Accounting Standard (IPSAS).

RTA released its audited financial statements conforming to the international public sector accounting standards. As such, in 2018 RTA became the first government entity in Dubai to issue audited financial statement under International Public Sector Accounting Standard (IPSAS).

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

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

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

RTA's Commercial Investment Approach

Dubai has ambitious plans to become one of the world's greatest cities and competitive economies. To support Dubai's plans, RTA will make additional investments to build transport capacity in the Emirate of Dubai. To guide and support RTA's investments and achieve the strategic goal of financial sustainability, a long-term investment strategy has been developed and is being implemented.

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

Ibrahim Alhaddad

Director, Commercial & Investment Department (CID)

RTA Investment Strategy

The Investment Strategy outlines a holistic framework with three objectives and nine strategic programs; eight programs primarily focus on improving commercial revenues, while the 9th program focuses on alternative financing from the private sector. Thus, the CID is committed to driving forward RTA's overall goals of 'Financial and Asset Sustainability (Goal no. 6 and Goal no. 8) through implementing the Investment Strategy.

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

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

103-2, 103-3

103-1, 103-2, 103-3

Approach for dealing with
Covid-19 Pandemic

RTA's CID played a significant role during the pandemic and ensured continuity of investments and support to its investors to retain the confidence. CID's comprehensive and mature 'Investment Strategy', was instrumental in deploying an effective plan for dealing with the impact of pandemic.

Following were the major highlights for CID under the 4 action steps of:

Respond | Relief | Recover | Resilience
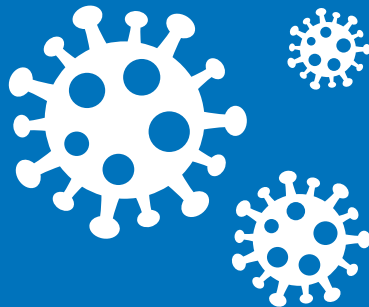
Recover

Conducted brainstorming sessions with multiple stakeholders and identified new initiatives and ideas to generate revenue for RTA and support in the recovery from Covid-19.

One such initiative that has been approved by RTA Chairman is the revenue sharing contracting mechanism with retail investors.

Resilience

Identified new commercial revenue streams such as data monetisation and developed a complete framework in coordination with CTSS and Agencies to determine monetisation opportunities.

To support retail and advertising investors in this current conditions, CID studied and implemented revenue sharing model which will provide support to RTA investors and RTA in generating and increasing the revenue.

Respond

Proactively identified and forecasted the potential impact of Covid on RTA's revenues as early as April 2020.

Sought approval from RTA senior management on the mitigation measures.

Identified and initiated multiple initiatives throughout the year to support the investors.

Some key measures by CID during the Pandemic
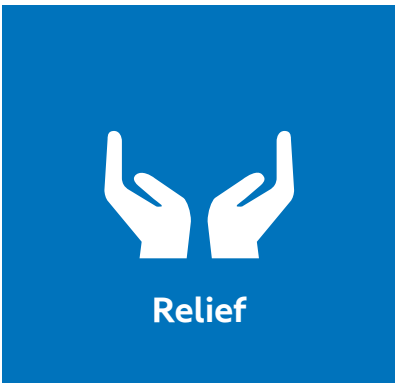
Relief

Relief and support was provided to the investors in the form of discounts and cash deferment.

Discounts & Cash Flow Deferment
Provided to investors to support them during the pandemic

Rental waiver
2 to 3 months of rent free periods was provided to investors during Covid-19
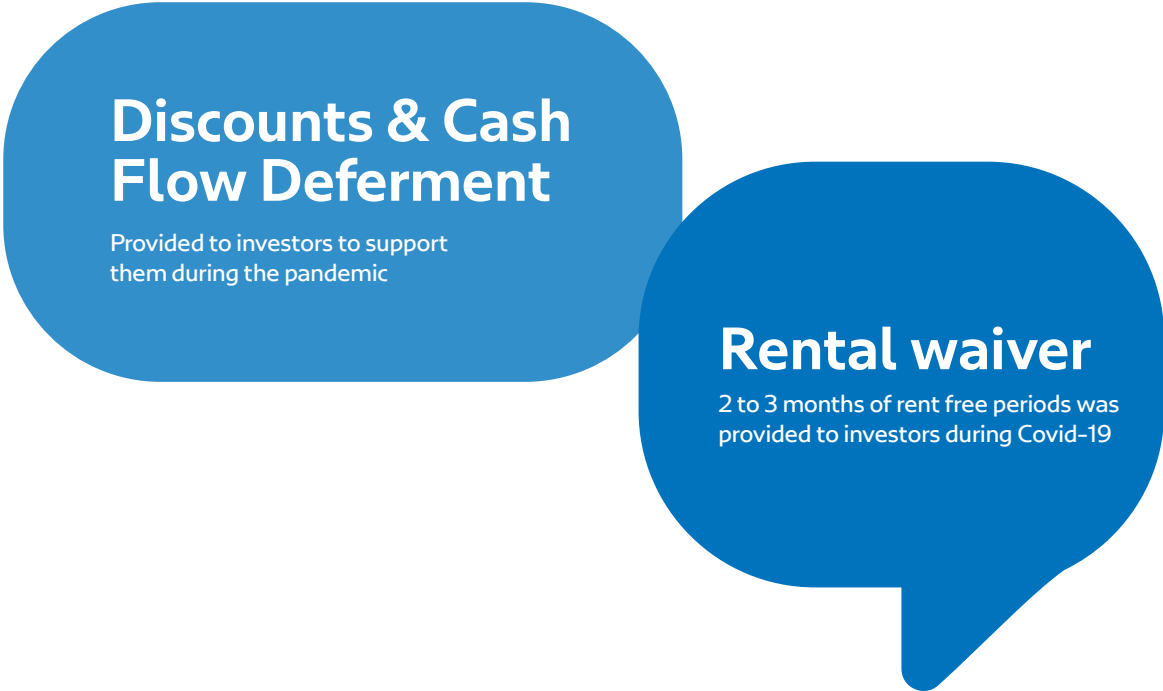
Key challenges during and post pandemic for Investment

RTA faced multiple challenges due to pandemic, and CID team continuously worked on its mitigations plans to retain the confidence of its investors. Some major challenges and mitigation actions included:

Challenges	Mitigation actions
Achieving RTA financial sustainability goals after the impact of Covid 19	Identified and implemented new business lines like Data Monetisation to increase revenue
	Formed Agility teams to identify and implement commercial initiatives in an agile manner
Attracting foreign investors in RTA projects during and post pandemic	Promoted PPP projects for business communities by liaising with Business Councils
	Implemented "RTA Invest" platform providing investors a single platform for all commercial opportunities at RTA
Lack of investor confidence in the market due to economic challenges	Provided investor support in terms of rent free period
	Increased investor appetite by risk reallocation by introducing revenue sharing contract model

RTA's mitigation actions were instrumental in achieving the commitments of 2020.

Major commitments and achievements of CID in 2020

CID developed an 'Investment Pillar', and future road map that are 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 4 strategic directions identified which are revolving around:

- Improving business environment
- Revenue diversification
- Driving growth
- Sustainable partnerships.

CID completed 46 initiatives/ projects in the plan, while there are 16 projects/ initiatives currently on-going or planned for the future. Below are the key highlights of the achievement.

Key Achievements in 2020

PPP Policy
New PPP policy introduced based on global best practies

110% Maturity Score
Improved performance of Investment Offices

99% Achievement
Non fare box revenue target achieved

32 New Contracts
Enhancing the financial efficiency of RTA commercial assets

600+ Investors in database
By managing database of global and local investors for RTA projects

Improved Investment Pipeline
Meetings with investors and companies to promote local and foreign investment in Dubai

Multimillion-dirham cost savings in Bus Shelter project
Significant cost saving for RTA by implementing the Bus Shelter project on a PPP basis

Achieved ISO 10014 Certification
First entity in the region to achieve this certification which outlines the guidelines for realising economic and financial benefits

Some major Public Private Partnership initiatives or projects of 2020 that were initiated to support local development and enhance RTA's financial performance are

Multi – level car parking

Smart street lighting

Truck rest area

Drivers Accommodation

Union 71 Transit Oriented Development Project

Sahaat Deira

Case Study – New Metro Advertising Concession (MAC) project

In light of the pandemic, RTA implemented a new business model combining both Metro Advertising & Naming Rights businesses, with the aim of maximising benefits via a balanced partnership. It was executed by signing a revenue sharing concession contract with one of the largest investors in the industry. Its key components included:

01 Contract life cycle – 10 years

02 Media assets including naming rights of stations – 6,000

Case Study – Union 71 Transit Oriented Development (TOD) project

RTA collaborated with private players to undertake a TOD at Union Metro Station where private players will build, operate, and maintain residential and commercial real estate in the land plots owned by RTA. The contract period for the PPP project is 30 years, and CID managed the project in house right from inception, market sounding and complete execution.

203-1

203-1

5.2
Asset Sustainability

RTA provides 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. RTA embraced ISO 55001: 2014 – Asset Management System to align with the international best practices and standard.

At RTA, we are managing the assets with an overall purpose of optimising the supply and performance of assets over their entire lifecycle by balancing cost, risk and performance. We implemented the asset life extensions criteria by deploying an effective preventive maintenance plan, tracking assets warranty, taking corrective actions of break down assets under valid warranties. We have also increased the number of workshops and awareness sessions about asset management, decommissioning criteria, and asset life extension. We continue to monitor RTA's assets condition and capacity frequently.

RTA also promotes its asset management principles outside RTA boundaries through knowledge transfer, for Dubai Government infrastructure related departments, and to support government directions towards achieving AMD's objectives.

RTA Asset Management System has nine major components that support its alignment and compliance to RTA strategic plan. These 9 components are supported by 45 processes and enablers. The components together form the Plan-Do-Check-Act (PDCA) cycle of all the asset management activities through which RTA achieves continual improvement in asset performance and asset optimisation. Environmental, social and governance (ESG) considerations are part of the sustainable asset criteria through element F (as one of the 9 major components of asset management system), which supports the assets safety, risk and sustainability.

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

Eng. Saeed Alramsi

**Director,
Asset Management Department
(AMD)**

Approach for dealing with
Covid-19 Pandemic

RTA's AMD had a significant role during the pandemic to facilitate and support RTA assets, as needed, in coordination with other RTA departments and operating agencies.

Following were the major highlights for AMD under the 4 action steps of:

Respond | Relief | Recover | Resilience

103-1, 103-2
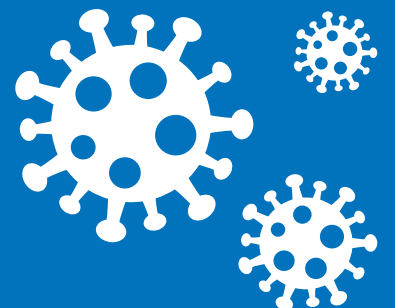
Respond

AMD with support of other concerned departments put the priority to customer safety by reducing the transportation system utilisation between 30% to 50% in Taxis, Buses, and Metro.

AMD immediately facilitated more than 1000 company laptops for RTA employees in coordination with IT for business continuity.

Relief

Implemented initiatives to support Covid-19 safety measures and build the trust of customers and users of public transportation system in Dubai.

AMD conducted electronic asset management audit instead of in-person to ensure safety.

AMD automated asset inspection through maximo to save time, effort, cost and most importantly life.

Recover

From Q3 – 2020, AMD promoted and encouraged the utilisation of transport system by ensuring the health of all the assets and ensuring the safety measures and social distancing protocol in place in RTA public transportation systems.

Resilience

During the pandemic AMD kept RTA assets utilised for different purposes, such as Taxi and Bus were continued with limited seats, Taxis were used to deliver goods.

To promote partnership for RTA assets to support different revenue streams.

Ensure resilient supply chain and asset availability for business continuity.

Some key statistics for AMD Measures during Pandemic

1000 +
Company laptops distributed to RTA staff

115 Online audits
Conducted through electronic asset management for ISO 55001 compliance

40,000
Manual maintenance were/ new requests were automated through maximo system for asset inspection

AED 8 Million
Return value achieved by disposing of used assets

Major commitments and achievements of AMD in 2020

To support RTA's asset management system, AMD initiated multiple initiative to enhance the maturity of its assets. Some of the major initiatives and achievements include:

01 E-audit for conducting internal audit for ISO 55001 – Asset Management system

02 Automation of 12 processes in Maximo system

03 Implemented SAM desk with the support of IT with a limited budget

04 Building software asset management system desk

05 Disposed of assets through online auction and reached return value of AED 8 Million

06 EXPO 2020 support – AMD completed its first BIM project in EXPO 2020. Project tool helped solve 70,000 clashes and reached ROI of 374%.

Major asset performance measures

Asset Management devised new measures in 2020 to ascertain the performance of its assets. Major asset management metrics are tabulated below:

Value of optimised assets

The value of optimised assets achieved 109.34% in the year 2020 as against the 100.93% in the year 2019.

Financial Metrics	Unit	2016	2017	2018	2019	2020
% Value of optimised assets	%	96%	102%	99%	100.93%	109.34%
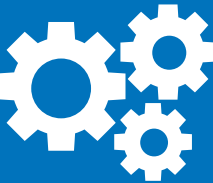
Asset Management Maturity level – Maturity score was

3.25 on a scale of 4

in the year 2020 i.e.

81.25% maturity.

Asset Maintenance Excellence Index – Excellence index score for

2020 stood at 89.85%

203-1
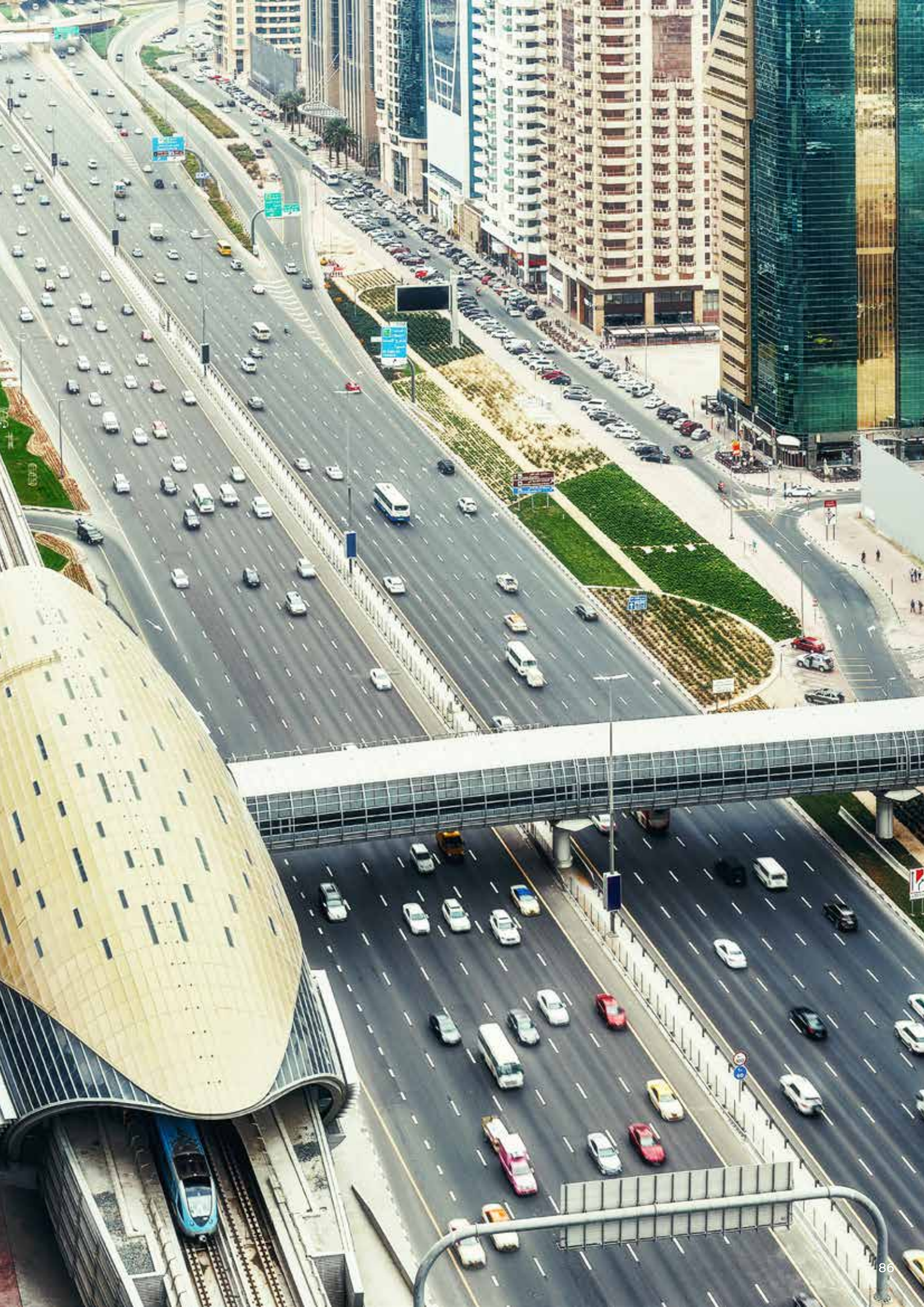
Case Study – Asset Management E-audit during Covid–19

As part of ISO 55001 – Asset Management System, AMD has to conduct yearly internal audit among RTA departments to ensure compliance to ISO standard requirements. In the business – as – usual scenario, AMD physically performs the visit to 38 Departments to meet the respective department coordinators and others who contribute to the assets, to support the internal audit for ISO 55001 requirements.

To ensure business continuity and compliance requirements, RTA AMD launched a remote auditing program (e-Audit) for the corporate asset management system, which contributed to maximising the benefit from the technical systems available within RTA. This was first of its kind in the world, and was developed in coordination with RTA's IT Department.

Major benefits

01 Health and safety

E-audit increased the precautionary measures and physical distancing through virtual meetings via Microsoft Teams. 187 virtual Meetings were done to complete the audit;

02 Avoided printing

The system and the process ensured zero printing of any supporting documents for the Audit. All the 38 departments provided a cumulative of 3432 electronic documents to comply to ISO 55001 requirements;

03 Time and effort

E–audit system helped 'AMD and all the participating departments', save time and effort by eliminating the physical visit process. On an average meetings were conducted with 5 representatives per department and 115 online audits coordinated.

> RTA was the first Government entity in UAE to institutionalise E-Audit for ISO 55001.

Case Study – Automation of Maintenance Request through Maximo

In the business – as – usual scenario, the Meter unit section in PTA receives the maintenance / new requests delivered manually through RTA Taxi drivers. RTA Taxi drivers collects the job request and hand it manually to the technicians.

In-line with business need and safety, AMD automated the complete maintenance procedures for Meter unit, and routed all the request through Maximo system. This automation enabled all franchise companies to access the system and submit the automated work requests.

Major benefits

01 Health, safety and automation

The automated system allowed meter unit to avoid the manual exchange of papers between the Taxi drivers and technician for more than 40,000 request during 2020, which in turn further reduced the potential of spreading of Covid-19; and

02 Effective planning

Automated system helped Meter unit section to plan the work load in an effective manner, thereby avoiding congestion.

5.3 Sustainable Procurement

RTA is the first government entity in roads and public transportation sector to be awarded ISO 20400 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.

RTA has three major systems for managing contract and procurement aspects.

01
Maximo

For contract management

02
GRP

For inventory and purchasing management

03
E Pre-Qualification (EPQ)

For supplier life cycle management

Key Pioneering Achievements:

RTA is the First Government entity in the roads & public transportation sector to be:

🏆 CIPS certified

🏆 ISO 20400 – Sustainable Procurement certified

Sustainability is not just about adopting the latest energy-efficient technologies or turning to renewable sources of power. Sustainability is the responsibility of every individual every day. It is about changing our behavior and mindset to reduce power and water consumption, following ethics code and help to save government Resources.

Saeed Mohammed Al Marri

Director, Procurement Department (PD)

Approach for dealing with
Covid-19 Pandemic

RTA's PD had a central role during the pandemic by keeping the projects, vendors and supplies intact as per the plan. PD in coordination FD, CID and other departments facilitated business continuity across RTA.

Following were the major highlights for PD under the 4 action steps of:

Respond | Relief | Recover | Resilience

102-9, 103-1, 103-2   103-1, 103-2, 102-9
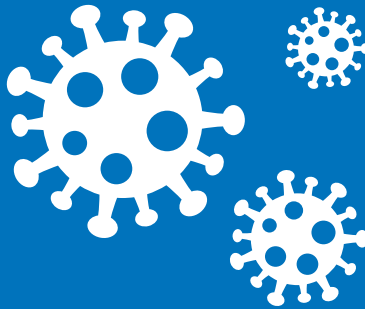
Respond

RTA C&P quickly reviewed 2020 contractual plans and current contracts to overcome financial limitations through cost optimisation initiatives to maintain the operational surplus target for fiscal year 2020.

Shifting the processes to online channels to reduce Time, Efforts of vendors.

Postponing major projects such as expo 2020 related contracts to 2021 and review of all RTA contracts for cost optimisation

Studied with finance on the impact of Covid-19 on revenue related contracts including Taxi, Limousine, and advertising sector.

Relief

Implemented multiple initiatives to support stakeholders of RTA's commercial transport sector such as Taxi, Limousine, advertising sector and general public.

Rescheduled installment plans for vendors in coordination with CID.

Recover

Increase the adaptation to smart applications and digital services for the transactions.

Reduced purchasing cycle time for Covid-19 precautionary measures.

Resilience

Signing agreements with Delivery platforms to organise and generate revenue.

New agreements with RTA developers, investors, and other important vendors and stakeholders.

Some key statistics for PD measures during Pandemic

3 Months contract extension

RTA extended the contracts for its investors for 3 months free of charge

6 Months Buffer

RTA postponed collection for a period of 6 months from its investors/vendors.

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:

- Exempt all SME companies from bid bond for tender values below then AED 50,000

- **50%** 50% reduction in tender document fees

- Prioritize allocation of non-critical projects to SMEs only

- Reward the sector/agency in RTA who support SMEs in their projects during the vendor rewards ceremony

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

- Formation of SME Committee withing RTA's procurement department

- Developed a special channel 'SME – Procurement email' to communicate with SME's and provide the necessary support and all possible facilities to increase their participation in RTA tenders

Environmental, Social, Governance (ESG) Considerations

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

01 Environmental Policy (or equivalent) for the organisation

02 Environmental Management system for the organisation

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

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

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

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

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

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

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

Circular Economy

We have introduced Circular Economy requirements into our contracts and purchase processes. The Procurement Department encourages both; its internal and external stakeholders to reduce waste generation and responsible use of 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 work environment in line with safety and health laws and regulations;

04 Use voluntary labour only;

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

RTA has implemented a feedback system to receive and communicate any issues related to any vendor or third- party contractor during procurement stages or after awarding the contract, once the work has been initiated. The RTA customer relationship management (CRM) system is used for receiving and communicating vendor-related complaints and suggestions as well as resolving complaints and responding to ideas within the signed service line agreement (SLA). For any observed non-compliances and suggested improvements, RTA ensures regular follow-up and inspection on the implementation of the corrective actions by the concerned vendor through different channels of communication.

During the pre-qualification stage, vendors participating in the tendering process can contact RTA for any queries or issues through a dedicated email, helpline, or the help-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. RTA's Procurement Department is assigned the responsibility of developing, regularly reviewing and updating awareness and educational programs for tender-related procedures, vendor qualification processes, as well as financial claims of third parties such as government and quasi-government companies. RTA submits periodic reports to the Director General on the functioning of the Tendering Committee and the supplier participation proportion, if any, for all tenders and bids released by RTA.

Major sustainable procurements performance measures
Supporting Local Suppliers

RTA plays a key role in the development of local capacity and stakeholders by promoting businesses and other SMEs in Dubai and UAE. We have embedded a strong system within our procurement processes that allows us to support the local businesses and select them as vendors / contractors / sub-contractors for different RTA projects wherever feasible. For last two years RTA has not compromised on the procurement budget on local spending in comparison to the total budget, as evident from the graph.

Procurement budget spend on local suppliers in comparison with the budget spend (%)

Supplier Screening using Environmental and Social Criteria

Since the attainment of ISO 20400 - Sustainable Procurement standard and implementation of Sustainability Framework of RTA, a robust supplier screening mechanism has been put in place. From 2018, RTA has been doing 100% screening for all the new vendors/suppliers for the social and environmental criteria. The table and the graph below reflects the effect of RTA's robust sustainable procurement practices within its supply chain.

Indicator	Unit	2016	2017	2018	2019	2020
Percentage of new suppliers screened using environmental and social criteria	%	50%	35%	100%	100%	100%

Supplier screened using Social & Environmental Criteria

Total New supplier   Total supplier screened

103-1, 103-2, 103-3, 201-1, 204-1, 205-1, 205-2, 412-1, 102-9
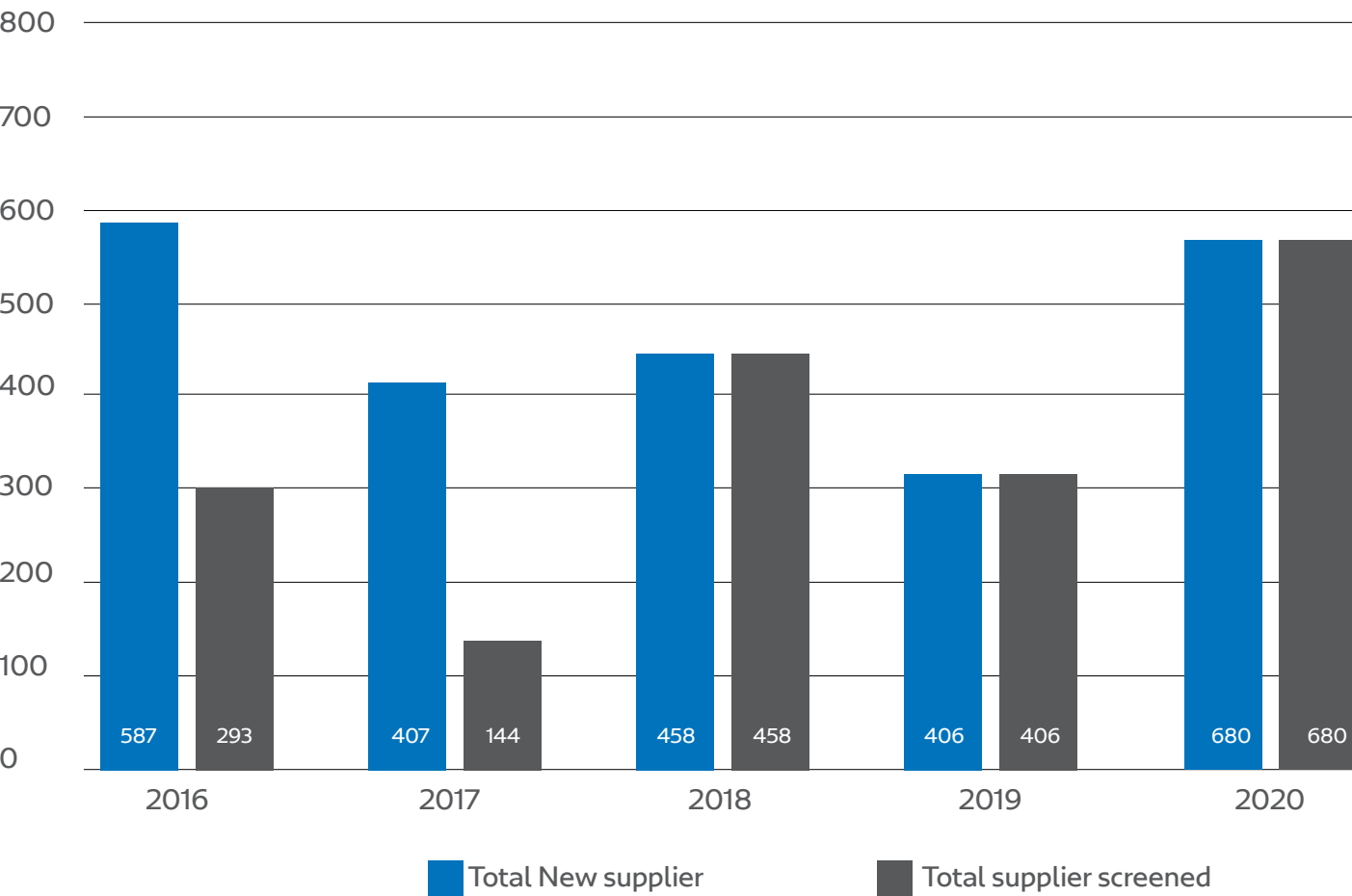
308-1, 414-1, 102-9

Some other statistics for environmental and social impact in Supply chain

Environmental & Social Performance	Unit	2016	2017	2018	2019	2020
Number of vendors identified as having significant actual and potential negative environmental and social impacts	#	7	25	22	0	0
Significant actual and potential negative environmental and social impacts identified in the supply chain	#	0	0	0	0	0
Percentage of suppliers identified as having significant actual and potential negative environmental and social impacts with which improvements agreed upon as a result of the assessment	%	0	0	0	0	0
Percentage of suppliers identified as having significant actual and potential negative environmental and social impacts with which relationships were terminated as a result of the assessment, and why.	%	0	0	0	0	0
Terminated agreements	#	0	0	0	0	0

308-2, 414-2, 102-9

Case Study – Supporting the RTA Ecosystem of Vendors & Investors

The pandemic required RTA to be cognisant to the struggles of their vendors & investors during the period of constant upheaval.

To support its vendors/investors, RTA extended contracts for a period of 3 months free of charge and postponed collection for a period of 6 months to allow their counterparts to combat Covid-19 related financial hardships.

Furthermore, RTA also retained the current investors through renegotiating advertising contracts.

102-9

5.4 Employment

At RTA, our focus is all about employee experience. RTA considers its workforce as the main driver for its performance. 2020, saw the emergence of doing things differently. In alignment with RTA corporate Strategy, the HR updated specialised strategy focuses on Adopting a digital and employee-centric approach to attract, develop and retain talent in line with Dubai's future of mobility while fostering a diverse and inclusive workplace at RTA.

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

Our focused efforts are on the identification and recruitment of the right talent that meets RTA's needs and requirements to enable the achievement of corporate objectives. We work with the business on the development of employees in line with the future of work to allow RTA to become a high-performing organisation and achieve its corporate objectives. We focus on diversity and inclusion to make a sustainable impact on RTA's internal and external communities.

It's likely that the way we work will be changed forever as a result of Covid-19. All of us are seeking answers to guide the way forward. As HR, in particular, we have been at the Centre of RTA's rapid response to Covid-19, and have been playing a central role in keeping the workforce engaged, productive and agile. Understandably, recent priorities have been focused almost exclusively on the respond phase. Now is the time for us to turn our attention toward recovery, to ensure that we are prepared to thrive through the relevant workforce strategies and enhancement of the employee experience.

Sultan Al-Akraf

**Director,
Human Resources & Development
Department (HRDD)**

Parameters	Unit	2016	2017	2018	2019	2020
Total Number of Employees	#	6,310	6,449	6,673	6,613	6,361
Male	#	5,606	5,700	5,858	5,796	5,546
Female	#	704	749	815	817	815
Breakdown of employees by nationality						
Total number of nationalities	#	50	52	51	51	51
UAE Nationals	#	1,848	1,951	2,137	1,771	1,833
Other Nationalities	#	4,462	4,498	4,636	4,842	4,528

102-8, 103-1, 103-2, 103-3

103-1, 103-2, 103-3, 401-1, 405-1, 102-8

YoY – Male and Female Employees in RTA

Year	Female	Male
2016	704	5606
2017	749	5700
2018	815	5858
2019	817	5796
2020	815	5546

Legend: Female | Male
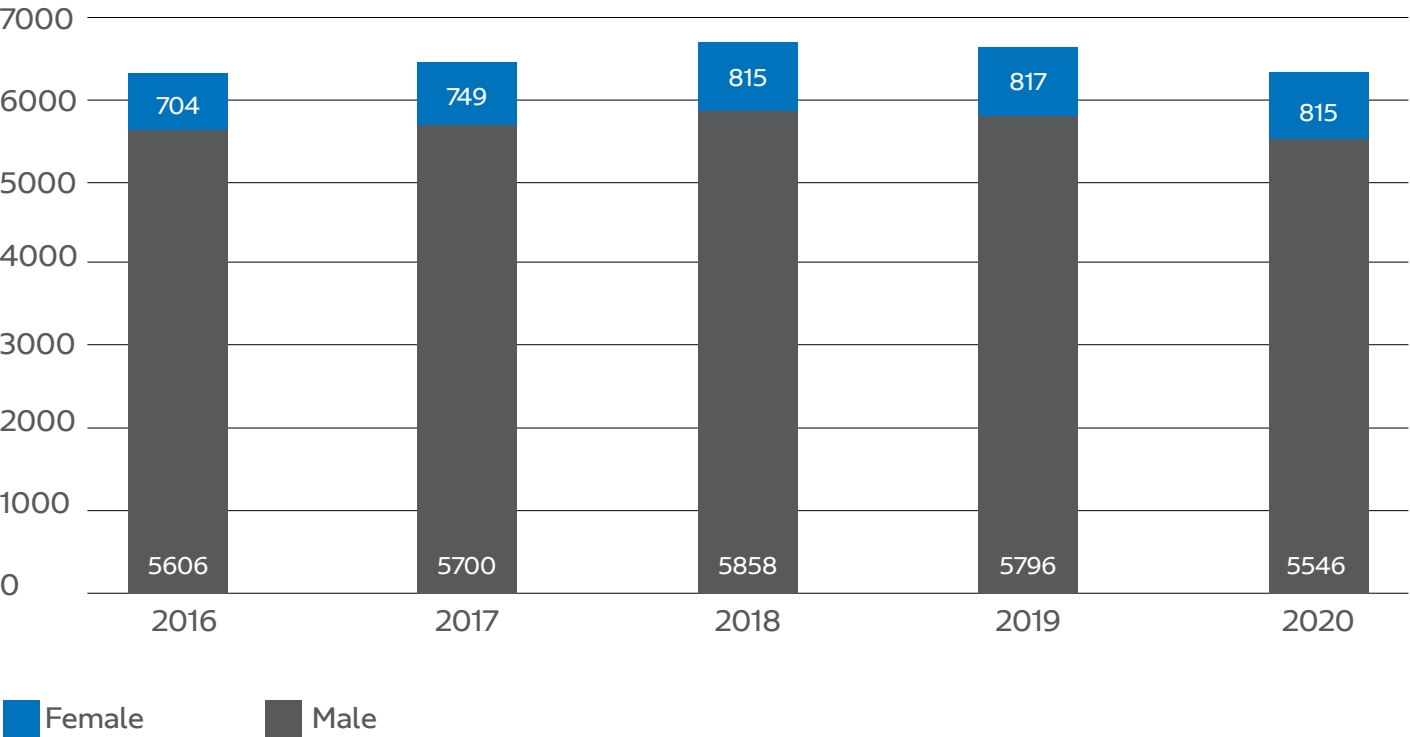
YoY – UAE National and Other Nationality Employees in RTA

Year	UAE Nationals	Other Nationals
2016	1848	4462
2017	1951	4498
2018	2137	4636
2019	1771	4842
2020	1833	4528

Legend: UAE Nationals | Other Nationals
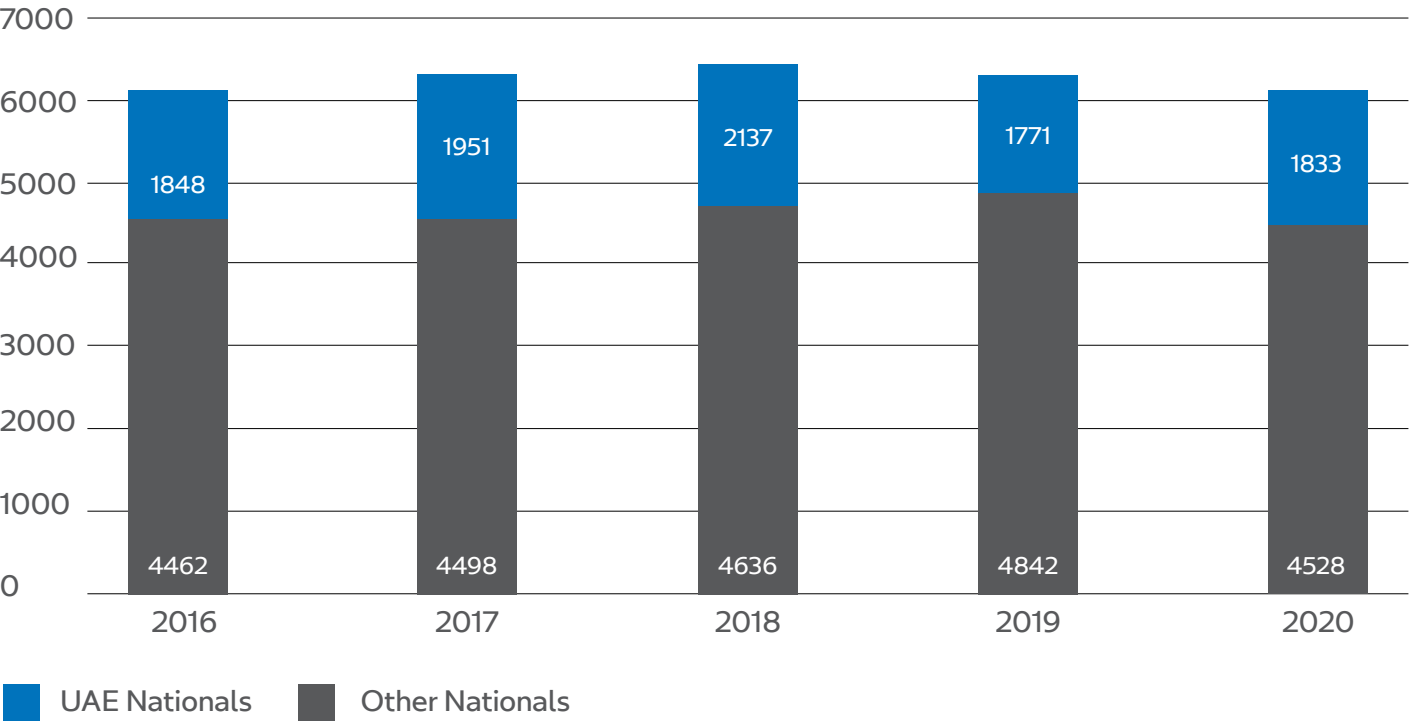
New employee hires in 2020	Based on gender		Based on age-group		
	Male	Female	Under 30 years old	30 - 50 years old	Over 50 years old
Number	70	22	39	52	1
Total	92		92		

401-1, 405-1, 102-8, 103-1, 103-2, 103-3

Despite Pandemic, there was an increase of 4% of UAE nationals employed in RTA in 2020 as compared to 2019 contributing to the UAE Emiratisation program. The overall drop in the total employees was less than 4% in 2020 as compared to 2019. The number of different nationality people working at RTA in 2020 stood at 51, same as 2019, thereby retaining RTA's reputation as one of the most diverse organisations.

Emiratisation

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 Emiratisation targets in senior leadership positions.

The proportion of senior management hired from the local community	Unit	2016	2017	2018	2019	2020
Number of personnel in executive and senior management positions that are UAE nationals	#	227	224	238	237	244

UAE Nationals in Executive and Senior Management Positions (%)

Year	Percentage
2016	73.86%
2017	73.84%
2018	72.84%
2019	73.83%
2020	78%
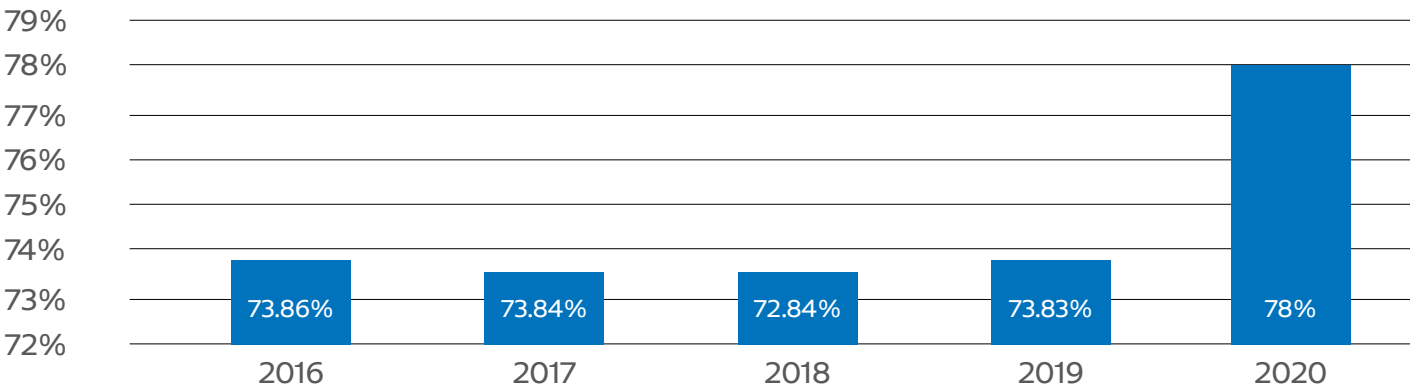
The percentage of UAE nationals in executive and senior management position increased by nearly 4% in 2020 as compared to 2019.

103-1, 103-2, 103-3, 202-2, 405-1, 102-8

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 organisation and achieve its corporate objectives. The training encompasses a wide range of interventions for our employees to build skills in many areas. Covid-19 pandemic has accelerated the usage of online training delivery which contributed to achievement of the training targets and cost savings in the training budget.

In 2020, more than 46000 training hours were conducted throughout RTA Sectors and Agencies.

Overall Training Hours	Unit	2016	2017	2018	2019	2020
Total Training Hours	Sum	41,679	49,940	70,809	67,545	46,416
Male	Hours	31,401	36787.5	51,141	46,705	32,568
Female	Hours	10,278	13,152	19,668	20,840	13,848

Average hours of training	Unit	2016	2017	2018	2019	2020
Total Average	Hours	21	29	25	23	15
Male	Hours	20	27	24	20	14
Female	Hours	26	33	30	31	19

Training Hours Breakdown by employee category	Unit	2016	2017	2018	2019	2020
Executive & Senior Management	Hours	1,044	1,274	1,165	1,111	1,913
Middle Management	Hours	4,620	3,699	5,045	7,746	2,744
Staff (professional, operational and administrative)	Hours	36,015	44,967	64,599	58,688	41,760

Performance feedback

RTA has a robust performance review and appraisal process in place. A career development plan is discussed and agreed at the start of the year and periodic performance feedbacks are provided by the concerned line managers. All the employees are encouraged to provide 360-degree feedback and undertake performance review sessions with respective line managers. For the 2020, record 100% employees received a regular performance and career development review despite pandemic.

Performance Feedback	Unit	2016	2017	2018	2019	2020
Percentage of total employees by gender and by employee category who received a regular performance and career development review during the reporting period.	%	100	100	100	100	100

Breakdown by employee gender	Unit	2016	2017	2018	2019	2020
Male	# %	5,606 100%	5,700 100%	5,858 100%	5,796 100%	5,546 100%
Female	# %	704 100%	749 100%	815 100%	817 100%	815 100%
Breakdown by employee category (Total)	#	6,310	6,449	6,673	6,613	6,361
Executive & Senior Management	#	95	109	111	114	120
Middle Management	#	211	193	213	207	194
Staff (professional, operational and administrative)	#	6,004	6,147	6,349	6,292	6,047

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 2020. Some of the benefits for the employees included:

01 Medical insurance;

02 Health-care benefits, including disability and invalidity coverage;

03 Multiple types of leaves

04 Retirement provisions;

05 Nursery benefits to employees with children;

06 Medical clinic and pharmacy provisions;

07 Gym facilities;

08 Ticket allowance;

09 Mobile allowance;

10 Continuous learning opportunities; and

11 Employee discounts for various retail options.

Maternity leave in the Dubai Government is regulated by Decree No. 14 of 2017 – Concerning Maternity, Miscarriage, Stillbirth, and Childcare Leave for Female Employees of the Government of Dubai. The decree grants female employees 90 days of maternity leave starting from the delivery date. She may also apply for her maternity leave up to 30 days prior to the expected date of delivery. Annual leave and unpaid leave can be added to maternity leave-taking the maximum total number of days to 120. After resuming work and for one year from the date of the baby's birth, the mother is entitled to 2 hours' reduced working hours to nurse her child, either at the beginning or at the end of the working hours. There is no nursing break for women during the month of Ramadan. Where a female employee gives birth to a baby with special needs, she will be granted childcare leave for the period from the expiry date of the maternity leave to the date on which her baby completes one year of age. According to Dubai Government Human Resources Management Law No. 8 of 2018, male employees are entitled to 3 days of fully paid paternity leave, to be taken within one month of the birth of the child.

Parental Leave	Unit	2016	2017	2018	2019	2020
Total number of employees that were entitled to parental leave	Sum (#)	5,365	5,758	5,556	5,580	5,378
Male	#	4,957	5,010	5,089	5,095	4,885
Female	#	408	748	467	485	493
Total number of employees that took parental leave	Sum (#)	229	224	250	285	231
Male	#	150	155	171	215	181
Female	#	79	69	79	70	50
Total number of employees that returned to work in the reporting period after parental leave ended	Sum (#)	199	203	247	276	227
Male	#	134	144	169	208	179
Female	#	65	59	78	68	48
Total number of employees that returned to work after parental leave ended that were still employed 12 months after their return to work	Sum (#)	199	203	247	276	227
Male	#	134	144	169	208	179
Female	#	65	59	78	68	48
Return to work and retention rates of employees who took parental leave	Sum (#)	172	178	198	194	195
Male	#	89	93	99	96.7	99
Female	#	82	86	99	97.1	96

401-2, 401-3, 406-1, 102-8, 103-2, 103-3

Employee attrition in 2020	Based on gender		Based on age-group		
	Male	Female	Under 30 years old	30 – 50 years old	Over 50 years old
Number	140	20	10	115	35
Total	**160**		**160**		

People of Determination (PoD)

RTA has been a leader since its establishment in 2005 in working to align its services and facilities with the needs of people of determination and according to international standards.

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

Grievance Redressal

RTA approaches grievance redressal in line with the Dubai Government approach and inspirations. We ensure stabilised employment conditions for employees while ensuring the proper implementation of the provisions of the law. We have enhanced the concepts of transparency, justice and legality by defining elements in the policy of code of conduct and allowing employees to appeal against decisions, procedures affecting their position. We actively work to address the difficulties our employees face to provide an appropriate working environment. We had no confirmed incidents of corruption in 2020.

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

1 Corporate reputation

2 Distinction and success

3 Leadership and teamwork

4 Strategic partnerships and quality

5 Customer service

103-2, 103-3, 205-1, 205-2, 205-3, 406-1, 412-1, 102-8

Approach for dealing with
Covid-19 Pandemic

RTA's HRDD had a central role during the pandemic by keeping the workforce engaged, productive, trained and well - informed. HRDD in coordination with other departments facilitated continuous support and communication to across RTA.

Following were the major highlights for HRDD under the 4 action steps of :
Respond | Relief | Recover | Resilience

Recover

RTA established its own 5-stage Medical Plan which was fully aligned and mapped with DHA's "Contact Tracing for Covid-19 Positive Cases" manual & RTA also repurposed its employees' accommodations into quarantine facility for relocating RTA staff.

Several programs were put in places to help RTA employees that are in need to cope with the different challenges of the pandemic, from financial hardships, wellbeing support or logistics due to Covid-19 restrictions or quarantine procedures.

By June 2020, the Dubai Government had requested 100% of government staff to return to the office, excluding the immuno-compromised, elderly, pregnant or disabled. For RTA employees, the work environment was completely redesigned to mitigate the risk of Covid-19 spread.

RTA developed an e-Learning roadmap to leverage online learning to conduct training digitally to boost e-learning culture and self-development approach, identifying local and global resources as well as activating MoUs with numerous strategic partners.

Respond

RTA as an agile and crisis responsive organisation, had taken steps as early as January 2020 to address C-19. Specifically, within the Q4 2019 Enterprise Risk Dashboard there was a recommendation to create an operational level taskforce.

Implemented remote work as per directives, created remote work policy in the time of crisis.

Resilience

HRDD enabled employees to register their attendance remotely through the myRTA app, Microsoft Teams Meeting program was installed to communicate with employees, to expedite the delivery of information and take the necessary actions and decisions.

Employee remote working satisfaction score was 92.7%.

Relief

HRDD conducted continuous communication with employees stranded outside the country.

HRDD facilitating the smooth and safe return for all its employees.

Some key statistics for HRDD Measures during Pandemic

421
Online training programs were conducted

92.7%
Employee remote working satisfaction score

500 +
e-learning programs were made accessible to RTA employees

362 Drivers & staff and over 6000 franchise taxi drivers
Visa support was provided to RTA staff, drivers and franchise taxi drivers
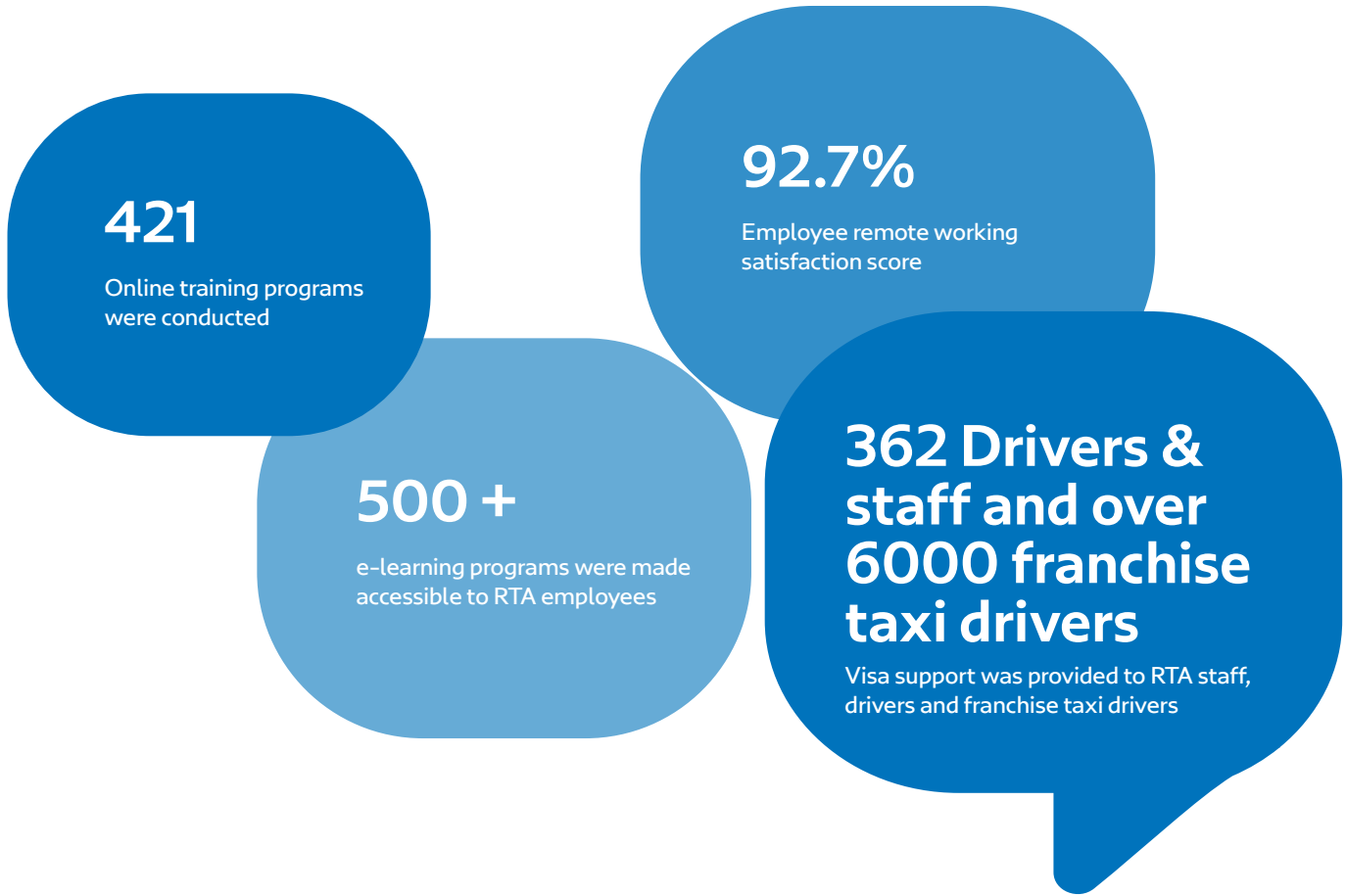
Case Study – Online Learning for RTA Employees

In light of the social distancing measures, and the optimum usage of financial resources, RTA diverted to online learning to continue to develop and bridge the gap in performance. This has contributed to the achievement of the strategic KPI, the % of Trained employees for the year 2020. Furthermore, RTA has identified the skills impacted by Covid –19 and has set to develop a plan to build employees' skills set in order to:

01 Expand the ability to operate in a fully digital environment.

02 Develop cognitive skills to ensure the response to the need for redesign and innovation.

03 Strengthen social and emotional skills to ensure collaboration and teamwork.

04 Build adaptability and resilience skills to thrive during and evolving business situation.

05 Launch tailored learning journeys to close critical skill gaps.

RTA, will continue the online training plan in 2021 as well.

06

Sustainable Mobility

RTA is committed to maintaining its leading position in providing environmental friendly and sustainable solutions. RTA's Sustainability Framework addresses the environmental, economic and social pillars that are coherent with its strategic objectives. 'Sustainable Mobility' is the second pillar focusing on environment sustainability with three major focus areas i.e. Sustainable Infrastructure, Climate Change, and Resource Efficiency & Management.

RTA's approach during the pandemic supplemented its action plans towards resilient infrastructure, and socio-environment friendly mobility options to contribute to the movement of people in and around Dubai and UAE.

In line with our vision to be a 'world leader in seamless & sustainable mobility', our 'sustainable infrastructure' provides the policies, guidelines and framework for developing and managing the world class integrated sustainable roads and transportation systems, and providing pioneered services to all stakeholders. Our 'resource efficiency and climate change' areas are encapsulated in RTA's Green Economy Framework, which is further aligned to international, national and local strategies to position RTA as a leading public transport entity in the field of green economy and sustainable development.

	Alignment to United Sustaiable Development Goals	Alignment to GRI Standards	Alignment to UAE vision 2021	Alignment to Dubai plan 2021	Alignment to RTA's strategy
Sustainable Infrastructure	SDG 7, 9, 11, 17	GRI 305: Emissions 2016	Sustainable Environment & Infrastructure; Competitive Knowledge Economy		Smooth Transport for All; Safety & Environmental Sustainability
Climate Change	SDG 7, 13	GRI 305: Emissions 2016	Sustainable Environment & Infrastructure; Competitive Knowledge Economy		Safety & Environmental Sustainability
Resource Efficency and Management	SDG 6, 7, 13, 14, 15	GRI 302: Energy 2016	Sustainable Environment & Infrastructure		Safety & Environmental Sustainability

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

Our Sustainable Mobility Material sustainability topics include:

Material topics*	Impact
Innovation	Highly Material
Energy and emissions	Highly Material
Compliance	Material
Water and effluents	Moderate
Waste	Moderate
Biodiversity	Moderate

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

6.1
Sustainable Infrastructure

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

Dubai Transport Planning Framework

01
Understand & forecast

02
Provide a balanced supply

03
ITS and apps (optimise the system)

04
Policies (manage demand)

05
Integration

RTA's approach to sustainable infrastructure begins with the transport planning process, which is used to determine ways to maximise the use of public and shared modes in achieving seamless mobility for Dubai residents and visitors. As part of the strategic planning process, RTA takes into account the future developments in mobility through the work of the 'Future Envisioning and Mobility Management team'.

These new developments offer the opportunity to increase the number of people using public and shared transport modes – which are inherently sustainable – and also to increase the use of active modes (walking, cycling, scooting), which have additional health benefits.

Sustainability is embedded in all RTA's work, in policies and physically on site. In 2020, despite the challenge of Covid-19, we made considerable progress in advancing sustainable transport in Dubai. For example, RTA launched 3 new shared mobility and first-last mile modes in 2020; bus-on-demand was inaugurated in 5 areas; bike sharing was launched in 13 areas; and e-scooter is now being piloted in 5 areas. Many additional infrastructure improvements have been made to enhance the integration between mobility modes and local attractions.

Muna Al Osaimi

Director, Transportation Strategic Planning Department (TSPD)

Integration

ITS and Smart apps

Optimize the efficiency of the transportation system

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

Supply

Demand

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

Travel Demand management policies and measures

Reduce, shift or redistribute travel demand timely and spatially

Integration

Project Prioritisation Framework

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

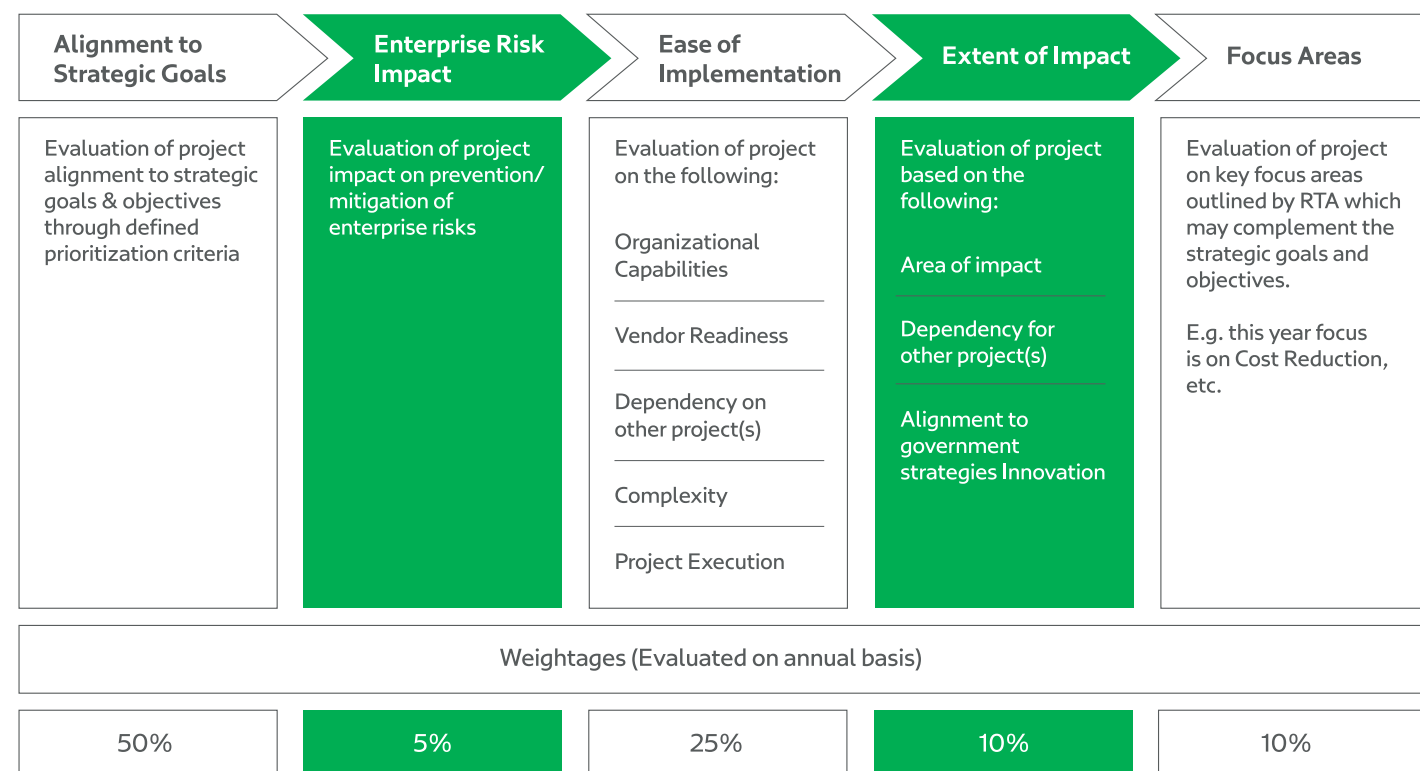| Alignment to Strategic Goals	Enterprise Risk Impact	Ease of Implementation	Extent of Impact	Focus Areas
Evaluation of project alignment to strategic goals & objectives through defined prioritization criteria	Evaluation of project impact on prevention/mitigation of enterprise risks	Evaluation of project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

Weightages (Evaluated on annual basis)

50%	5%	25%	10%	10%

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

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

02 Product lifecycle considering – reduce, reuse and recyclability;

03 Reduce environmental impact through environmental sustainability

04 Quality of working environment

Based on project PPM, focus areas, and the criteria, the following initiatives were prioritised in 2020:

Bus-on-demand

Cycling Initiatives

Access to public transport stations

E-scooter and bike sharing

First and Last mile trips

203-1

Approach for dealing with
Covid-19 Pandemic

The year 2020 saw the implementation of multiple initiatives for managing public transport during the height of the Covid-19 pandemic. RTA's Transportation Strategic Planning team devised a constructive and collaborative approach to keep the RTA operations running in a coordinated manner. TSPD was the epicentre of transport-related planning and worked 24/7 to support transport infrastructure and mobility in and around Dubai.

The following were the major highlights under the 4 action steps of:

### Respond | Relief | Recover | Resilience

Recover
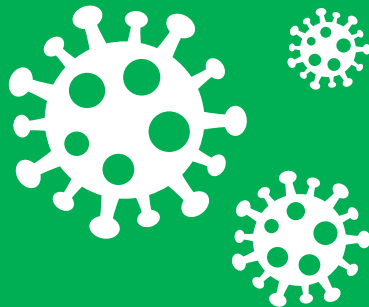
Developed and implemented the Dubai Reopening scenarios to open the public transport and customer happiness centres.

Monitored demand through sentiment analysis, first/last mile analysis, scenario planning to open major streets and public transport.

Resilience

Conducted 'Future of Transport' study and analysis to outline mobility options such as micro-mobility, EVs, autonomous vehicles etc.

New normal plan for transportation strategy by encapsulating - demand and recovery, new city mobility model, project delivery plan, business continuity, health and safety, driverless strategy, first and last mile etc.

Respond
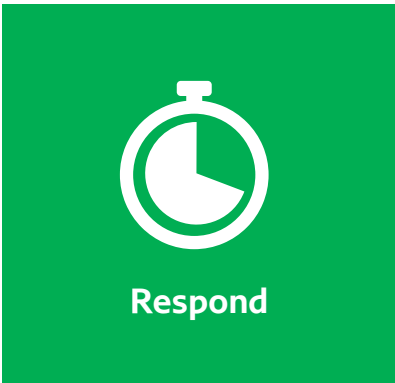
Projects and initiatives were prioritised based on the strategic directions and need.

Expo 2020 related projects were prioritised and expedited for RTA despite the event being postponed to 2021.

Developed plans for discontinuation and resumption of public transport services in coordination with Rail Agency and Public Transport Agency.

New modes of transport such as shared bikes, e-scooters were put into service to maintain low risk of infection.

Relief
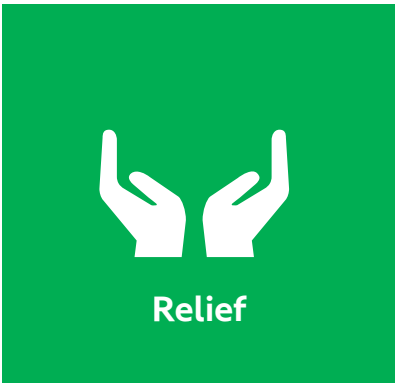
13 essential bus routes operated throughout the pandemic. These routes linked to hospitals to ensure mobility of frontline staff.

10 emergency buses were allocated to work with emergency and crisis team.

Provided taxi services during the pandemic to deliver public orders and reduced taxi fares for frontline workers to get around in Dubai.

Some key statistics for TSPD Measures during Pandemic

5 areas of Dubai
enjoyed bus on demand services in 2020

3 communities in Dubai
Soft mobility areas were created (involving improvement for pedestrians, bikes and scooters) in 2020

Enhancements to 22 public transport stations to improve access
RTA continued improvement of active mode access to public transport stations in 2020. Enhancement work was at 90% or more completion at 16 of these stations.

Case Study – Enhancement work around 22 public transport stations in Dubai

RTA has designed and executed an ambitious plan to upgrade and enhance the street environment around public transport stations in Dubai. In addition to improving the quality of life for residents and visitors, the purpose of this initiative is to encourage increased use of public transport. Studies have shown that safe crossings and good signage around metro, bus, tram and marine stations make people more likely to use public transport. Higher public transport usage translates into sustainability benefits.

The Mobility team undertakes a detailed assessment of stations against 18 criteria, such as Provision for transport integration requirements, Universal Access (including for People of Determination), Pedestrian Crossings, Provision for Cyclists, and Micro-Climate. Outcomes of the assessment are used by Traffic and Roads Agency (TRA) when deciding where its intervention can produce maximum benefit. After TRA has carried out the work, the Mobility team re-assesses the station environment to measure the scale of improvements made.

Key intervention goals are:

1. Continued and obstacle-free footway, footway should be direct and with short distance as much as possible

2. Shading element at main streets, intersection waiting area, station, bus stop waiting area to protect pedestrians from harsh weather effect

3. Clear signage, wayfinding and map for public transport stations, bus stops and main attraction area to guide pedestrians

4. Safe pedestrian crossing connected with the pedestrian network, traffic calming elements in proximity to main pedestrian routes

5. Taxi laybys at stations

6. Good on-street parking management to improve pedestrian passage along main pedestrian routes

7. Provide greenery (trees, plants) along main pedestrian routes

8. Parking for cyclists

203-1
203-1

Major Sustainable Infrastructure Performance Measures

We were ranked Number 1 in Road Quality Worldwide by World Economic Forum from 2012–2016. We have completed more than 10 years of our Metro services and have moved a long way in providing a sustainable public transport infrastructure to Dubai. Some of the major progress made since the inception of RTA are outlined as follows:

Rail	2006	2019	2020
Metro Network Length (Km)	0	74.25	74.25
Number of Metro Stations	0	47	47
Tram network length (Km)	0	10.6	10.6
Number of stations	0	11	11

Bus	2006	2019	2020
Network Length (Km)	2,095	3,810	3,810
Bus Routes	74	161	156
Bus fleet	620	1,663	1,726

Marine	2006	2019	2020
Network Length (Km)	1.35	79	79
Number of lines	2	16	16
Number of stations	4	50	50
Marine fleet	148	198	203

Shared Mobility	2006	2019	2020
Taxi fleet	5,944	10,909	11,006
Car share vehicles	0	400	400
Bicycle Network length (Km)	9	425	463
Shared Bicycles	0	780	780
Bus on Demand Areas	0	5	5

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

Despite the pandemic, RTA added 63 buses and 5 marine vessels in 2020. Nearly 100 taxis were also added to the RTA fleet in 2020. The road network in Dubai saw 335 lane-km added in 2020.

203-1

RTA's public ridership statistics

Until the start of 2020, overall ridership saw a positive growth. However, due to the pandemic lockdown and reduced number of services, the ridership dropped by ~ 42% in 2020.

Ridership	Unit	2016	2017	2018	2019	2020
Public transport ridership in Metro	Million passengers	191.33	200.75	204.41	202.98	113.63
Public transport ridership in Tram	Million passengers	5.37	6.23	6.40	6.51	3.65
Public transport ridership in public buses	Million passengers	151.07	155.32	167.93	157.10	95.42
Public transport ridership in marine transport	Million passengers	13.65	13.76	14.14	14.36	8.05
Ridership in Dubai Taxi & Franchise Taxi	Million passengers	180.03	175.61	173.77	179.85	109.94
Shared mobility ridership (e-hailing and car-sharing)	Million passengers	N/A	17.49	22.16	33.24	15.29
Total Public Transportation with Shared Mobility and Taxi Passengers	Million passengers	541.45	569.16	588.81	594.04	345.98

Public Transport Ridership (Millions)*
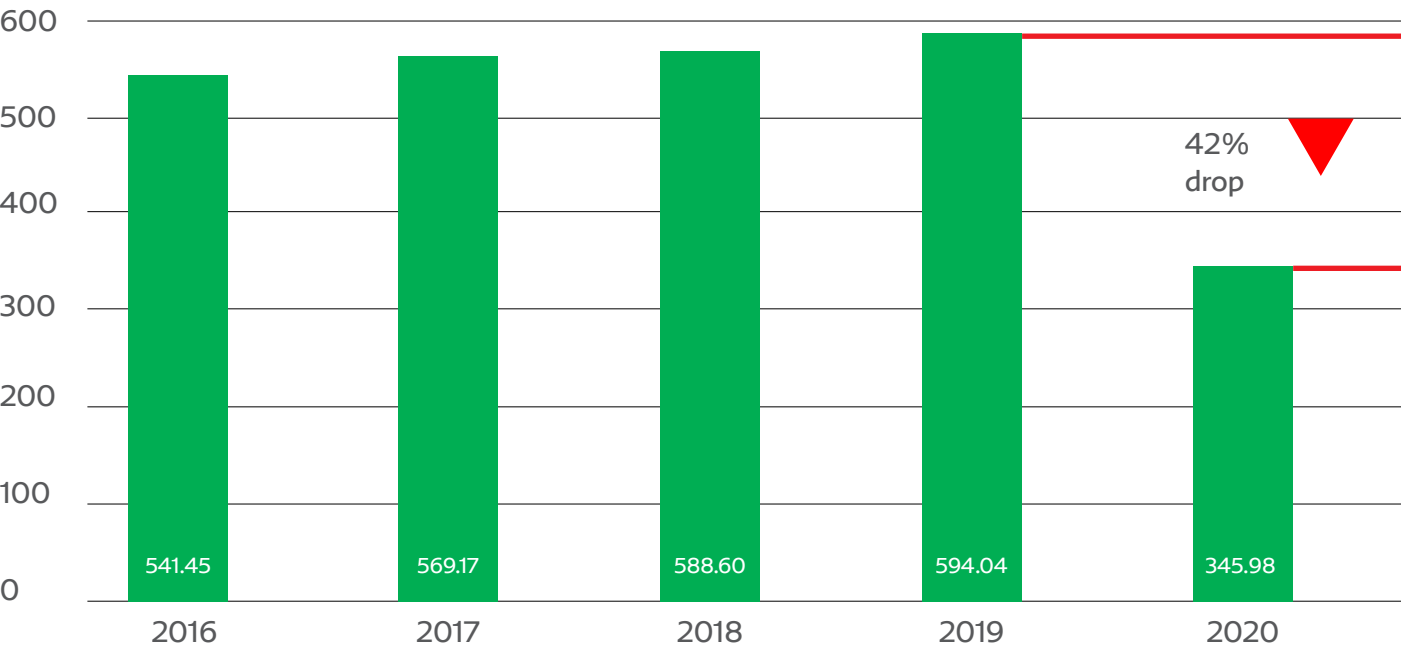
*The numbers are inclusive of 'Total Public Transportation with Shared Mobility and Taxi Passengers'

Case Study –
Nearly 346 Million riders used mass transit means, shared transport and taxis in 2020 despite Covid-19 challenges

About 346 million riders used public transport means in Dubai comprising the metro, tram, buses and marine transport (abra, ferry, water taxi and water bus), e-hail rides, smart rental vehicles and taxis (Dubai Taxi and franchise companies) in 2020 – about 947,000 riders per day. This ridership was achieved despite the challenge posed by the Covid-19 pandemic, which led to the worldwide halting or reduction of public transit services, in particular during the second half of 2020. It also came when precautionary measures such as sanitisation and physical distancing to maintain the safety of riders and staffs were implemented in all public transit.

RTA implemented top international practices in tackling Covid-19 to nurture a safe and healthy environment for riders and staff of mass transit means. Measures taken were based on three pillars, the first is to ensure the safety of all employees through fostering a sound and safe working environment. The second is to ensure RTA's facilities and public transit means are free from Covid-19 hazards to ensure the continuity of services in the Emirate. The third is to continue supporting the Dubai Government efforts in fighting the pandemic. For instance, RTA sanitised each train at the end of each journey and performed the intensive sanitisation of the entire fleet and stations at the end of operations each day.

To ensure a safe and sustainable environment for all transport users, RTA has put in place a comprehensive system for sanitising public transit means compatible with the global practices based on the International Association of Public Transport (UITP). For instance, a comprehensive sanitisation process was implemented for all modes of transport, including metro, buses, taxi, etc. The disinfection also covers all the RTA buildings and facilities to safeguard the Public from infection risk. The precautionary measures implemented included physical distancing in Metro, Buses, Tram and Marine Vessels, face masks for all riders and staffs, and restricting full occupancy. The number of riders in each taxi was limited to three riders including the driver. RTA also introduced the scanning of all the staff before the start and after the end of shifts.

The precautionary measures taken by RTA were rewarded with an international recognition endorsing the efficiency of RTA's Covid-19 measures from Norway's DNV-GL firm, a premier global entity in the assessment of infection risk control programs and the management of associated risks, including the performance of health and preventive measures. RTA efforts contributed to the speedy recovery of the mass transit sector and the gradual boosting of the confidence of public transport riders in terms of health and preventive measures for protecting public transport riders and staffs as well as stations and facilities. These results endorse the efficiency and capability of the preventive measures introduced by RTA in all public transport means and facilities since the outbreak of the pandemic up to now.

6.2
Resource Efficiency and Management

RTA's resource efficiency and management is one of the themes under the 'Sustainable Mobility' i.e. environment pillar of sustainability framework. The major focus areas include:

Management of energy
initiatives to support fuel and electricity management

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

Management of water
initiatives to support effective water reuse and recycling

Biodiversity
to ensure preservation of Dubai's biodiversity in its natural state

"Our energy efficiency projects and initiatives are key to achieve our strategic vision of becoming world leaders in seamless and sustainable mobility and support our journey towards a carbon-neutral transport sector."

Eng. Nada Jasim

**Director,
Safety, Risk, Regulation and
Planning Department (SRRPD)**

To support the directions from RTA's Green Economy Framework (GEF), Environment Management requirement based on ISO 14001, Energy Management System requirements based on ISO 50001 and ISO 14064 for GHG Emissions Management, Sectors and Agencies undertake multiple Energy & Green Economy (E&GE) initiatives every year. **Some of the key statistics for the E&GE initiatives for 2020 are provided:**

52
Energy & Green Economy Initiatives across RTA Sectors and Agencies in 2020

339,251
Tonnes Waste diverted from landfill (reused +recycled in 2020

31 MILLION LITRES
Petrol savings in 2020 due to E&GE initiatives

51 MILLION KWH
Electricity savings in 2020 due to E&GE initiatives

46 MILLION IG
Water savings in 2020 due to E&GE initiatives

0.4 MILLION LITRES
Diesel savings in 2020 due to E&GE initiatives

52 MILLION AED
monetary savings in 2020 due to 52 E&GE initiatives

103-1, 103-2, 103-3

103-1, 103-2, 103-3 , 302-4

E&GE initiatives contribute to RTA's strategic goal no. 5 i.e. safety and environmental sustainability. In 2020, no non-compliance was recorded concerning RTA's environmental performance.

A. Management of Energy

RTA established an Energy Management System (EnMS) in compliance with ISO 50001 to implement a systematic and continual improvement approach in managing the energy profile and performance. RTA obtained the latest ISO 50001:2018 certification in 2020, to update its credentials of global best practices and standards, in managing the energy and preserving the environment by promoting environmental sustainability in transportation.

In line with ISO 50001, RTA also has an Energy Management Policy that addresses the requirements of identifying, prioritising, and continually improving the processes or activities having significant energy impact in the overall energy performance across RTA operations. RTA's EnMS deploys a holistic framework for covering the following:

Plan
establishing an annual energy plan by identifying key energy sources

Do
implement the energy plan, collect and monitor energy data

PLAN → DO → CHECK → ACT

Act
validate and report with recommendations for next year annual energy plan

Check
analyse the past and present energy use and performance
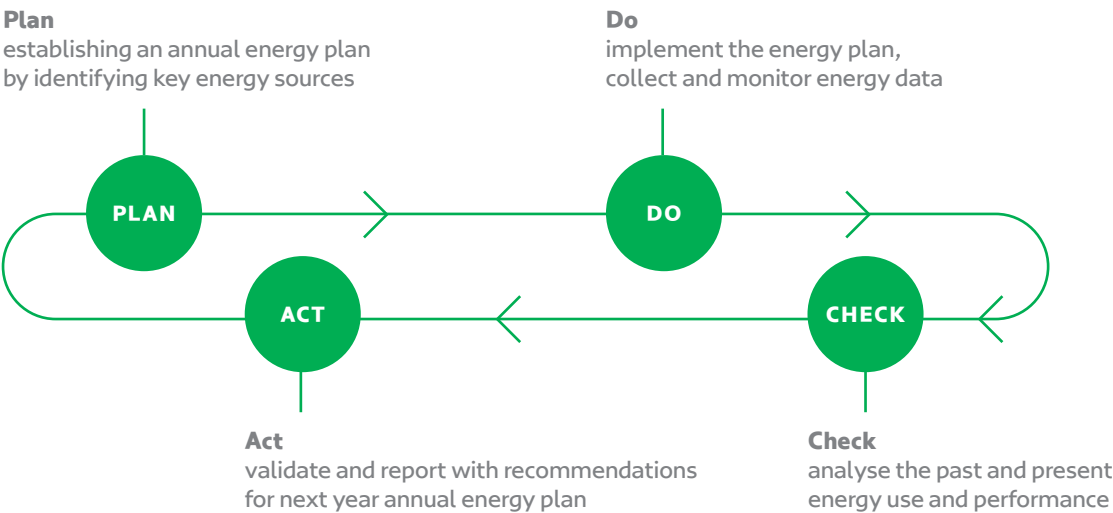
All the afore-stated steps also help RTA to establish and monitor the energy baseline(s) (EnBs), and action plans to achieve the baseline, and update it on annual basis, as required. Legal register is maintained with all legal requirements/obligations related to energy management, and compliance is monitored through the interim audits/ inspections and a compliance evaluation report is presented to His Excellency the Director General and Chairman of the Board of Directors, on an annual basis. Some of the key projects and initiatives that support Energy Management in RTA include:

Energy Efficient Lighting
(LEDs in Railways, Buildings, Street Lights)

HVAC System
in Railways and RTA Buildings

Alternate Fuel Roadmap
for Public Transport Modes (Electric, Hydrogen, Hybrid buses and taxis)

Smart Sensors
for Lighting and HVAC

Alternate Fuel Roadmap
for Marine Transport (Electric, Hybrid, Biodiesel Abras)

Retrofit Buildings
through Energy Efficient Technologies

Renewable energy projects
(Solar PV)

Power Saving Initiatives
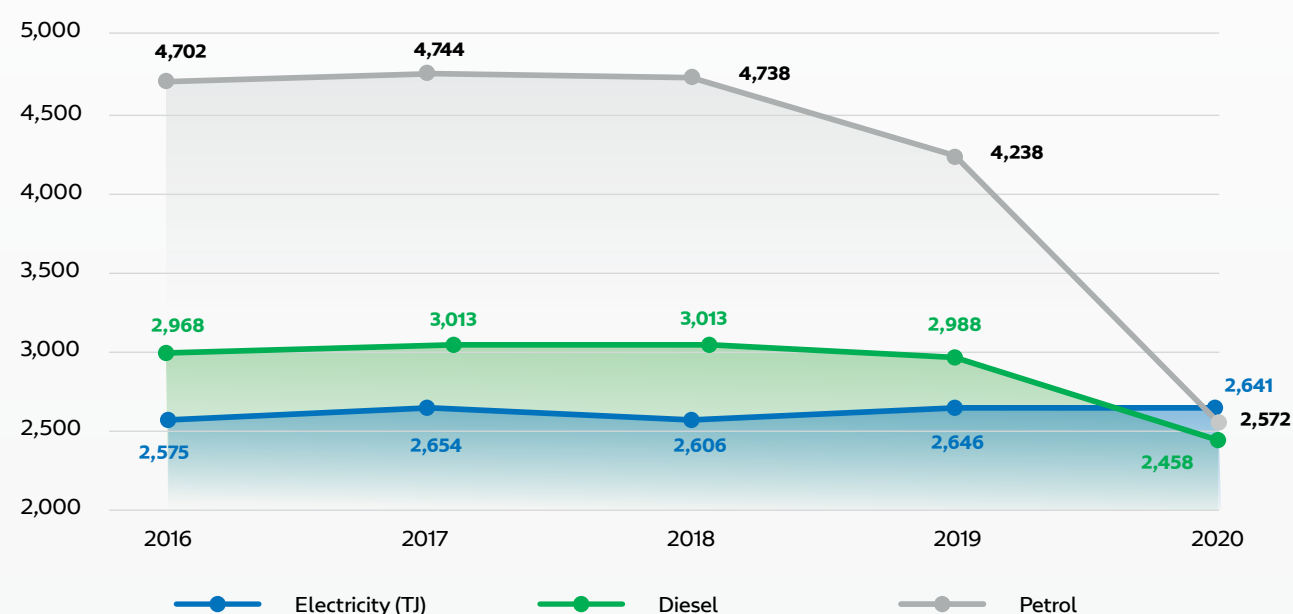(switch on and switch off in street lights)

Electricity and Fuel are the two major sources of energy use in RTA. Some of the key major energy use parameters are listed next.
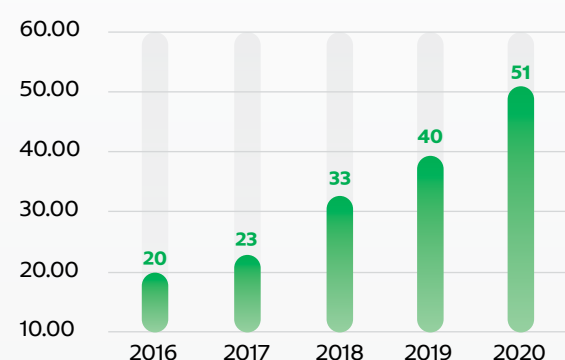
Energy Consumption and Savings in 2020

In the year 2020, the total energy consumption reduced by 22% compared to 2019, which was majorly attributed to the impact of Covid-19. All the major operations such as rail, buses and taxis were impacted. The most significant drop was observed in petrol consumption i.e. 39% over 2019, which was majorly driven by reduced taxi operations.
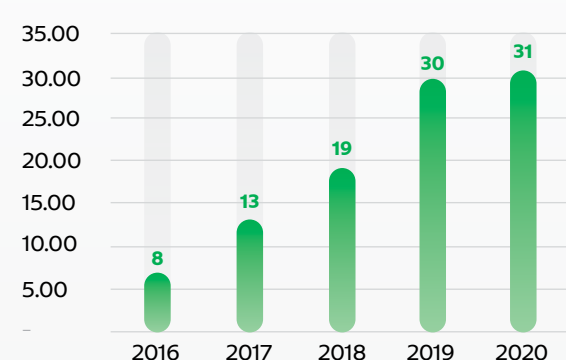
Energy Consumption – TeraJoules (TJ)

	2016	2017	2018	2019	2020
Petrol	4,702	4,744	4,738	4,238	2,641
Diesel	2,968	3,013	3,013	2,988	2,458
Electricity (TJ)	2,575	2,654	2,606	2,646	2,572

Legend: ● Electricity (TJ)   ● Diesel   ● Petrol

Electricity Saving (Million kWh)

2016	2017	2018	2019	2020
20	23	33	40	51

Fuel Saving (Million Litres)

2016	2017	2018	2019	2020
8	13	19	30	31

Despite the pandemic, E&GE initiatives planned at the start of the year went ahead and yielded a positive performance over the previous year on the overall energy savings. Electricity savings increased by nearly 29% with major savings attributed from TRA's LED street lighting initiatives. Fuel saving witnessed a marginal jump of 3% in 2020 as compared to 2019, with major contribution from Licensing Agency's non face to face channel initiative, to avoid trips to the licensing Centres in Dubai.

29%
Increase in electricity savings (2019–2020)
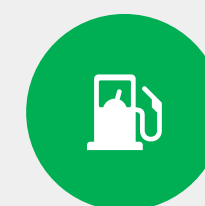
3%
Increase in fuel savings (2019–2020)

302-1, 302-4

302-4

Case Study – RTA pilots 'biodiesel – powered traditional Abras in partnership with ENOC'

RTA's Public Transport Agency, in collaboration with ENOC Group, embarked on a pilot project to power 5 traditional Abras using Biodiesel5 for a period of three months as a part of RTA's endeavors to conserve the environment and safeguard the public health by curbing harmful emissions.

The initiative contributes to the Circular Economy.

The specific grade of biofuel (Biodiesel5) used in the pilot project, is an advanced alternative fuel approved in the UAE, which is manufactured from vegetable oils as well as residues of cooking and animal oils. Since, it is extracted from renewable sources, it avoids carbon dioxide emissions and promotes the provision of clean and sustainable services to the community.

biofuel (Biodiesel5) ⇒ Extracted from renewable sources ⇒ Avoids carbon dioxide emissions

Green Abra powered with Biofuel — RTA 103

Given the 148 traditional Abras operated by the private sector in Dubai Creek on two lines, Abras carry about 13 million riders per annum, which constitutes about 90% to the total marine transport ridership in Dubai. Traditional Abras are currently fitted with diesel engines of 30 hp that consume about 1.1 million litres of fuel per annum. During the trial, the emissions of biofuel-powered Abras were measured and compared with regular diesel-powered Abras. A report by PTA summarising pilot project result and deeming the initiative as successful has been raised to the Director General who approved PTA:

1 To allow the use of biofuels in traditional Abras in private sector of Dubai Creek

2 To provide mechanism to supply the fuel along with required incentives to encourage adoption of Biodiesel5

The initiative is expected to expand to 148 Abras operating on Dubai Creek thereby reducing the emissions by 125 tCO2e per annum that is equivalent to growing 2000 trees for 10 years.

302-4
302-4

B. Management of Water

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

Some of the key projects/initiatives to support water management include:

Wastewater treatment plant in Bus Depots

Water recycling stations for buses and taxis washing operations

Water Management Initiatives/Projects

Retrofit RTA building and facilities as well as metro stations with water savings devices (flow controllers)

Condensate water recycling for Dubai Tram stations

Water Consumption and Savings in 2020

RTA's overall water consumption decreased by 4% in 2020 compared to 2019. The decrease was mainly due to COVID-19 precautionary measures and restrictions which lead to reduction in:

1 Users (employees, customers, visitors) in RTA buildings and facilities

2 Users of public transport services (buses, taxis, metro, tram, marine transportation)

Water Consumption and Saving (Megaliters)

	2016	2017	2018	2019	2020
Water Savings	1,011	1,056	1,032	1,055	1,014
Water Consumption	78	144	107	205	208
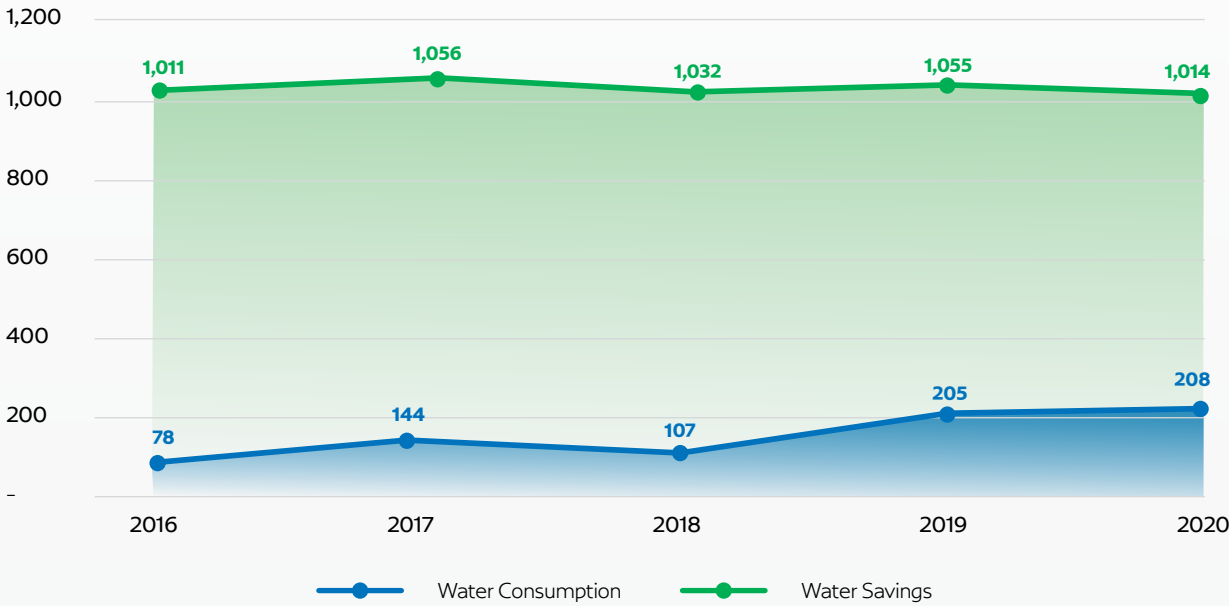
Just like energy savings, water savings also witnessed a positive performance in 2020 as compared to 2019, although the saving was marginal with 1% increase, attributed majorly from retrofit initiative in Rail Agency related buildings and facilities as well as buses and taxis water recycling initiative.

103-2, 103-3, 303-1, 303-2, 303-3

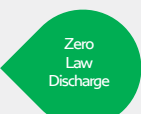103-2, 103-3, 303-1, 303-2, 303-3, 303-5

Wastewater

RTA uses the water supplied by DEWA, and the consumed water after RTA's day to day operations is either reused through wastewater treatment plants or sent to Dubai Municipality for further treatment and use.

Parameter	Units	2017	2018	2019	2020
Wastewater	Mega liters	159.52	266.31	312.49	303.52

303-2, 303-4

Case Study: Wastewater management in RTA

A new onsite wastewater treatment plants was established in RTA's bus depots (Al Awir, Jabal Ali, Al Khawaneej, Al Ruwia, Al Qusais, Al Quoz) which are not served by a sewage network. The objective of the wastewater treatment is to allow industrial effluents to be disposed of without danger to human health or unacceptable damage to the environment and retreat wastewater so it can be reused. Some of the key benefits given from the proposed initiative include the following:

Savings in relevant water bills by an estimated 35% to 50%, which reflects into an annual savings of 1M AED.

Savings in transportation cost by an estimated 90%, which reflects into an annual savings of 1.1M AED.

Eliminate the problem of sewage overflow and pollution of RTA bus stations.

Reduce the emissions resulting from water consumption and water transportation activities.

Establish green areas in the stations by planting trees and using the treated water for watering the surrounding greeneries.

Recover wastewater treatment plant costs within less than two years.

Entitle as the first government agency in the transportation sector to apply the principle of "Zero Law Discharge" to wastewater.

303-2, 303-4

C. Management of Waste

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

We have also introduced circular economy requirements into procurements process. We are working towards being a zero-paper entity by 2021 and recycling of 100% waste-water generated from RTA activities and operations

At RTA, we implement a hierarchy approach to waste management.
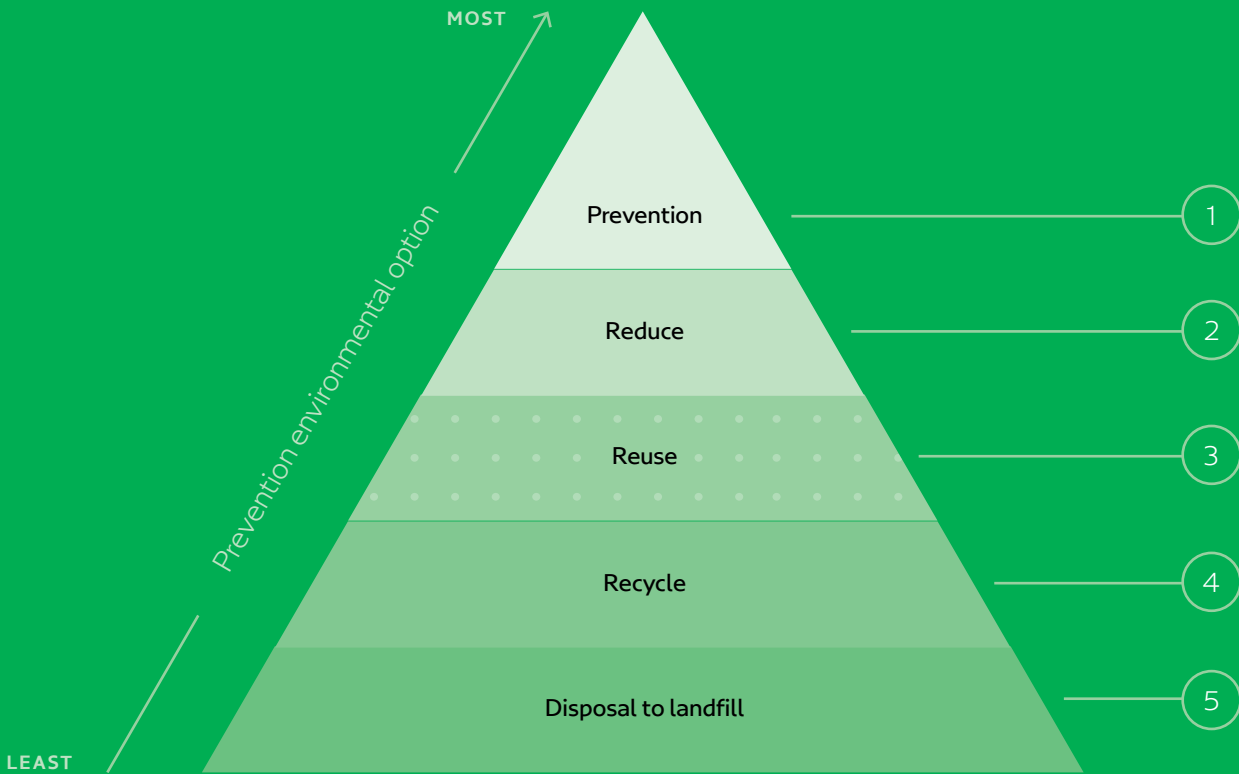
All agencies and sectors in RTA report their approach in handling the generated waste from their relevant operations by illustrating the amount and types of waste sent to landfill and waste diverted from landfill (recycled and reused) to reduce the negative environmental impact of the generated waste. RTA measures, monitors and evaluates the results of the implemented waste management process per each agency/sector accordingly.

Waste Generation & Disposal

Overall waste generated in 2020 reduced significantly by 46% as compared to 2019. The major drop was witnessed in 'Non – hazardous waste' that dropped by ~47% in 2020 as compared to 2019.
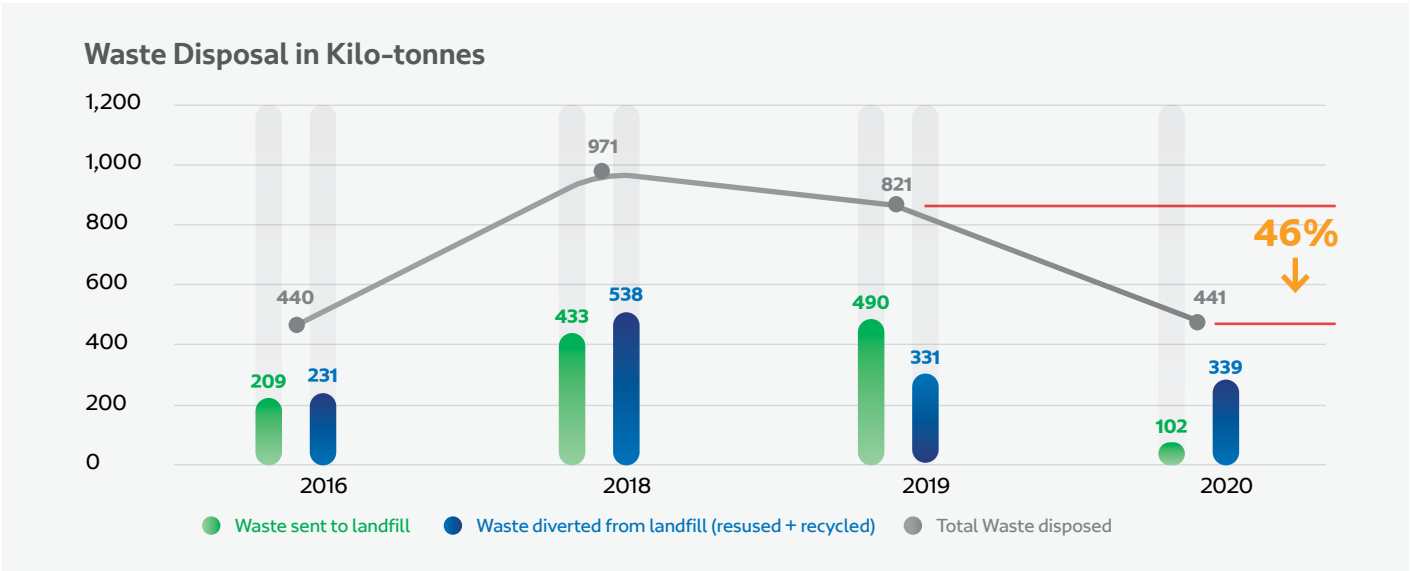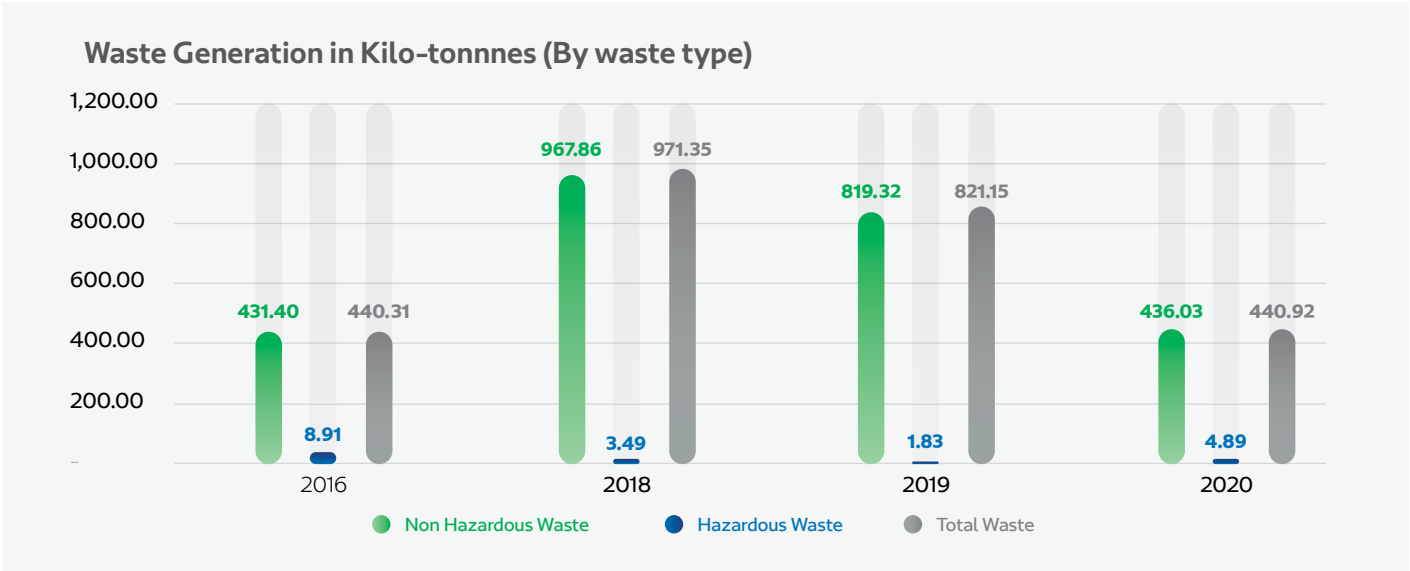
One of the remarkable positives in 2020 was the significant reduction of waste sent to landfill, which got reduced by nearly 79% as compared to 2019. The same was accomplished through a strategic partnership established between Dubai Municipality and RTA for effective waste management.

103-2, 103-3, 306-1, 306-2, 306-3, 306-4, 306-5

306-1, 306-2, 306-3, 306-4, 306-5

Case Study – RTA Moving Towards a Paperless Governmental Entity by 2021

Apart from the pandemic, the year 2020 was also the year of automation and digitalisation for RTA. The automation/digitalisation of RTA's services yielded significant positive results in saving paper in 2020. About 72,102 internal automated transactions saved the use of 341,467 sheets of paper, which is equivalent to saving 190 trees. This reflect our efforts of keeping pace with Dubai's Paperless Strategy aimed at completely switching to paperless transactions by 2021.

72,102 INTERNAL AUTOMATED TRANSACTIONS .... Equivalent to Saving .... **190 TREES**

RTA has completed the automation and digitalisation of 175 services and developed internal smart application to support the service automation. The application is used by all RTA's employees to process their service needs and job-related transactions such as controlling the attendance as well as employee and customer surveys. The application contributed significantly to limiting the massive use of paper.

Developed internal smart application

Significantly limited the massive use of paper
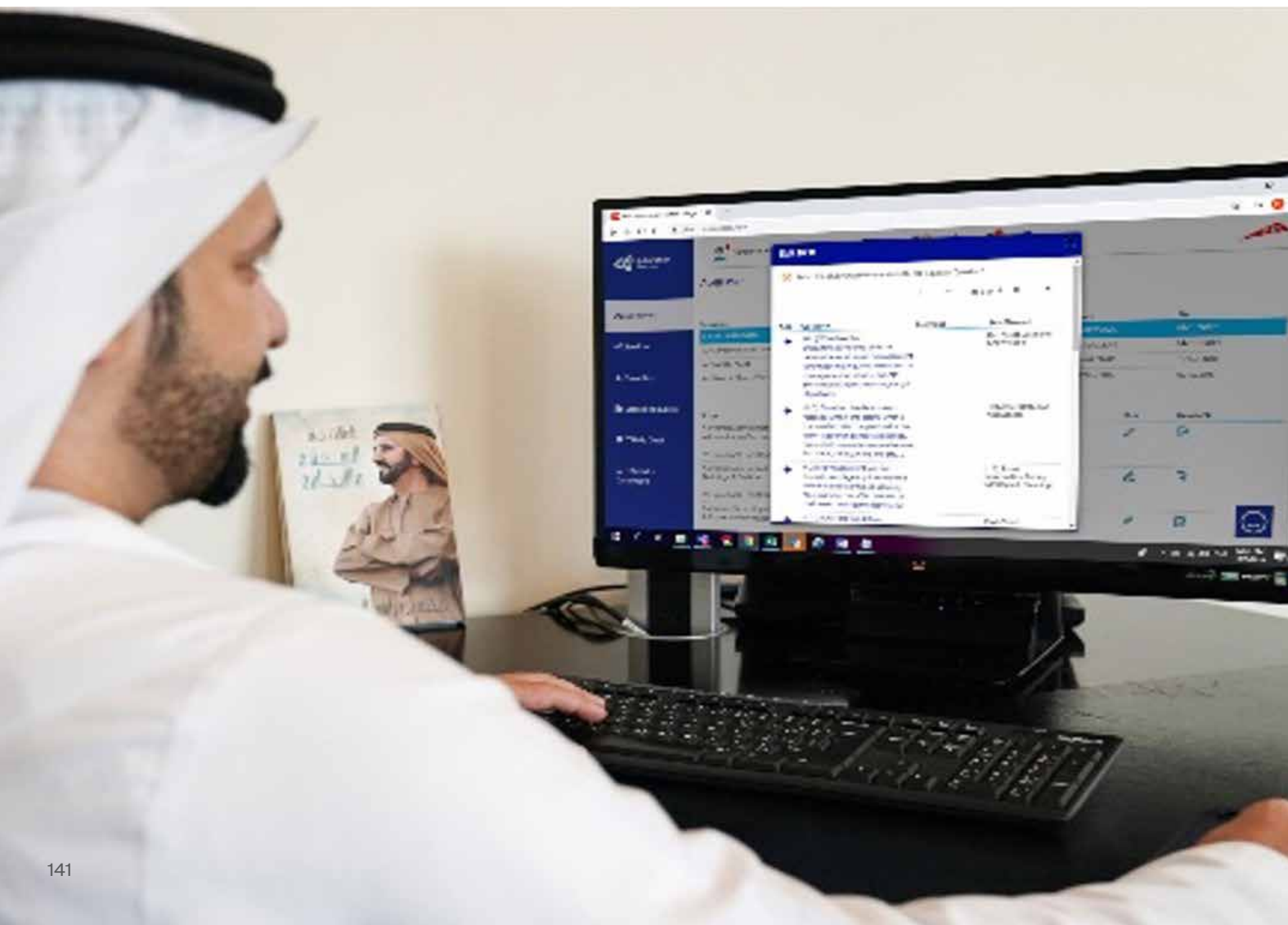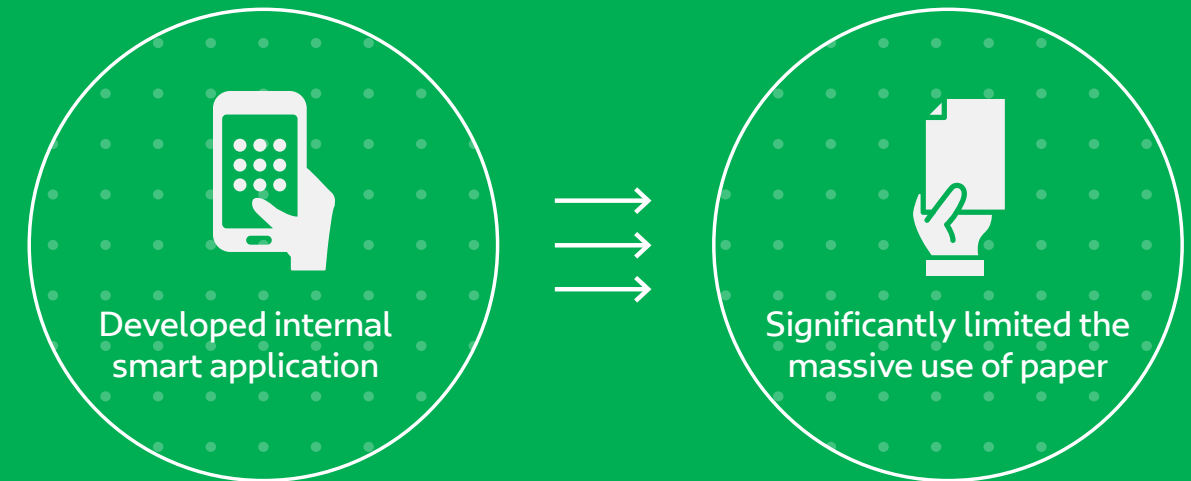
Over the past years, RTA established a robust high-class technology infrastructure that supported the delivery of customer services via smart apps and website. The automation of procedural transactions has reduced the need to visit customer service centres, vendors' transactions and administrative transactions of employees, which saved much time and effort. During the Covid-19 pandemic, RTA's technology infrastructure contributed to the processing of customers' transactions online. RTA always prioritises government directives to make Dubai the smartest city in the world. It also seeks to maximise customers' and employees' happiness in line with its strategic goals no. 1 – 'Smart Dubai', goal no. 3 – 'People Happiness' and goal no. 7 – 'Advance RTA'.

RTA always prioritises government directives to make Dubai the smartest city in the world.

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

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

103-2

6.3 Climate Change

At RTA, we embrace our key role as enablers of Dubai's development in the transportation sector. We strive to provide reliable, innovative and high-quality 'roads and transportation' services to meet the local and federal strategic directions while ensuring environment sustainability culture at the core of our operations.

We ensure the alignment of RTA's strategic objectives with the goals of Dubai and the UAE, as well as compliance towards all applicable environmental regulations. No fines or instances of non-compliance to environmental regulation were reported in 2020. Additionally, environmental legal register was updated in 2020 to include any new amendments pertaining to environment, energy and green economy and has been circulated across all sectors and agencies in RTA.

The Sustainable Mobility Pillar encapsulates RTA's commitment towards Climate Change which is coherent with our strategic objective goal no. 5.2 to 'foster environment sustainability for transportation'. It considered all the macro and micro level environmental risks and opportunities due to various socio-economic and environmental trends in Dubai.

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

"Our environmental commitment to Dubai, UAE and Paris Agreement on Climate Change are in line with our strategic goals, and we aspire to lead the 'roads and public transport sector' globally by implementing pioneering and climate resilient technologies to reach to the ambition of net – zero emissions."

Eng. Nada Jasim

**Director,
Safety, Risk, Regulation and
Planning Department (SRRPD)**

103-2, 103-3, 307-1

A. Resilience to Climate Change

Climate resilience is the ability to anticipate, prepare for, and respond to hazardous events, trends, or disturbances related to climate. Improving climate resilience involves assessing how climate change will create new, or alter current, climate-related risks, and taking steps to better cope with these risks.

At RTA, we prepare for climate resilience by incorporating climate change adaptation and mitigation strategies, risks and opportunities that forms the basis of developing action plans, policies, projects and initiatives to support climate resilient infrastructure and operations across our scope in Dubai.

MEASURES → CLIMATE TRENDS → IMPACT ON ROADS & TRANSPORTAION

PRIORITISATION ← EVALUATION OF THE IMPACT ←
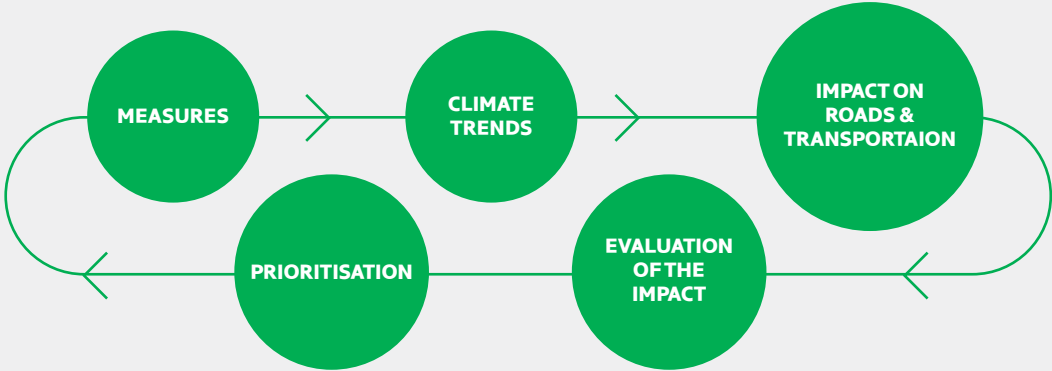
Climate Risk

RTA's Climate Change Adaptation Plan is in line with Dubai Municipality's (DM) requirements, which identifies and addresses the key climate change risks for long term. RTA's climate risk assessment is a comprehensive process that involves a collaborative multi-stakeholder group consultation.

RTA undertakes a SWOT to analyse the risk and opportunities to outline the effective strategies for taking the relative measures for climate resilience. Some of the important considerations for climate change risks in Dubai as identified for effective roads and transport planning (based on the Infrastructure Report by Dubai Municipality – 2018) include:

Stress Factors ∨

Impacts ∨

CLIMATE RISK
- Climate stress factor
- Non-climate stress factor

- Temperature & Humidity
- Extreme Precipitation
- Winds & Sandstorms
- Sea level rise
- Traffic
- Passengers

- Cooling Demands
- Health of Workers
- Damage to Roads & Infrastructure
- Accidents
- Traffic Disruption
- Service Continuity

102-11, 103-2, 103-3
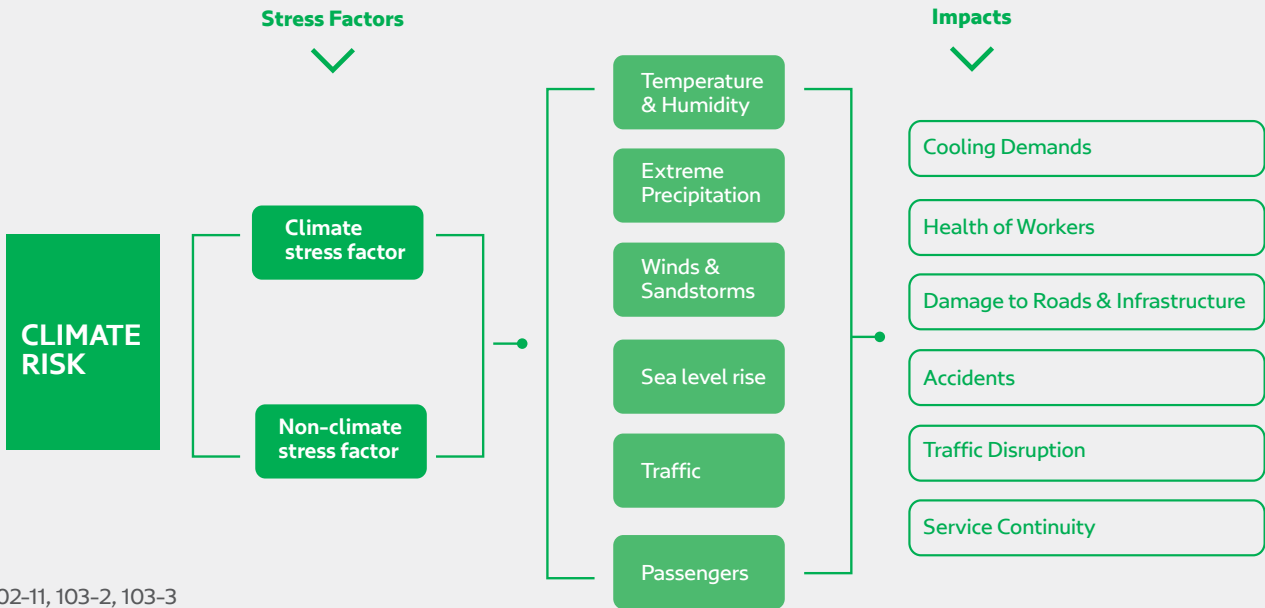
Climate Change Adaptation

Adaptation measures for identified climate risks are included within RTA's infrastructure design and development of roads and buildings as well as public transport related projects such as 'Route 2020 Metro line' supplemented by 'Weather Precautions and Emergency Response' documents to prepare for extreme weather events.

RTA's roads and public transport systems have considered multiple aspects for climate change adaptation. These considerations are maintained in design and day to day operations.

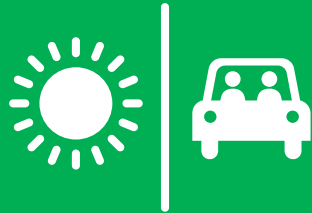| Climate Considerations	Roads	Railway Systems	Public Buses
High temperatures	✔	✔	✔
Flooding	✔	✔	
Dust storms	✔	✔	✔
Urban heat island	✔		

Case Study – Climate Change Adaptation – Roads & Public Transport System

For case of Roads, RTA's design and day to day operations have following key elements:

Some design considerations in climate resilient roads:

- Design traffic lights and streetlights to withstand heat and wind speeds.
- Design bridges and road furniture to withstand wind speeds up to 160 km/h and temperatures of more than 60°C.
- Design bridges and roads to withstand higher and lower temperature ranges.

Some operational considerations for business continuity in climate resilient roads:

- Coating metal elements and white cool seal roads – to protect the roads from corrosion due to increased humidity and salinity.
- Providing guidance and warning road signs as means to inform road users during critical climatic conditions.

For case of Railway systems, RTA's design and day to day operations have following key elements:

Some design considerations in climate resilient railways:

- Installing an emergency rail speed restriction when the temperature rises above 70 °C.
- Designing the air conditioning systems for trains for the temperature requirements both internal and external.
- Flood protection requirements, and preventing water leakages are considered.
- LEED Gold is made as a mandatory measure for designing and implementing railway projects.

Some operational considerations for business continuity in climate resilient railways:

- Installing water pumps at the lowest level around the entrances of metro stations.
- Identifying financial costs (compensation) for damages resulting from climate change
- Isolating all internal train structures with heat-insulating materials.
- Inspection after sandstorms, checking HVAC equipment and devices for starting and stopping trains.
- Consideration of smog constraints in day to day operations throughout the year.
- Afforestation of stations.
- Crisis and business continuity.

For case of Public buses, RTA's design and day to day operations have following key elements:

Some design considerations in climate resilient public buses:

- Maintaining cooling requirements inside the buses.
- Managing thermal insulation related requirements.
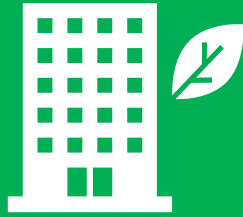- Shading the bus stations.
- Afforestation of bus depots.

Some operational considerations for business continuity in climate resilient public buses:

- Plan operations under bad weather conditions, including heavy rains, winds or temperature ranges in the risk register.
- Modify the specifications for insulation, and double glazing in buses.

102-11, 103-2, 103-3

Climate Change Mitigation

Mitigation at RTA takes into consideration energy management, clean energy projects such as renewable energy projects across operations and adoption of clean fuels in RTA fleets. RTA undertook the following as part of its mitigation steps to contribute to its sustainable performance:

1 Retrofitting in RTA buildings and facilities

2 Smart building solution on RTA's HQ building

3 LEED certifications for new RTA buildings and metro stations

4 Smart and energy efficient lighting across RTA assets and streets of Dubai

5 Solar PV initiatives in RTA such as solar PV roadmap for 24 RTA buildings

6 Alternative fuel & clean fuel roadmap for public buses, abras, Dubai taxis respectively

7 Effective waste and water management initiatives and projects in RTA

8 Autonomous transport in Dubai

Case Study –Implementing Smart Buildings Solutions on RTA HQ Building

Green, Sustainable or High Performance Buildings fulfil the occupant wellbeing and health needs and still are efficient in using power, water and other resources to reduce waste, pollution, and environmental impact. They outperform conventional buildings on many aspects such as operational cost saving, indoor air quality, lower energy and water consumption and better productivity.

RTA's building and facilities department introduced the sustainable and innovative Internet of Things (IOT) concept based building solution aiming at:

Creating an energy optimisation program to enhance energy savings

Drive experience through digital solutions

Improve occupant comfort and maintenance performance of the Building Management System

The project is expected to yield the following benefits:

Energy consumption

Reduction of overall building energy consumption by 19% which is equivalent to 3,498,792 kWh/year

Avoided emission

An estimated 1,750 tCO_2e will be avoided annually

Monetary savings

An estimated monetary savings of 1.4 Million AED per year

B. Emission Management

To support and strengthen the environment sustainability in RTA, a dedicated Green Economy Framework (GEF) has been established and implemented since 2016, making RTA the first transport entity in the region to have such a comprehensive framework to support all the green economy related initiatives in RTA.

The framework is built around the continual improvement principles of climate change adaptation and mitigation as well as effective emissions management to ensure RTA progression towards its visionary goal of low-carbon or zero emission sustainable mobility service provider. The GEF promotes development and implementation of innovative technological interventions in its operations to support all the resource efficiency areas as discussed in Resource Efficiency and Management chapter.

RTA's GEF is aligned to various international, national and local strategic directions, while fulfilling the requirements of ISO 14001 for Environmental Management, ISO 50001 for Energy Management and ISO 14064 for GHG Emissions Management. RTA's GEF is structurally managed by dedicated teams comprising of QHSE (Quality, Health, Safety & Environment) units at each agency and sector, and a dedicated "Sustainability & Green Economy" section in RTA, who are further governed by a dedicated Energy & Green Economy (E&GE) Committee which reports directly to His Excellency the Director General and Chairman of the Board of Directors, on a quarterly basis. To support the strategic goals, RTA has strategic KPIs which are cascaded to different operations and to support the achievement of strategic or operational level KPIs, all the sectors and agencies undertake multiple E&GE related initiatives and projects. Some of the major projects and initiatives that supported emission management include:

Focus Area:
Green Mobility – low emission vehicles

1

Projects and Initiatives:

1. Taxis
- Covert 50% of the taxi fleet into hybrid taxis by 2021
- Electric Taxi Procurement 200 Tesla vehicles (2017–2019)
- Convert 90% of Limousine Taxis to Electric & Hybrid by 2026
- Pilot trials on taxi vehicles powered by hydrogen fuel

2. Buses
- Alternative fuel roadmap for public buses
- Electric buses trial projects
- Biofuel powered bus trial

3. Abras
- All Abras owned by RTA are powered by electric power
- Solar–powered Abra trials
- Biofuel–powered private Abra trials

4. Driver Training Vehicles
- Plan for increase in number of Hybrid, and Electric vehicles in driving institutes

5. Dubai Metro and Route 2020
- World's longest fully automated driverless metro system with a ridership of almost 0.5 Million passengers' daily
- Route 2020 Metro extends on 15 km track and links seven stations
- Metro system serves as a symbol of sustainability, progress, and innovation for present and future generations and reduces congestion and carbon emissions
- RTA has received Leadership in Energy and Environmental Design (LEED) Gold Certification for 3 of its Route 2020 Metro stations in 2020, the remaining 4 stations are planned to be certified in 2021. It is received under the rating system LEED V4 Building Design and Construction (BD + C) of the U.S. Green Buildings Council (USGBC), which continues to contribute to the Rail Agency efforts towards reducing the carbon footprint of its railway projects.

6. Soft Mobility
- Electric bikes and Electric scooter for first and last–mile connectivity

---

Focus Area:
Roads & Infrastructure – emission offsetting & avoidance

2

Projects and Initiatives:

- 100% of lighted traffic signs to be solar
- 100% parking meter to be solar
- Retrofit of street lighting and traffic signal lighting to LED
- Construction of cycling tracks, pedestrian bridges and tunnels as well as smart docking stations to operate bicycles in Dubai and link vibrant communities with various public transit means to reduce traffic and minimize environmental pollution

Focus Area:
RTA Buildings, Metro & Bus stations – emission offsetting & avoidance

3

Projects and Initiatives:

- Retrofit Buildings and Metros through efficient lighting system (LED) & HVAC systems
- Installation of Solar PV System in RTA's buildings and facilities.
- LEED certification for all new RTA related building, facilities (office buildings, customer Centres, bus depots, bus stations, car parks, data Centre, driver accommodation, metro stations (2019-2050)
- Energy optimisation through implementation of smart solutions in RTA building

Focus Area:
Digital Transformation

4

Projects and Initiatives:

- Smart Services - offered via RTA's smart platforms and mobile applications
- Paperless conversion by 2021 across all RTA related operations, systems and processes

103-2, 103-3

Emissions
Accounting

RTA has taken multiple steps to plan, manage, monitor and govern the overall emissions from its operations.

RTA is also a strategic partner to Dubai Supreme Council of Energy (DSCE) that is managing the Dubai Carbon Abatement Strategy and representing Dubai at C40 – Network. Bold actions from Dubai and all the strategic partner of DSCE including RTA have contributed to an international recognition to city of Dubai for achieving 1st rank at C-40 cities network for sustainable cities by reducing Dubai' carbon footprint in line with Paris Agreement on Climate Change.

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 the core 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 or removal.

Major Emissions Performance Measures

Emissions
by Scope

The year 2020 saw an overall drop of 20% in the emissions from all the RTA operations which is mainly attributed to reduction in scope 1 emissions. The major sources in Scope 1 includes Petrol and Diesel, and their consumption was impacted significantly in RTA buses and taxis due to Covid-19 lockdowns. Overall drop in scope 1 was 30% in the year 2020 as compared to 2019.

Emissions by scope in tCO2e

Year	Scope 1	Scope 2	Scope 3
2016	533,665	318,987	312
2017	541,651	328,840	15,286
2018	542,665	323,214	69,446
2019	507,115	327,805	41,813
2020	354,477	327,058	19,805

30% ↓   20% ↓
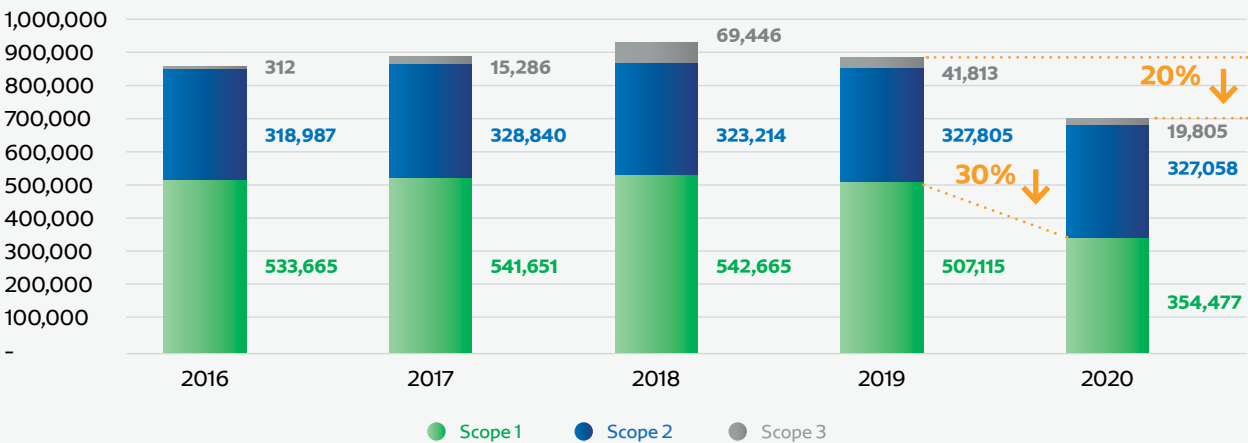
Scope 3 emissions which takes into account the waste and the projects in RTA, also saw a significant drop of 53%. The major drop was witnessed due to the project Route 2020 where the emissions due to waste got reduced by 43% in 2020 as compared to 2019, and the emission due to diesel consumption in diesel generator reduced significantly by almost 90%.

305-1, 305-2, 305-3

Emissions
by Source

In 2020, the electricity was the major source of emissions from RTA operations with a contribution of around 46% in the overall RTA emissions. Contribution of emission from diesel and petrol used in the fleets were 26% and 25% respectively.

Emissions by source in tCO2e in 2020

Source	tCO2e
Fuel (Petrol)	177,174
Electricity	321,498
Fleet (Diesel)	181,422
Generators (Diesel)	2,235
Waste	7,547
Water	6,278
Others	5,186
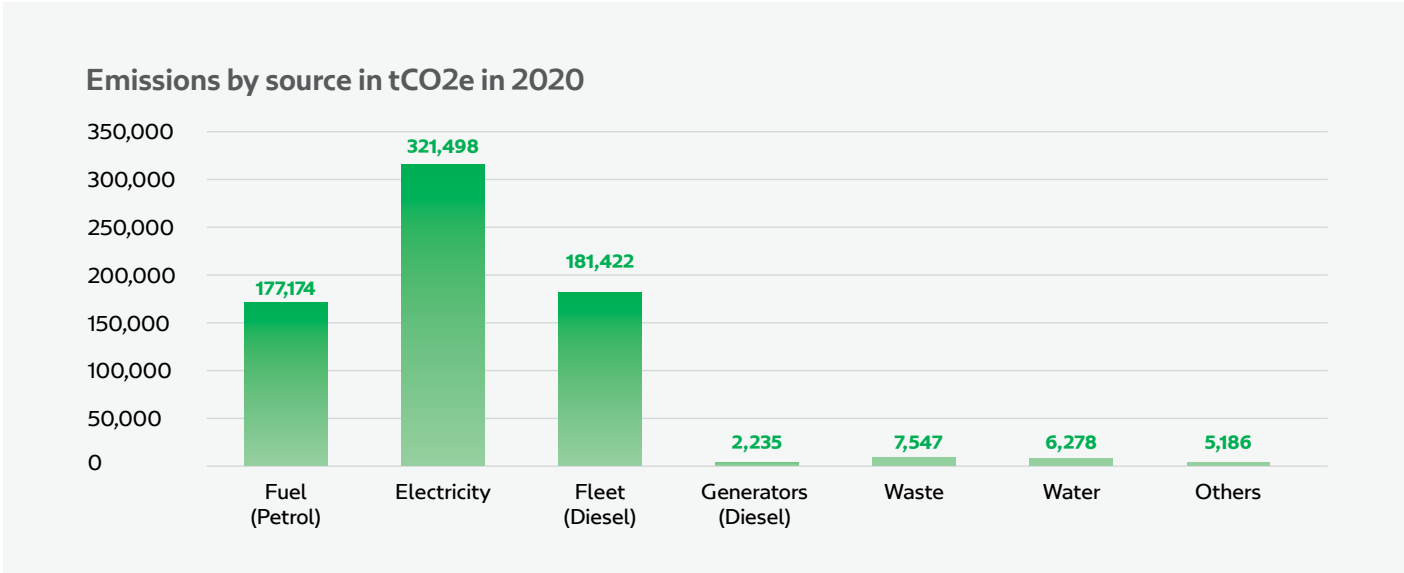
Emissions
by Agency and Sector

Rail Agency contributed to the maximum emission i.e. 30% in 2020, this was mainly attributed from the electricity consumption and operationalisation of Route 2020. Rail Agency was followed by Dubai Taxi Corporation and Public Transport Agency, both at 26% each.

Total emission from sectors/agency in tCO2e in 2020

- 4% // Corporate Administrative Support Services
- 0.0007% // Corporate Technology Support Services
- 26% // Public Transport Agency
- 30% // Rail Agency
- 26% // Dubai Taxi Corporation
- 14% // Traffic and Roads Agency
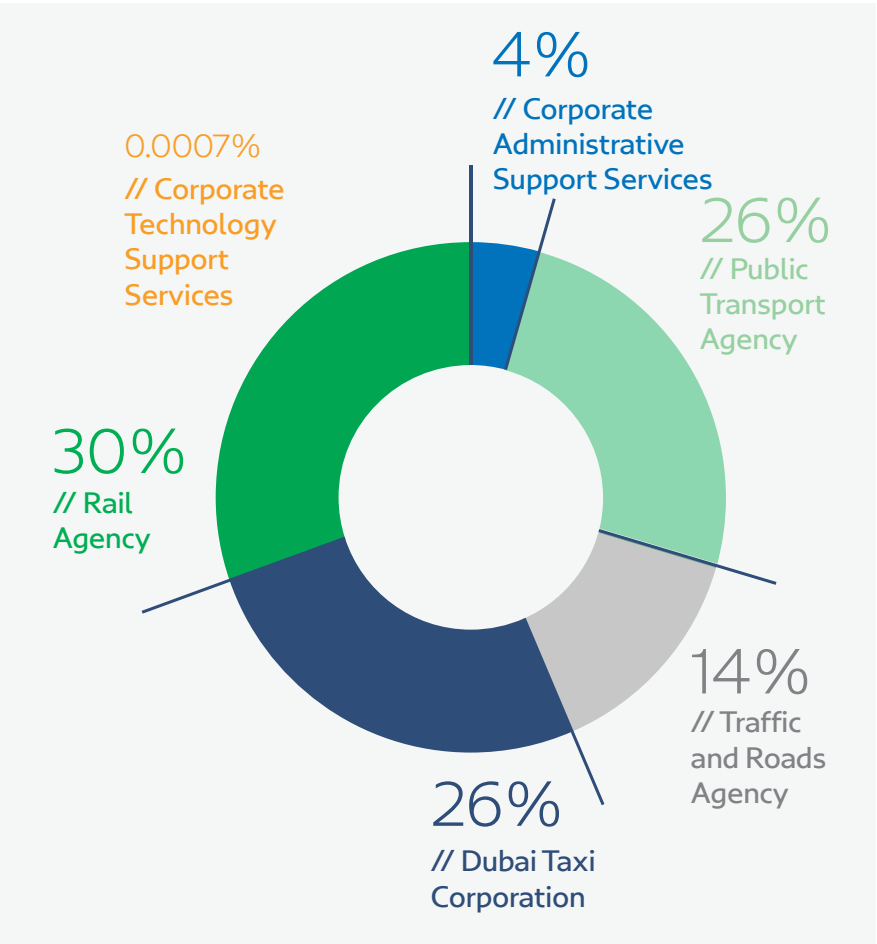
Emissions
Avoided

In the year 2020, RTA sectors/agencies undertook 52 E&GE initiatives that resulted in a cumulative avoided emission of 113,686 tCO2e, 12% more than 2019.

Emissions avoided
Emissions avoidance due to initiatives undertaken by sectors and agencies (tCO2e) [1]

Unit
tCO2e

Emissions avoided	Unit	2016	2017	2018	2019	2020
Emissions avoidance due to initiatives undertaken by sectors and agencies (tCO2e)	tCO2e	35,423	47,718	69,974	101,766	113,686

[1] The figures include the avoided emissions due to using online smart services by customers instead of visiting RTA service Centres in person.

Additionally, RTA also encourages its customers to shift from private to public transport, which further helps in reducing the congestion on road and avoiding emissions. Although in 2020, the emissions avoided due to shifting of people from private to public transport dropped due to the impact of pandemic as more people preferred using private transport compared to public transport. The below graph depicts the estimated carbon emissions removed from Dubai roads as a result of shifting to public transport (Dubai Metro, Dubai Tram and Buses) (tCO2e/year):

Avoided Emission in 2020 – Shifting from Private to Public Transport (tCO2e/year)

Year	Value
2016	575,000
2017	613,000
2018	642,000
2019	620,000
2020	400,975
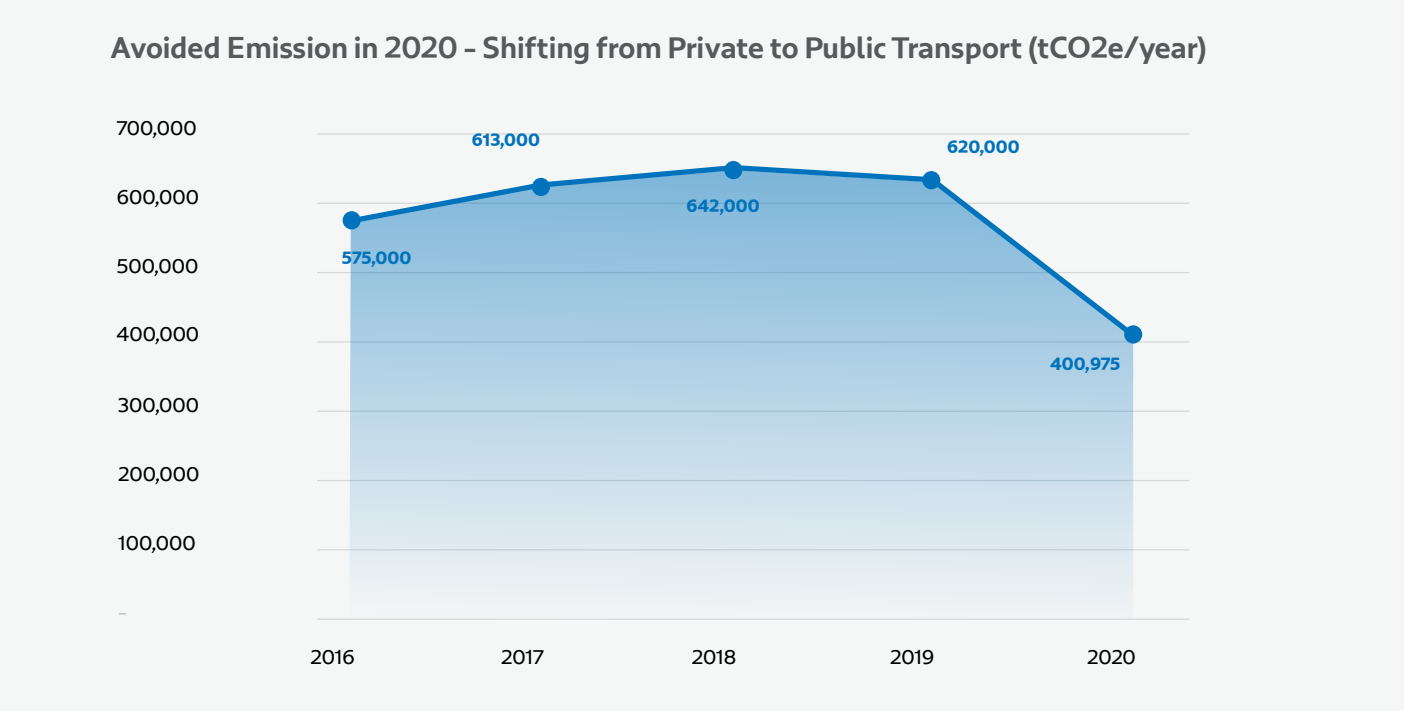
Our emissions management approach reflects our journey towards sustainable mobility, and acts as an indicator of the effectiveness of our efforts towards low – carbon economy.

305-5

305-5

Case Study – Solar PV Installation at 24 RTA Buildings

RTA's Building & Facilities Department has initiated a project to install Solar PV at the roof of 24 RTA Buildings across Dubai. The building types to be covered as part of the solar PV installation include:

1
RTA HQ

2
Data Centres

3
Metro depots & metro parking buildings

4
Bus depots, bus stations & Parking buildings

The project will include all the stages of solar PV installation from designing, installation, commissioning, operation and maintenance for 20 years on BOT model (Built Operate and Transfer).

The estimated benefits of the project include:

1
Power generation from the proposed roadmap is around 36 MW i.e. addition of 36 MW clean energy contribution to Dubai power grid and reflecting RTA's contribution to Dubai's Clean Energy Strategy 2050

2
Total electricity savings of
630 Million kWh

3
Avoided emissions of about
268 ktCO2e

4
Monetary saving –
112 Million AED
over the project lifetime of 20 years

305-5

Approach for dealing with
Covid-19 Pandemic

RTA's Safety, Risk, Regulation & Planning Department along with the relevant Quality, Health, Safety & Environment operational units across RTA's Sectors and Agencies were at the forefront in dealing with the energy and environment related initiatives and programs of RTA. RTA's RSEMS, Sustainability and Green Economy strategy, were instrumental in devising a constructive action plan to tackle the impact.

Following were the major highlights for Energy & Environment under the 4 action steps of:

Respond | Relief | Recover | Resilience
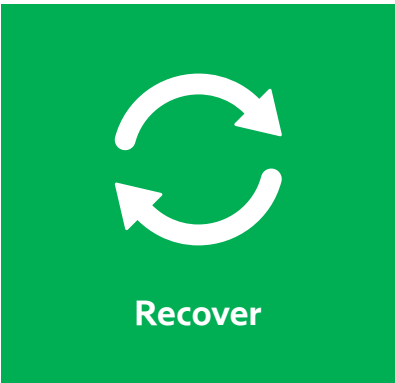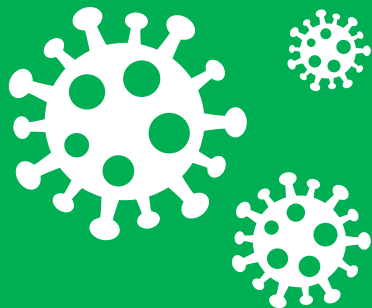
Recover

Sustainability and Green Economy initiatives and projects were continued and re-initiated to contribute towards resource conservation, emission reduction, and optimum water use.

Dedicated teams and committees across RTA were established with clear roles and responsibilities for smooth work-flow and business continuity through emergencies/pandemics.

Resilience

Incorporation of emission abatement opportunities identified through optimised travel, work from home and digitilised services.

Promotion of clean technologies, smart systems, digitalised services, autonomous transport for future trips.

Encourage partnership, collaboration and stakeholder engagement for future projects and initiatives.

Contribution to Dubai, UAE and International climate actions plans for resource conservation efforts.

Respond

As a part of Sustainability and Green Economy initiatives, RTA Sectors and Agencies developed corrective action plans for current and future initiatives/projects for cases of emergency to ensure compliance to the environmental regulations and targets set.

RTA also established and updated legal register to make a record of all the regulatory environmental compliances

Projects and initiatives were prioritised based on the strategic directions and need.

Paperless systems were promoted and implemented to contribute to Dubai Paperless Strategy, as part of Smart Dubai Initiative.
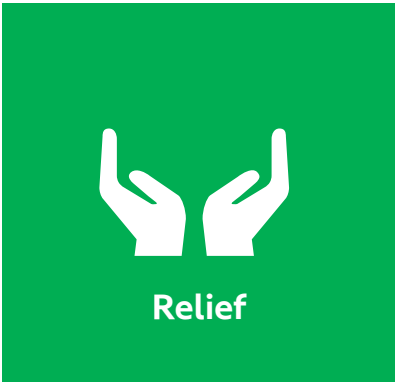
Relief

Energy and environment related KPIs and project targets were revised to accommodate the impact of pandemic on relevant operations, systems and processes.

Digitalisation of services were promoted and implemented, and as such RTA Customer Happiness Centres contributed significantly to environment by encouraging users to avoid the trips.

Some key statistics for Energy & Environment Measures during Pandemic

341,467
sheets of paper saved

Due to automation and digitalisation of RTA services to support Dubai's Paperless Strategy

1096
e scooters

Launched to promote personal mobility

400,975
tCO2e

Avoided due to shifting from private to public transport modes
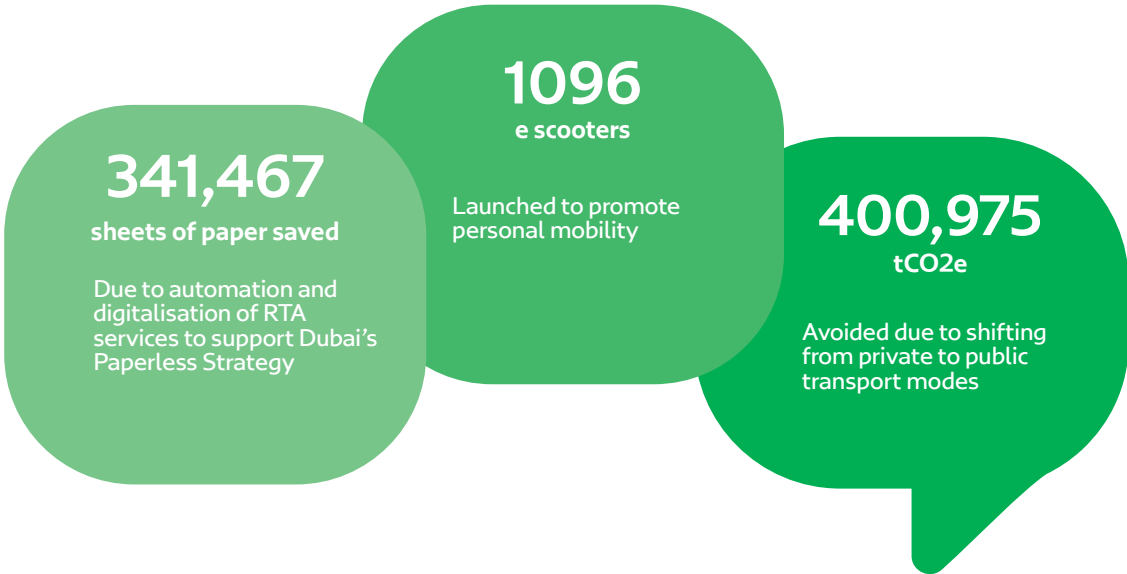
6.4
Knowledge and Innovation

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

To realize this vision, RTA is committed to be an Innovation Leader by embedding Innovation as a catalyst for change across functions, products, processes, and business models of the organization and towards creating sustainable added value for all the stakeholders.

RTA plays a key role in shaping the future of Dubai by incorporating 'Knowledge and Innovation' across all its business functions to provide advanced solutions to all the stakeholders. RTA conducts regular activities to foster an environment of Innovation across RTA and Dubai, such as Knowledge Week, Innovation Month, Startups Challenges, Advisory and Innovation Forums, Innovation and Future Hours and other related initiatives.

RTA developed its first Innovation Strategy in 2015, and in 2018 updated it by taking advantage of previous experiences and understanding the needs of stakeholders (employees, government entities, suppliers, partners, and customers). RTA's Innovation Strategy consists of 3 objectives, 6 focus areas and 5 pillars, which ensure achieving the RTA's objectives of "Advanced Dubai" and the vision to be the world leader in seamless and sustainable mobility.

RTA's ambition is to be an Innovative and Future-Shaping Leader across transportation entities, regionally and globally by excelling in our Innovative Products/Services to be the World Leader in Seamless and Sustainable Mobility.

Prof. Amair Saleem

**Director,
Knowledge & Innovation
Department (KID)**

RTA's Innovation Strategy

RTA aims to be a pioneer in Innovation, which has already been demonstrated through RTAs current portfolio of more than 150 Innovation projects with several breakthrough projects such as Air Taxi & Smart Yard, amongst many others. Innovation and build solutions that will transform Dubai into the smartest and most Innovative city in the World.

1 Lead
Lead in the field of Mobility/Transport at regional and international levels

2 Excel
Excel in all our services we deliver to our stakeholders

3 Impact
Create Social, Financial, Environmental, and Customer Imapct by delivering Innovative services

103-1, 103-2
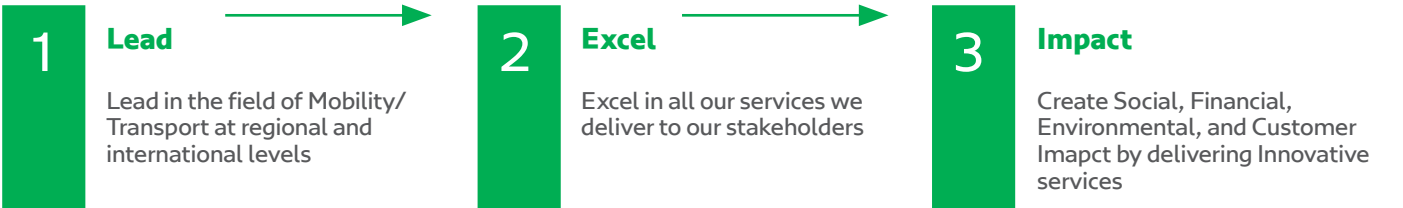
Innovation Focus Areas

Advanced Mobility

Social Environment Sustainability

Financial Innovation

Smart Infrastructure

Operational Innovation & Internal Efficiencies

Future Technology

Covid-19 Pandemic

RTA's KID had a significant role in reducing the pandemic impact by facilitating and supporting RTA's operations, during and after the pandemic lockdown. Following were the major highlights for KID under the 4 action steps of Respond, Relief, Recover and Resilience.

Following were the major highlights for KID under the 4 action steps of:

Respond | Relief | Recover | Resilience
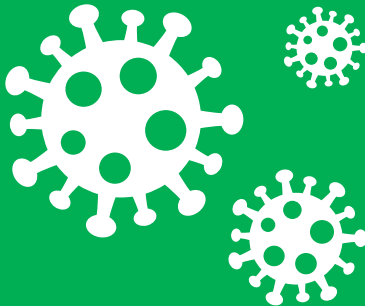
Innovation and Future Pillars

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

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

Innovation Culture:
To develop an environment that fosters innovation through risk-taking mindset and collaborations within and outside RTA

Future Foresight:
To ensure pioneering position of RTA in future shaping and contribution of RTA towards local and global future shaping initiatives.

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

103-2

103-2

Respond

100% of the Innovation Culture Events (Innovation & Future Hour, Innovation Labs, Innovation Accelerator) were successfully shifted to the Virtual Mode in quick time.

Relief

A dedicated Idea Campaign was launched for ideas specific to 'Covid-19 Solutions', this led to many ideas implementable by/at RTA.

Recover

"Life After Covid' was identified as the theme of Innovation Lab and Startups Challenge, this led to many new solution for RTA to recover from Covid-19.

Resilience

Awareness Initiative of Innovation & Future Hour and RTA Startups Challenge –Covid-19 Edition were hosted by RTA beyond the set target.

RTA hosted Virtual Innovation Lab with internal & external participants to collaborate and re-imagine the 'new normal'

Four Sub Themes for the Innovation Lab on Covid-19

01
The future of transport operations under the Covid-19

02
The role of micro-mobility solutions under Covid-19

03
Remote face-to-face delivery of key services

04
Enabling partnerships to create new fields of play

Some key statistics for KID measures during Pandemic

130 +
Covid-19 related ideas generated from different stakeholders

5
Innovation Events with Theme 'Covid-19'
Were organised, these included Innovation Future Hours, Academia Advisory Forum and Start-Ups Challenge

7
Virtual Innovation Labs
Organised to generate ideas for effective recovery from Covid-19, and future of mobility in Dubai.

Major commitments and achievements of KID in 2020

Year 2020 was the year of many pioneering initiatives in development of innovation culture for RTA employees, as well as engaging the external community. A dedicated Innovation Accelerator Program for RTA Staff, two Startup Challenges involving 41 Startups from across the world, launch of Innovation Forums with GIMI, Academia Advisory Forum, TEDx RTA and 7 Virtual Innovation Labs were the many 'First-Evers' that were planned and successfully implemented in the Knowledge and Innovation area in RTA.

Some of the major commitments include:

01 Virtual Plan for Innovation Month 2021

02 Full implementation of Idea Campaigns, involving RTA Sectors and Agencies

03 Development of RTA Collaboration Framework to collaborate with Startups

04 Fully Implement the new Partnerships Management System according to ISO 44001

05 Planning for automation of processes of managing local partnership

06 Development of Relationship Management Plan (RMP) to local partnerships to ensure effective relationships

07 Implement new process for assessing the need for partnerships and selection of partner

08 Manage the Corporate Researches according to ISO 20252

09 Develop centralised research database by building RTA Research Efforts Database process

10 Implement research fostering program

Some of the major achievements of RTA in innovation include:

1st Entity in the Middle East and Transportation entity worldwide to achieve GIMI Level 4

10 International standard certificates (ISO and CEN/TS) attained to comply with international specifications in the management of innovation, knowledge, partnerships and research

239 employees Trained in Innovation

40 member organisations Launched RTA Middle East Innovation Community, that has membership from over 40 organisations from the transport, academic and consulting sectors

Fund Developed innovation fund management system

103-2

103-2, 103-3

170

Major innovative
idea statistics

Despite pandemic, ideas kept on flowing from different sectors and agencies across RTA. Rate of implementation of ideas/approved ideas was maximum in the year 2020 with an implementation of 65%. This was 12% more than the 2019 implementation rate.

YoY - Ratio of Idea implementation/Idea approved

	2016	2017	2018	2019	2020
	54%	48%	46%	53%	65%
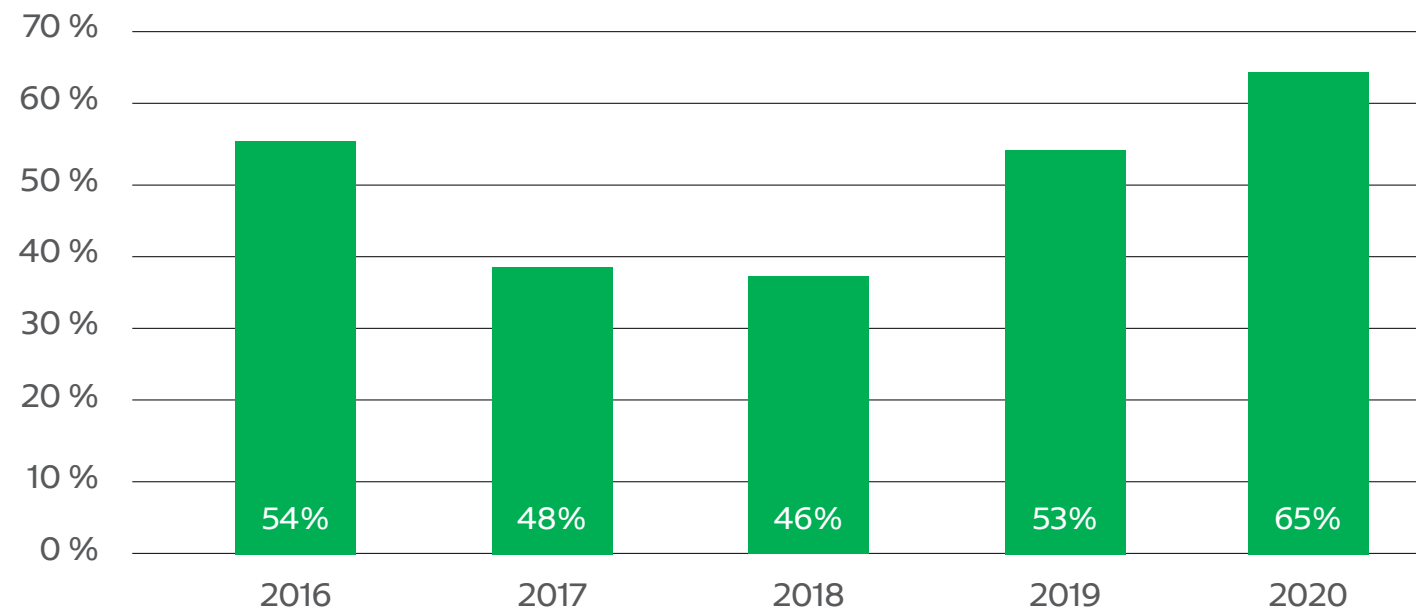
Solving existing problem and area of innovation were the major criteria for the approved ideas in 2020.

#	Ideas approved as per evaluation criteria in 2020	Total ideas
1	Solving Existing Problem/ Need	312
2	Areas of Innovation	310
3	Financial Impact	21
4	Moral Impact	306
5	Novelty	27

Case Study – RTA Enterprise
Command Control Centre (EC3)

Enterprise Command and Control Centre (EC3) is a state-of-the-art control Centre to supplement existing operations with new methods of collaboration and innovative technologies. EC3 provided a complete floor to Dubai Crisis Team which utilised the EC3 as a base for operational support for its Covid-19 response, and RTA developed Big Data Use Cases for supporting social distancing measures.

01   Identified bottlenecks during peak hours for metro and buses & prioritisation based on duration and severity across the network;

02   Monitored demand of the impacted locations following the closure of the Metro, Tram and change to bus service timetables;

03   Provided planned and unplanned road closure information implemented by Dubai Police to PTA and TRA; and

04   27% Decrease in Travel Time on the most frequent congested roadways compared to 2019 levels.

Additionally, EC3 is a LEED Gold Certified Building with positive environmental Impact. EC3 is expected to save AED 438 Million in cost saving and will yield the economic benefit by 2023.
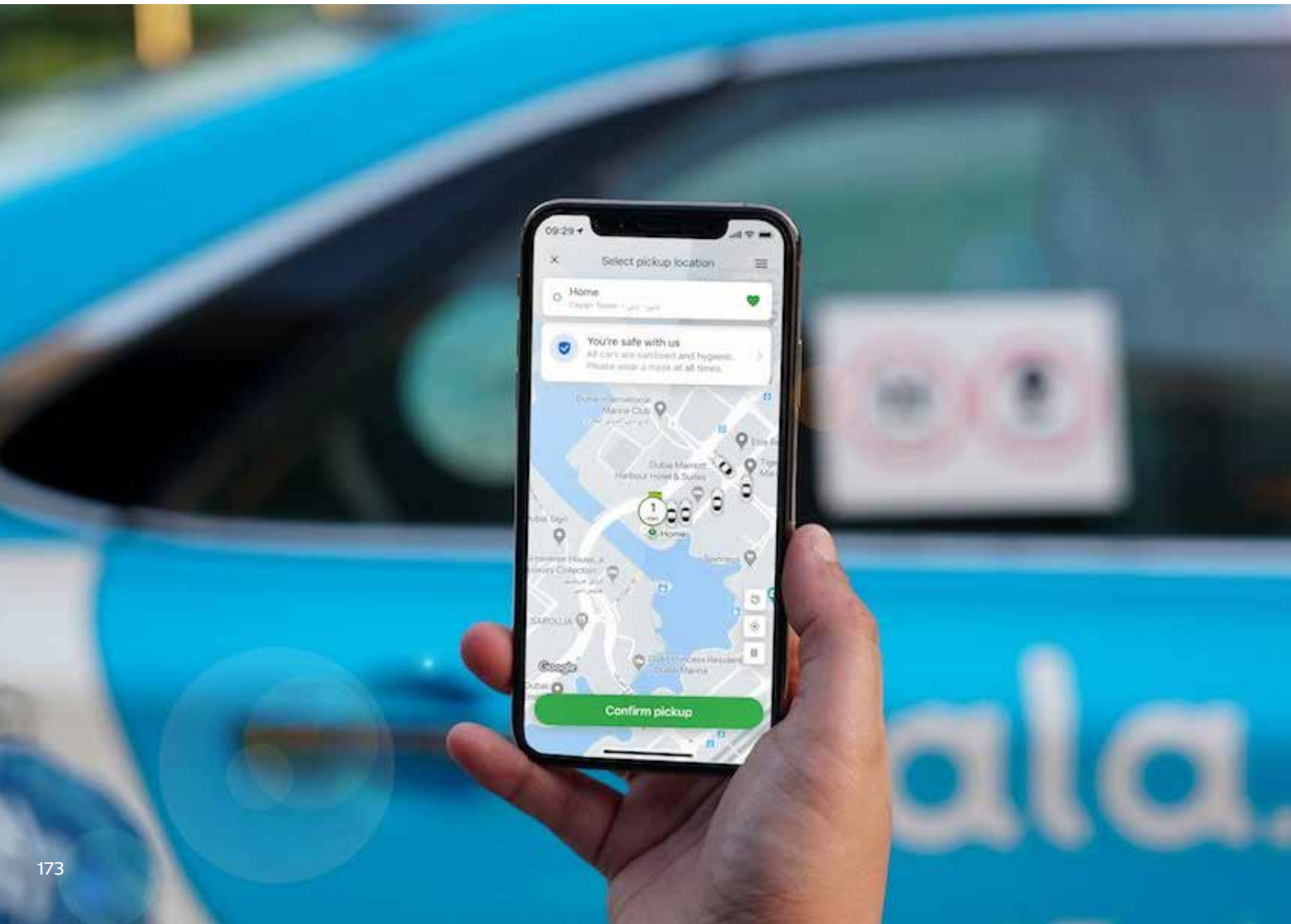
Case Study – Hala Taxi Ride

Hala Taxi is a Joint Venture (JV) with Careem to manage and operate over 11,000 taxis in Dubai, 1st of-its-kind partnership (between a government entity & an e-hailing company).

This partnership resulted in more fleets in Dubai Taxi, which eventually reduced the waiting time by ~ 71% from 11.3 Minutes to 3.3 Minutes.

07

Sustainable Wellbeing and Happiness

RTA is committed to maintaining its leading position in embedding sustainability considerations across its practices and fosters a healthy, safe, and happy environment for all its stakeholders and community. RTA's approach to managing pandemic is another testament of its efforts that contributed to individuals and community wellbeing.

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

	Alignment to United Sustaiable Development Goals	Alignment to GRI Standards	Alignment to UAE vision 2021	Alignment to Dubai plan 2021	Alignment to RTA's strategy
Social Responsibility and Community Engagement	1 NO POVERTY / 4 QUALITY EDUCATION / 10 REDUCED INEQUALITIES / 11 SUSTAINABLE CITIES AND COMMUNITIES / 17 PARTNERSHIPS FOR THE GOALS	GRI 413: Local Communities 2016	Cohesive Society & Preserved Identity		Integrated Dubai
Health and Safety	3 GOOD HEALTH AND WELL-BEING / 11 SUSTAINABLE CITIES AND COMMUNITIES	GRI 403: Occupational Health & Safety 2018	Safe Public & Fair Judiciary / World Class Healthcare		Safety & Environmental Sustainability
Customer Happiness	10 REDUCED INEQUALITIES / 11 SUSTAINABLE CITIES AND COMMUNITIES / 16 PEACE, JUSTICE AND STRONG INSTITUTIONS	GRI 418: Customer Privacy 2016	Sustainable Environment & Infrastructure / Cohesive Society & Preserved Identity		People Happiness

Our Sustainable Wellbeing and Happiness Material sustainability topics include:

#	Material topics	Impact
1	Occupational Health and safety	Highly Material
2	People happiness	Highly Material
3	Local community	Highly Material
4	Customer privacy	Material
5	Compliance	Material

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

7.1
Social Responsibility and Community Engagement

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

Our efforts have been recognised at different International and Regional forums in 2020 for facilitating timely information during the pandemic management and supporting the community. RTA has been at the forefront to relentless drive support to 'people of determination' and live up to its social responsibility. RTA initiatives benefitted nearly 2.2 Million people through its CSR initiatives. RTA supported the community during the Covid-19 pandemic and distributed 180,000 posters about precautionary measures to all public transport means; 10,000 face masks were provided to the Dubai Health Authority (DHA) for distribution to medical personnel in the first line of defense; 200 students benefitted from home education initiative; 150 computers and electronics were handed to Dubai Cares Foundation; donated 6 Million AED to iconic humanitarian facility, Dr. Magdi Yaqoob Hospital, as part of celebrations of 'Hope Makers', which will treat thousands of cardio patients from Egypt and other countries; 'Meals on Wheels' Initiative distributed Ramadan Iftar meals to families earning limited incomes and workers at their accommodations.

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

Rowdah Al Mehrizi

**Director,
Marketing and Corporate
Communication (MCC)**

RTA's CSR Strategy

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

103-1

103-1, 103-2, 103-3

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

Strategic Initiatives
RTA Foundation

Artisic Initiatives

Year of Tolerance Initiatives

Natioanl Identity

Dirham Khair

Bus for Good Locally and Globally

Charity Bridge

Clothes for Good

Dubai Audiobook Library

Read More

Tamkeen with RTA

Volunteering Programmes

Dubai Youth for Public Transport

103-2, 103-3

Approach for dealing with
Covid-19 Pandemic

RTA's MCC team was at the forefront in dealing with pandemic, despite the challenges MCC ensured 24/7 support to all the residents of Dubai and UAE on behalf of RTA to provide timely information, media coverage and issuances of guidelines to support mobility in and around Dubai and UAE.

Following were the major highlights for MCC under the 4 action steps of:

Respond | Relief | Recover | Resilience
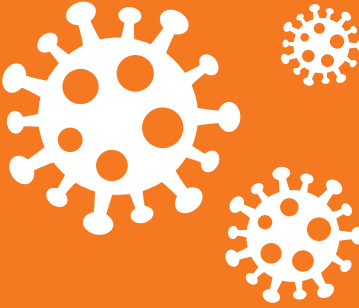
Respond

MCC issued timely notifications for RTA employees & contractors for precautionary measures, work from home, flexibility in working, avoidance of public gathering.

MCC issued timely information and guidelines for residents in Dubai and UAE about public transport in Dubai and key service offerings during the pandemic.

MCC facilitated several interviews of RTA leadership on Dubai TV to answer the general media questions and provide updates on RTA's effort in risk mitigation of the Covid-19 threat.

Relief

MCC issued notifications for closure of Public Transport Modes and RTA Customer Care Centres;

MCC facilitated 180,000 stickers across Dubai and all the RTA Assets informing about social distancing, signage, mandatory masks, sanitisation, guidelines for using public transport and RTA happiness Centres; and

MCC planned multiple CSR initiatives to support local community. Initiatives such as 'Meals on Wheels', 'Charity Bridge', volunteering program etc.

Recover

MCC issued notifications and information pertaining to safety guidelines and opening of RTA services such as Public Transport and Customer Care Centres;

CSR and volunteering initiatives for different beneficiaries impacted by pandemic for ex. National campaign - 10 Million meals; and

Celebrating and recognising the Heroes during the fight with Pandemic. Made a special tribute to the workers behind the scenes who worked around the clock to keep Dubai up and running and ensuring the safety of the society.

Resilience

Institutionalised community partnerships with private sector for multiple CSR and communication related initiatives; and

Structured plans to maintain a transparent and proactive line of communication to manage pandemic like situation in future.

Some key statistics for MCC measures

~2 Million riders got benefitted from RTA's initiatives during Covid-19 pandemic

501 announcement for Covid-19 awareness outreach in partnership with Dubai Media Office

200 home learning environments Donated to families in need in cooperation with CDA

100% paperless Printing of all brochures, flyers, advertisement on newspaper and magazine, posters 100% stopped to avoid spread of Covid-19.

Some key milestones for MCC contribution during Covid-19 include

01 Information on precautionary measures by RTA — 9th March 2020

02 News coverage for safety standards in public transport for users in Dubai — 25th March 2020

03 Announcement on suspension of metro services for full scale sterilisation campaign — 26th March 2020

04 Media coverage on 20% taxi discount to medical staff across Dubai — 2nd April 2020

05 Media coverage on 50% discount on car rentals, and free provision of public transport — 4th April 2020

06 Media coverage on resumption of Dubai Metro services along with guide and RTA's effort in placing 180,000 stickers — 23rd and 24th April 2020

07 RTA DG interview with Dubai TV on RTA's effort — 7th May 2020

08 News on DG RTA and UK Secretary of State for Transport discussing Covid-19 mitigation strategies — 21st May 2020

09 Announcement on the re-opening of all RTA's service Centres via the RTA's media channels — 28th June 2020

10 News on 97% customer satisfaction rate on RTA's call Centre services during Covid-19 — 29th June 2020

RTA's CSR Performance Measures

Society Satisfaction

Despite the year of Pandemic and challenges pertaining to it, RTA's CSR score for satisfaction of the society increased by 6% in 2020 and reached to 92% as compared to 86% in 2019. This increase is attributed to multiple factors especially support during the Covid-19 to provide timely information, services, media releases, and economic support to the society as a whole through multiple initiatives.
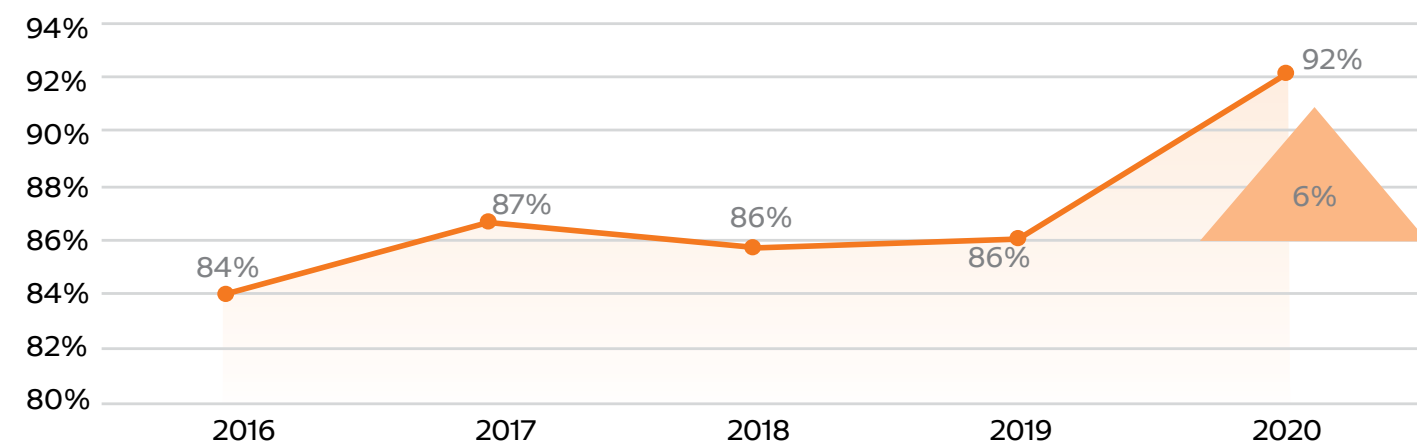
CSR Funding

Revamping of CSR Strategy in 2018 also opened multiple gates to support society in a strategic manner. Despite the pandemic challenges, RTA shouldered its social, humanitarian and charitable commitments to community members. RTA's CSR spending is almost doubled from 2018 to 2020 with an 83% jump in last three years.

CSR Amount Spend by RTA (Million Dirhams)

	2018	2019	2020
	5.00	7.99	9.15

Society Satisfaction

Year	2016	2017	2018	2019	2020
Satisfaction	84%	87%	86%	86%	92%

(6% increase from 2019 to 2020)
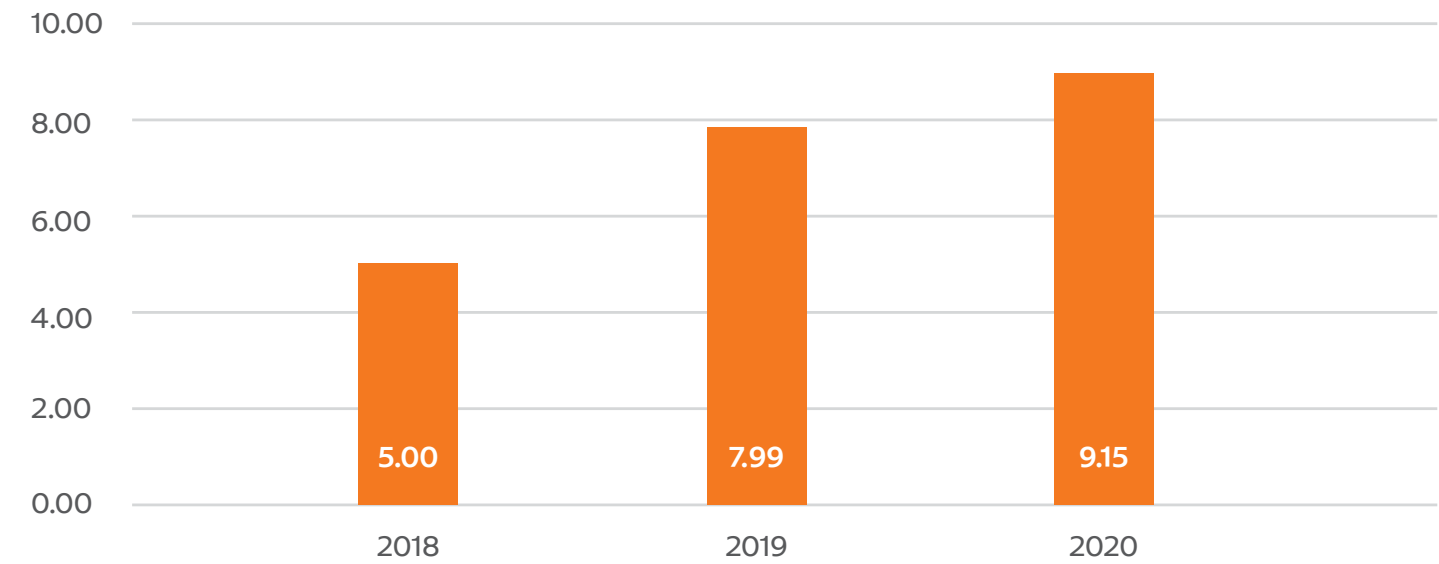
CSR Volunteering & Beneficiaries

CSR statistics	Unit	2016	2017	2018	2019	2020
Total Volunteering	Hours	14,573	21,850	23,791	14,902	20,548
Total beneficiaries	Million	2.8	~ 3	2.9	4.6	2.2

RTA Foundation

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

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

It helped 100 employees through the 'Charity Bridge' initiative designed to assist those experiencing tough living conditions in collaboration with Bait Al Khair Society, which sets the criteria of merit. An amount of AED 1 Million was donated, including AED 150,000 contributed by employees.

Internationally, RTA's Charity Foundation supported several friendly and sister countries. In Egypt, nine tuk-tuks, a popular mobility means, were provided to nine families supporting 60 persons. It built two school classes for benefiting 80 students every month. In Tanzania, the Foundation provided a school bus and 25 bikes for use by 178 persons per month. In Uganda, the Foundation provided a school bus and 25 bikes for use by 1475 persons every month. Thailand received two buses to serve 1585 students and teachers. RTA provided full support to the Water Hope initiative rolled out by His Highness Sheikh Mohammed bin Rashid Al Maktoum to provide clean water to communities experiencing water shortage by drilling 10 wells in 10 countries for benefiting 10,000 persons.

Reading Month Initiative

Support to Emirates Airline Festival of Literature: RTA provided buses to transport 3,500 visitors and delegates of the festival.

Read with RTA: RTA supported 'Read with RTA', app by providing more than 600 e-books, audiobooks and articles to promote the culture of reading among public transport user.

Reading Consultant: A reading consultant was appointed within Rail Agency to help promote reading among staff and provide book reviews and recommendations.

102-12, 103-3, 413-2

Ramadan 2020

'Meals on Wheels' initiative supported the first line of defense in the fight against pandemic. For the ninth year in a row, the Al Khair Bus initiative in coordination with Serco and Talabat distributed 13,500 Ramadan Iftars to cleaning and security staffs in Latifa Hospital, Rashid Hospital and Dubai Corporation for Ambulance Services who made dedicated efforts under precarious health conditions.

RTA coordinated with the Dubai Taxi Corporation (DTC) in distributing Ramadan supplies to 200 taxi drivers who have families in the UAE.

RTA Women's Committee distributed Mir Ramadan along with prepaid nol cards to 210 female taxi drivers to alleviate their financial burden and to show appreciation of their valued efforts during the pandemic.

Dubai Taxi Corporation (DTC) also distributed 4,800 daily Iftars at worker quarters of Muhaisna, Al Quoz and Jebel Ali.

102-12, 103-3, 413-2

National Initiative

"10 Million Meals": To support the humanitarian initiative launched by Her Highness Shaikha Hind bint Maktoum bin Juma Al Maktoum, wife of His Highness Sheikh Mohammed bin Rashid Al Maktoum, Vice-President, Prime Minister of the UAE, Ruler of Dubai, Chairwoman of the Food Bank, to provide 10 Million Meals campaign, RTA deployed 30 taxis to deliver 20,000 Ramadan meals to support needy individuals and needy families, in cooperation with the Charitable Works Authority, and Al-Futtaim Company, that donated AED 300,000 AED to cover the cost of delivery.

Zayed Humanitarian Day: Distributing 500 nol cards to senior citizens in Dubai including Hatta to help them with their needs during Ramadan in collaboration with the Community Development Authority (CDA) and the Dubai Taxi Corporation(DTC).

RTA distributed goodies to 500 orphan children of fixed income families during Eid Al-Adha, in cooperation with UAE Red Crescent Authority, Serco (Dubai Metro and Tram operator), Emaar Properties, Talabat and Dar Al Hai Tailoring. Goodies included free nol cards, national dress and Eid supplies.

Community Initiatives to combat Covid-19

Home Education Initiative: To support people with limited income, RTA facilitated desks, seats and shelves for school books, writing boards, sports equipment, drawing tools and educative posters as part of efforts to emulate the school environment in the home-learning process for 200 students.

RTA also retrofitted 150 computers and electronics for handing over to Dubai Cares Foundation for distribution to students in need overseas.

10,000 face masks were provided to the Dubai Health Authority (DHA) for distribution to medical personnel in the first line of defense in recognition of their heroic efforts in tackling the virus.

National and International Days

RTA celebrated the International Workers Day by distributing 150 nol cards to workers in RTA's projects to assist them with their needs during Ramadan in appreciation of their immense efforts under Covid-19 circumstances.

RTA celebrated the International Volunteer Day (December 5) where it hosted individuals who contributed to community work such as Khalifa Baqir, Senior Advisor, General Secretariat of the Dubai Executive Council, Chairperson of Command and Control Centre for Combating Covid-19, and Ahmed Nazr Al Falasi, winner of Arab Hope Makers Award 2020 and Founder of Ahmed Al Falasi Foundation for Humanitarian and Charitable Initiatives. The event witnessed the launch of RTA's rejuvenated internal volunteers' platform, which offers numerous benefits to volunteers such as registering their achievements and careers and briefing them on the latest developments of RTA's volunteering activities. RTA also paid tribute to its volunteers who contributed 559 volunteering hours that assisted in the success of our volunteering activities and initiatives.

Celebration of Flag Day and Commemoration Day – RTA celebrated the Commemoration Day on 30th November 2020 and Flag Day on 3rd December 2020 respectively with participation from Director-General, Chairman of the Board of Executive Directors, CEOs, and Directors. An internal digital campaign through the intranet and extranet was used to host the UAE flag in key areas.

World Arabic Language Day: The International Day of the Arabic Language (December 18) was celebrated by organising the Arab Day Forum with remote communication technology, in the presence of His Excellency Director General and Chairman of the Board of Directors, and His Excellency Mohammed Al Murr, Chairman of the Board of Trustees of the Mohammed bin Rashid Library, and Chairman of the Board of Trustees of the Mohammed bin Rashid Prize for the Arabic Language, in the presence of the CEOs, department Directors and RTA employees. Various competitions and workshops were held in Arabic calligraphy and language.

RTA also celebrated International Day for Tolerance in coordination with the Ministry of Tolerance and sent messages via smart screens to foster the spirit of coexistence, reciprocal respect and sending wishes to different nationality employees on their national events.

Case Study

RTA won Stevie Awards: Best Use of Social Media for Covid-19-related Information in the 2020 Covid-19 Response

RTA undertook several steps to manage the pandemic and with its MCC team making 24/7 services to the residents of Dubai and UAE. RTA made a record 501 announcement for Covid -19 awareness outreach in partnership with Dubai Media Office that benefitted 5.9 Million residents in Dubai and UAE. More than 180,000 posters/stickers were placed on all the public transport, in a record time, and to educate the public about the precautionary measures.

RTA created the 5 Covid-19 signage systems which has been adopted by all of Dubai. Social Media Influencer campaigns were used to promote public trust and confident in transport system. RTA also created dedicated live notification banner and page on its website which was updated on weekly basis for all the residents in Dubai and UAE.

7.2
Health and Safety

RTA is committed to maintain its leading position in embedding highest degree of health & safety standards across its practices towards achieving the transforming vision of the Emirates of Dubai. RTA aims to continue its resilience approach towards fostering health & safety sustainability, striving to improve the quality of life for individuals and community.

Eng. Nada Jasim

**Director,
Safety, Risk, Regulation
and Planning Department (SRRPD)**

A. Occupational Health & Safety

RTA, in line with its Vision, 'World leader in seamless and sustainable mobility, its strategic goal (No. 5): 'Safety and Environmental Sustainability', and Dubai's Strategic Plan; brings clear objectives to enhance and manage health and safety throughout its business & operations with an ultimate focus to be a 'Safe and Leading' organisation in the 'Roads & Public Transportation Sector'.

RTA business framework is a strategically driven model following the policy, process, people, programs and performance elements with clear alignment to the international, national and local strategic directions, strategic goals, objectives, and best industry practices. Every initiative and program reflect the policy requirements cascaded to program by governed processes measured by performance indicators forming the RTA Safety and Environment Management System (RSEMS).

Road Accidents and Fatalities Response to Emergencies

Safe and Healthy Work Environment

Clean and Healthy Work Environment

Sustainable Environment Safe Society and Fair Justice

Smart, Integrated & Connected City

Poineer and Excellent Government

01 National Vision 2021

VISION 2021

5 Safety & Environmental Sustainability

5.2 Foster Environmental Sustainability

5.3 Foster Health & Safety Sustainabiltliy

02 Dubai Plan 2021

2021 DUBAI PLAN

03 Vision and Mission

World Leader in Seamless & Sustainable Mobility Integrated Transportation System

04 Commitments

No Compromise to Safety

Corporate HSE Sustainability Policy

Continual HSE Improvement

World-class standards and practices

Pioneers Services to all Stakeholders

Obligatory Compliance & Excellence Sustainability and Happiness

HSE Sustainability Policy

RTA's Corporate Occupational Health, Safety and Environmental (HSE) Sustainability Policy, endorsed by RTA Board of Executive Directors, sets the direction, binding values and requirements that states the HSE management principles.

RTA has also developed an integrated management system such as HSE Management, Enterprise Risk Management (ERM), and Crisis and Business Continuity Management (BCM), which are certified by the world–renowned certification bodies. These systems collectively provide robust framework and procedures that meet and support the requirements of HSE sustainability in day to day operations.

Even in the Pandemic RTA was able to ensure and provide a safe and healthy environment to its employee and the community.

RTA confirms compliance with legal and other obligations mandated by legal authorities. No prohibition notice or non–compliance report was raised on RTA in 2020 concerning the OHS legal obligations. RTA's OHS compliance is assessed through different programs, as follows:

01 Compliance assessment by legal authorities

02 Compliance audits by the certification body

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

04 Audits and inspections by the QHSE Offices in Operational Agencies

05 Assessment by the Internal Audit Department in Director General Offices

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

RTA's Health and Safety Governance

RTA's leadership has committed to a 'No Compromise to Safety' policy that shapes our decision making and becomes a responsibility shared by all our employees. The Safety, Risk, Regulation, and Planning Department (SRRPD) under the Strategy and Corporate Governance (SCG) Sector of RTA governs the Occupational Health and Safety (OHS) strategies and framework. Each operational Agency has a Quality, Health, Safety, and Environment (QHSE) Office. They are accountable for managing the OHS aspects of their operations and activities. The management team assures the availability of competent resources across business units, with defined accountabilities and authorities, to manage our OHS system.

RSEMS Teams are formed at agency and sector levels to ensure that employees contribute towards excellence in OHS performance and comply with RTA's stringent policies and obligations. Each RSEMS team conducts monthly meetings and management reviews bi–annually to oversee the performance and effective progress of OHS execution within their respective operations. At a corporate level (SRRPD), RSEMS team meetings are conducted quarterly and management reviews annually, as a minimum, to manage and continually improve our OHS performance.

103-2, 103-3, 403-1, 403-8
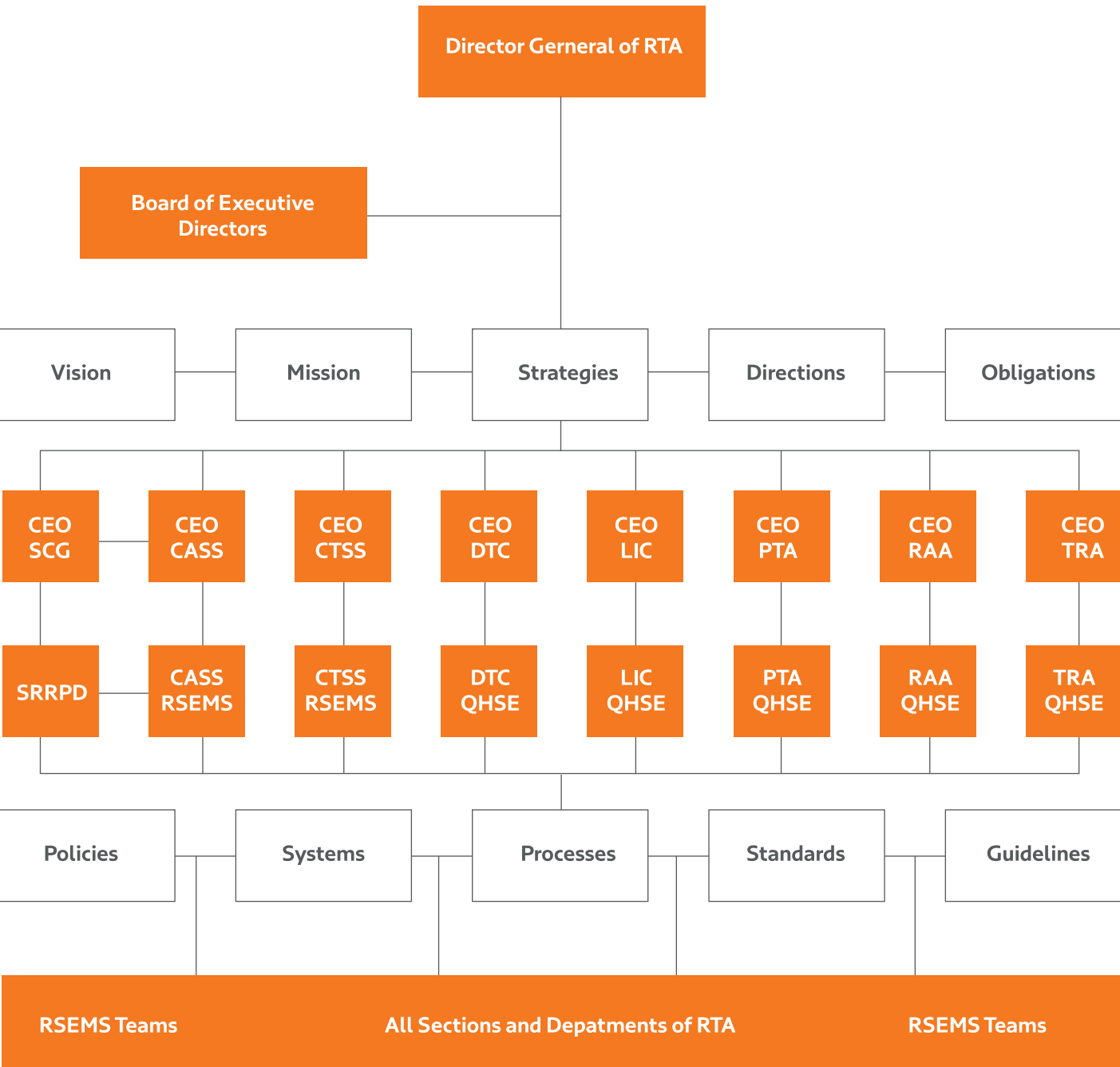
Managing Risks and Hazards

RTA's OHS risk management is based on ERM 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.

Key drivers for RTA ERM are trends affecting the objectives of the organisation, stakeholders' relationships, perceptions, values, needs and expectations, contractual relationships and commitments, the complexity of networks and dependencies. ERM approach in RTA is shown in the figure. All the OHS risks at Sector/Agency levels are assessed and entered into the ERM register which is reviewed on a quarterly basis in the ERM platform ARM (Active Risk Manager –ARM).

OHS risk registers are maintained and the same serves as an input for the operational controls and plans as per the specific operations or activities performed in RTA for all of its operations and projects.

Top-Down Approach

- RTA Board of Directors
- RTA Agencies / Sectors
- Departments
- Sections

RTA Risk Register

Bottom-Up Approach

- Goals
- Strategic Plan
- Operational Plan
- Projects
- Activities
  Quartly Departmntal Risk Analysis
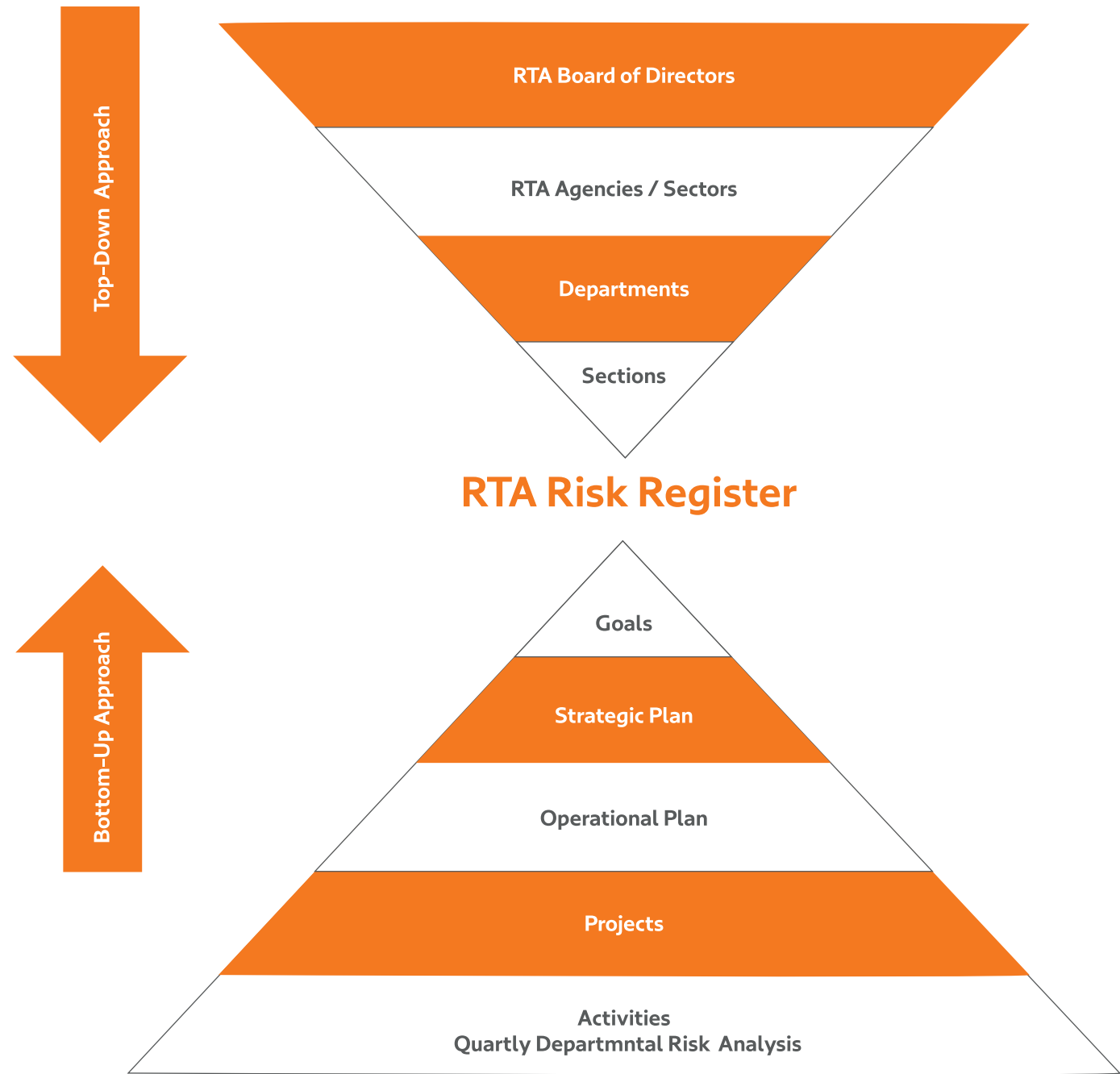
OHS risk assessments are carried out inline with the ERM as well with the RSEMS as per the following:

- OHS hazard identification and analysis
- OHS risk evaluation as RTA risk matrix
- OHS risk treatment/ implement controls to reduce risk(s)
- Risk assessment reporting
- Continuous monitoring and review
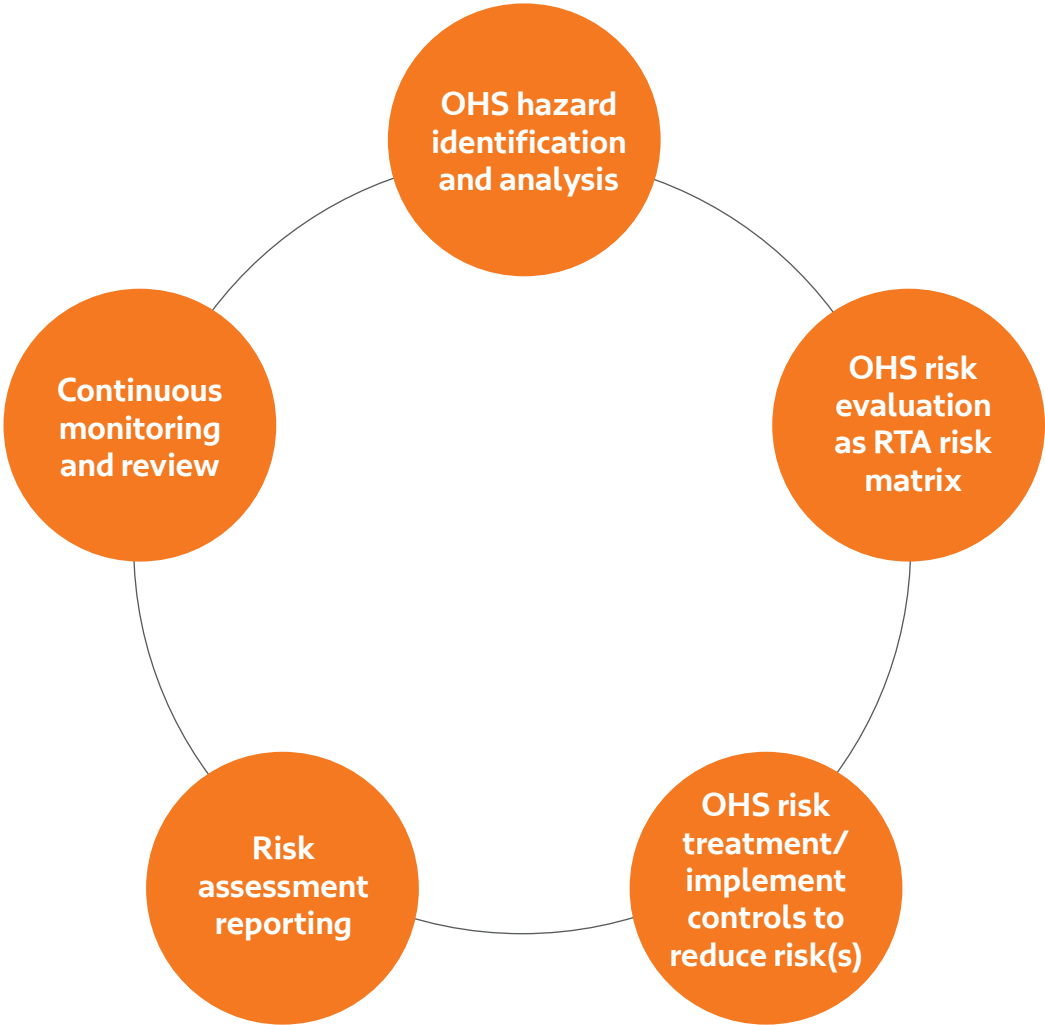
OHS Incident Management

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 through the system components like risk assessments, operational controls, internal audits and management review to maintain a culture of continual improvement of OHS management system.

103-2, 103-3, 403-2, 403-7, 403-8

103-2, 103-3, 403-2, 403-3, 403-7, 403-8

OHS Services Support to Employees and Contractors

RTA's OHS management system encompasses all aspects related to its employees and contractors from planning to reviewing the results of OHS performance for continual improvement of the management system. All the controls are in place in terms of managing and governing the contracted workers and ensuring OHS compliance. HSE management system, has considered multiple triggers for employee and contractor wellbeing such as:

01 Increased demand of work without proper planning;

02 unclear or ambiguous instructions and role;

03 unclear organisational goals;

04 poor communication and information;

05 lack of participation, job insecurity, time pressure; and

06 bullying, harassment and violence

RTA has implemented the best international practices and standards across all its assets and operations to ensure the safety and well-being of its employees and contractors working for RTA. Some major action includes:

Open-door HR policy where employees can confidentially report any conditions that can affect their mental health and wellbeing;

Initiatives for health campaigns and check-ups such as:

- medical examination

- dental examinations

- eye check-up for all employees including contract workers

- facility for RT – PCR testing and vaccination against Covid-19 for RTA employee and contractors in RTA premises

Fitness facilities, health clinics etc.

OHS Communication

RTA has an open and robust communication and training programs. Some major communication programs 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	It 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

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 the HSE competency, we rolled out the 'RTA Smart Safety Licensing (S2L) Program', at no cost to RTA's contractors. RTA is progressing the system and until 2020 the module has covered over 4,000 contractor employees. We also have mandatory EHS related induction for all employees and contractors as a part of the induction process and continue to have mock drills to ensure preparedness in cases of emergency.

Approach for dealing with
Covid-19 Pandemic

RTA's health and safety systems witnessed an unprecedented test of withstanding pandemic, and due to its comprehensive and mature RSEMS, RTA was able to deploy a constructive strategy and action plan in place to tackle the situation.

Following were the major highlights for Health & Safety under the 4 action steps:

Respond | Relief | Recover | Resilience
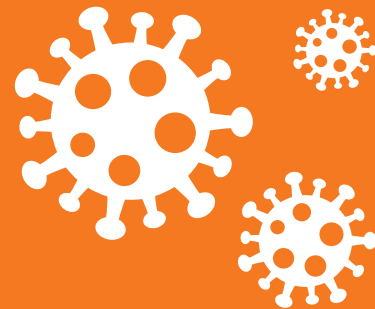
Recover

Back of office protocol for employees such as face and thermal scanning for easy access; remote meetings; flexible working hours and remote working etc.

Smart yard for licensing, robot trainings for drivers, safe opening of customer happiness Centres.

Biohazard firewall in public transport, and promoting AI enabled touchless taxi operations.

Resilience

Encouraging the staff to take vaccination.

Regular health check-up for front line staff.

Regular monitoring and governance from RTA Crisis team and QHSEs at public transport sites (such as stations, metros, trams, public buses, marine) and customer happiness Centres to check the Covid protocols.

Respond

RTA Covid-19 HSE Management Policy was framed and cascaded to all the RTA operations.

Townhall and regular updates from RTA HSE on the protocols to follow.

Public Transport services were suspended to replan and implement Covid-19 precautionary measures.

Relief

Biohazard Firewall was framed for employees, customers and RTA assets.

Work from home was institutionalised and office occupancy was reduced to 10%.

Health checks, masks, gloves, Covid-19 tests were facilitated along with promoting work from home for employees.

Stickers for social distancing, masks, etc. were placed in all the public transports along with facility for sanitisers and thermal scanning.

Limiting the public transport users and taxi users.

الكمامة إلزامية
Mask Is Mandatory

103-2, 103-3, 403-7

Some key Statistics for OHS Measures

60% Lower
RTA staff Covid-19 fatality rate was 60% lower than the industry average

1,967,626
Units sanitised (Taxi, Buses, Marine Vessels, Metro & Trams)

81%
Of customers believed RTA is making Dubai safer

Globally 1st
In achieving DNV – GL My Care Level 5 maturity
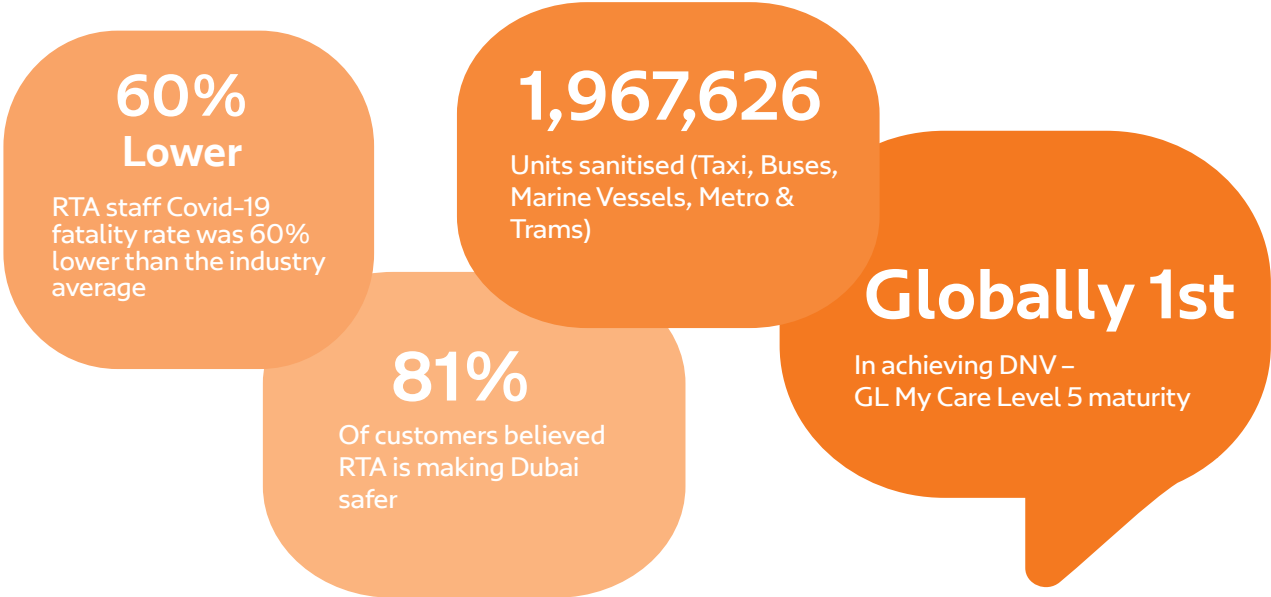
Major Health and Safety Performance Measures

Man-hours worked
Due to the Covid impact, RTA witnessed a significant drop in the man-hours in 2020 as compared to 2019. The drop was around 30% with major drop coming from the contractors working for RTA.

Millionman-hours

	2016	2017	2018	2019	2020
Total hours worked	97	130	163	162	114
Employees	36	60	56	50	40
Contractors	62	70	107	112	74

- Total hours worked
- Employees
- Contractors

103-2, 103-3
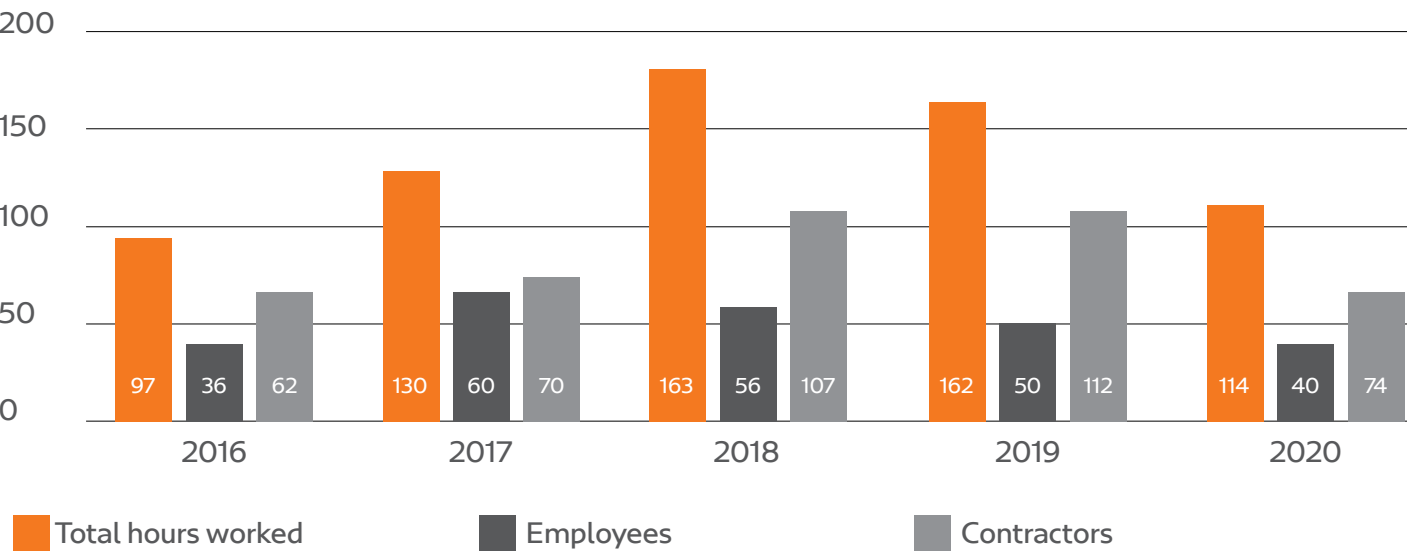
Key Performance Indicator

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. In 2020, RTA's OHS performance improved by 33% over 2019.
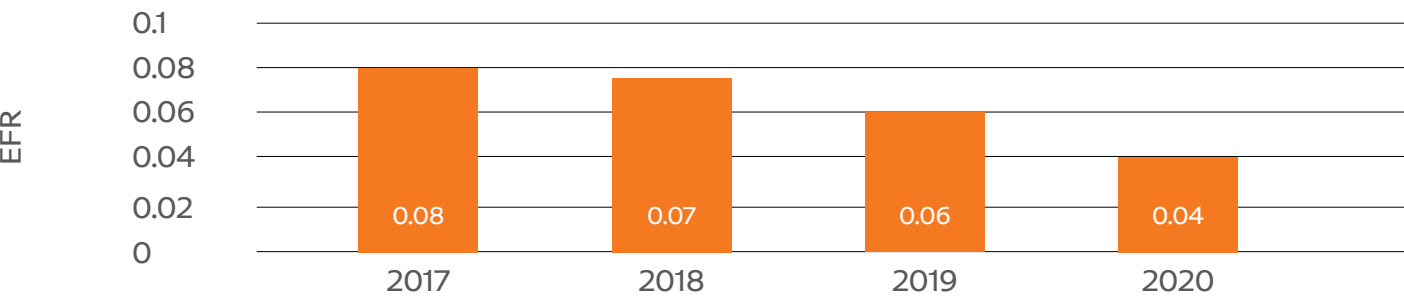
Work related fatality

RTA classifies accidents as minor, moderate and severe, depending on the severity of the incident. Fatal accidents are considered under the Severe category. RTA investigates all the moderate and fatal cases and reports it to the top management for appropriate actions. For the year 2020, work related fatality rate was 0.01, which is consistent for last three years. The fatality was observed in the contractor.

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

Work Related Injuries	Unit	2016	2017	2018	2019	2020
Total number of fatalities as a result of work-related injury	Sum	3	2	1	1	1
Employees	#	0	0	0	0	0
Contractors	#	3	2	1	1	1

Work related injury

Annual work related injuries

Work related injury rate (excluding fatalities)
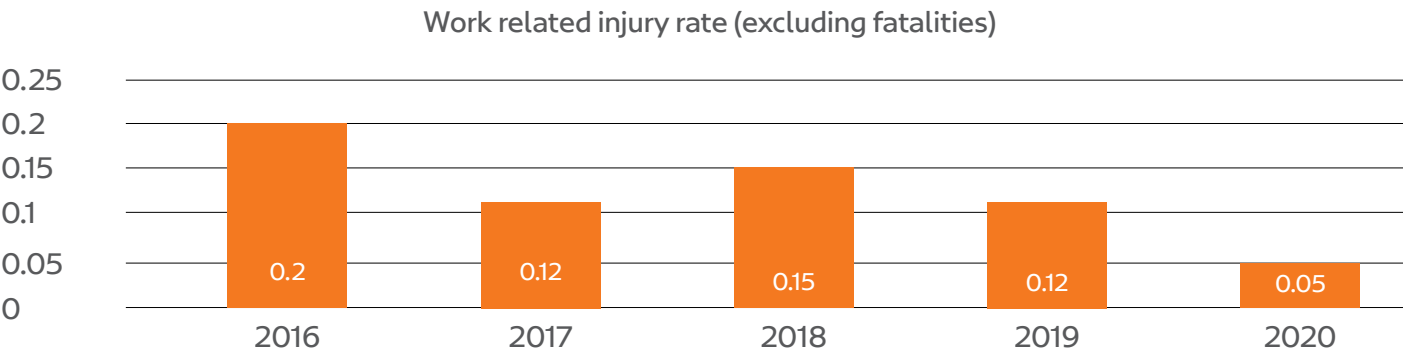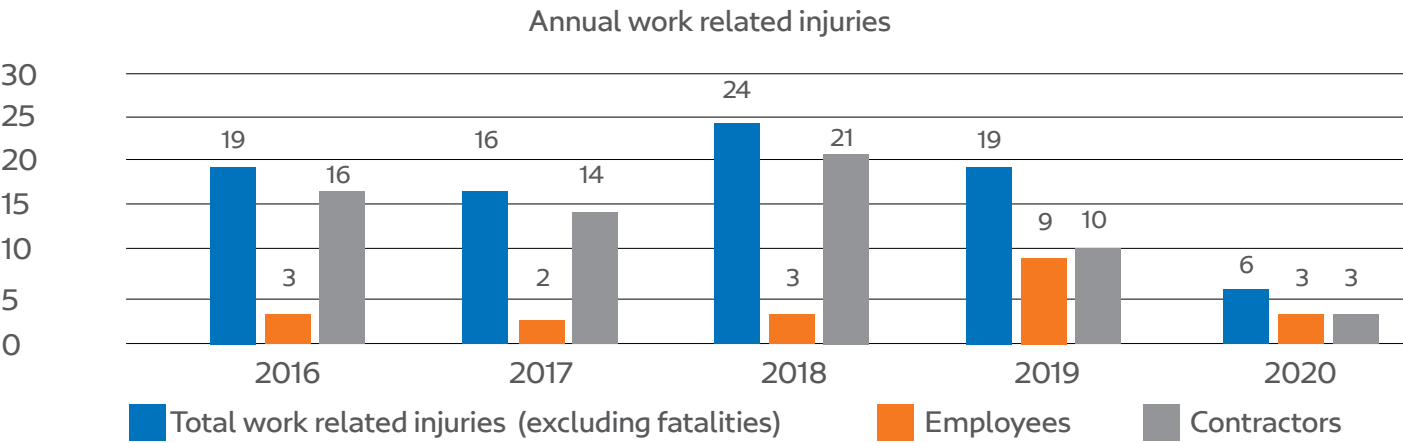
Although the drop in man-hours worked in 2020 was 30% over 2019, the overall work related injury rate dropped by nearly 60% in the year 2020 as compared to 2019, which is a positive indication of effective OHS system management even during the pandemic.

Work related hazard

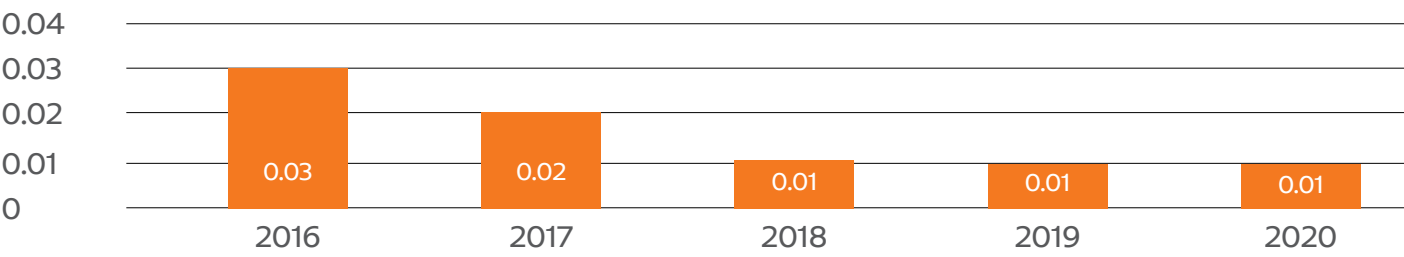| #	Work Related Injuries	2016	2017	2018	2019	2020
1	The main types of work–related injuries	Minor Injuries reported from Construction Related activities				
A	Which of the hazards have caused or contributed to high–consequence injuries during the reporting period	Working near live traffic, Construction hazards – deep excavation, mechanical and hand tools and equipment				
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 2020.

Case Study – Dubai Metro's Pioneering Crisis Management during the Pandemic

Dubai rail services faced a significant drop in the ridership due to the Covid-19 pandemic crisis compared to pre-Covid levels. Public transport was considered as one of the carrier for Covid–19 cases, and hence it was not considered as the preferred option.

Realising the impact of Covid-19, RTA's Rail Agency quickly followed an agile approach and implemented quick measures to boost the confidence among public transport users. Rail agency undertook the following actions:

01 Several Sanitisation plans were put in place for Dubai Metro and Tram

02 Barriers were placed at the station entrances and concourse areas to control the passenger flow & movement (slow down)

03 Number escalators to the platforms were reduced to control the passenger flow

04 Lifts were restricted with a maximum capacity of 2 persons

05 RTA frequently conducted monitoring and inspection to check the Covid compliance

06 Safety signage, stickers and public announcements were provided on a timely basis

07 Adhoc insertion of trains during peak times or when needed to control number of passengers traveling or boarding the trains, which leads to headway time reduction

As a result, ridership in Dubai metro recovered to nearly 57% of the pre-Covid levels and was also the 2nd fastest recovery worldwide. Also, as per one of the study 81% of the customers believed that RTA is making Dubai safer by providing timely information and safe public transport services.

RTA's Best in Class Covid-19 Protocol Assessment

RTA obtained the fifth level (excellence in infection control programs), which represents the highest level of maturity, and became the First Transport Entity Globally to achieve this. The evaluation was done by DNV – GL and 'My Care Business Assurance certification' verified that RTA's Health, Safety & Environment systems were robust for Covid-19.

01 Evaluation – 3 weeks' evaluation was performed for Metro, Tram, Buses, Taxi, Water Ferries, and their Facilities as well as Customer Happiness Centre;

02 Assessment Criteria – The criteria assessed compliance with legal requirements, communication programs, sterilisation and preventive measures etc.; and

03 Highest Level Achieved – Infection Risk Maturity Assessment DNV-GL's ISRS trained consultants awarded RTA Level 5 (Optimised) for infection risk, the highest level of maturity, highlighting robustness in RTA's infection risk management protocols.

B. Road and Traffic Safety

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

The Road Safety Action Plan comprises of nearly 60 initiatives falling under 4 major components which includes Enforcement, Road and Vehicle Engineering, Traffic Awareness, Systems and Management. These initiatives were chosen for their contribution to easing social, economic and sustainability concerns raised by the different agencies in Dubai.

RTA's Traffic Safety Strategy
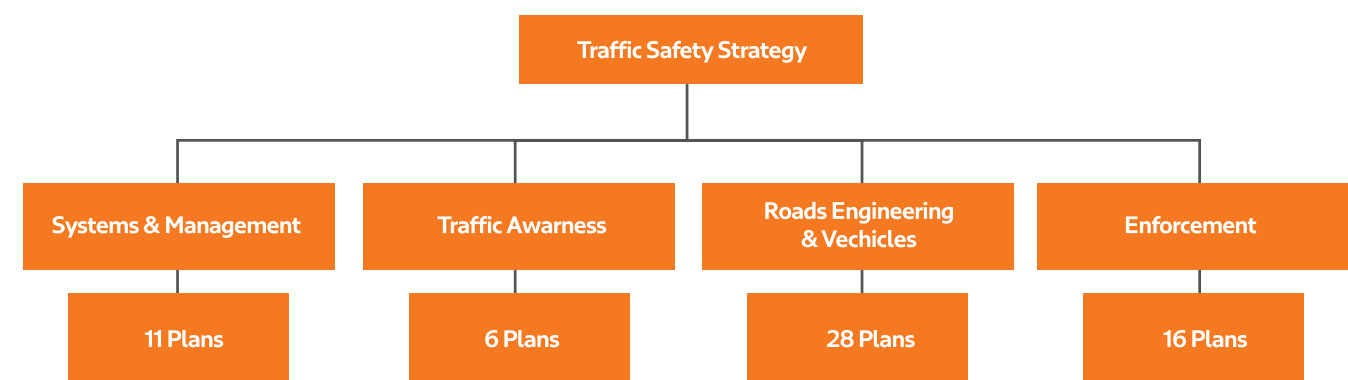
The individual interventions in the Road Safety Action Plan had their own crash based, intermediate and process related performance indicators.

This was facilitated by the introduction of new integrated accident database which was developed using new technologies as well as updated standards and equipment, which contributed to a successful program of road accident and fatality reduction in Dubai, hence the rate of fatalities per 100,000 population reaching 1.8 in 2020 which is the lowest accident fatality rate ever achieved by Dubai.

This resulted in achieving the main objective of developing and implementing the Road Safety Strategy for Dubai and making Dubai one of the safest cities in the world in terms of Traffic Safety.

RTA's Traffic Safety Programmes
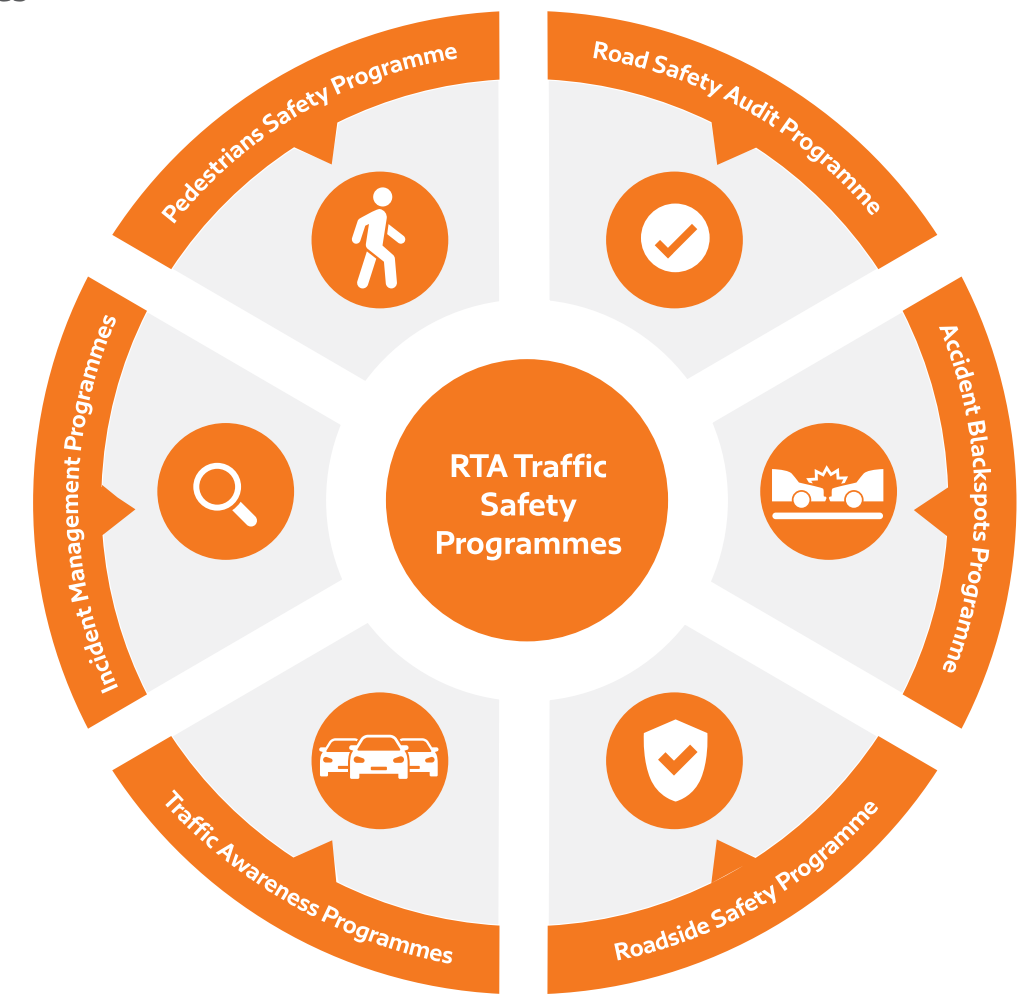
Performance Evaluation

The Dubai Road Safety Strategy objectives planned target and results are outlined in the table:

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

Road Accident Fatality per 100,000 Population
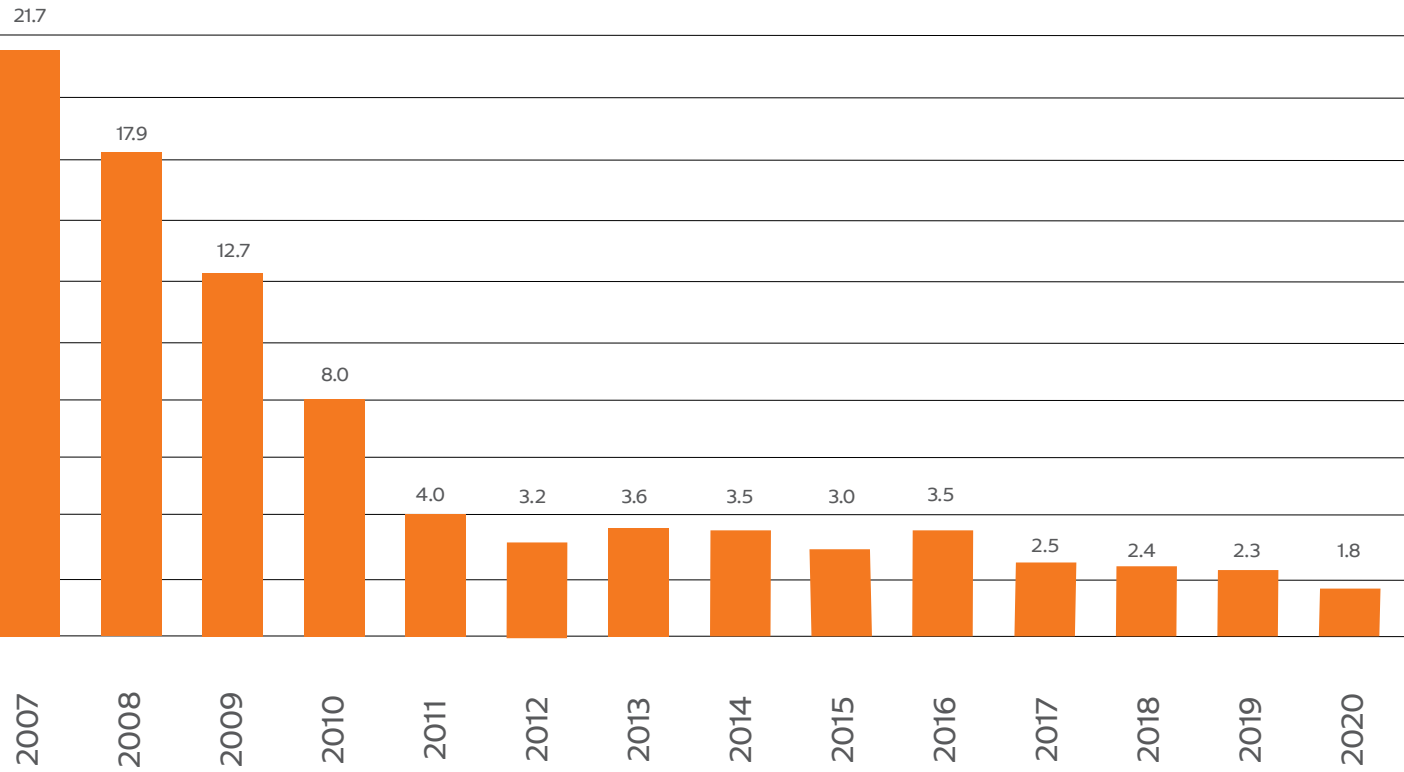
Year	Value
2007	21.7
2008	17.9
2009	12.7
2010	8.0
2011	4.0
2012	3.2
2013	3.6
2014	3.5
2015	3.0
2016	3.5
2017	2.5
2018	2.4
2019	2.3
2020	1.8

Road Accident Fatalities and Serious Injuries per 100,000 Population

Year	Value
2011	9.3
2012	7.5
2013	8.0
2014	7.4
2015	6.4
2016	6.3
2017	5.7
2018	5.8
2019	5.0
2020	3.3
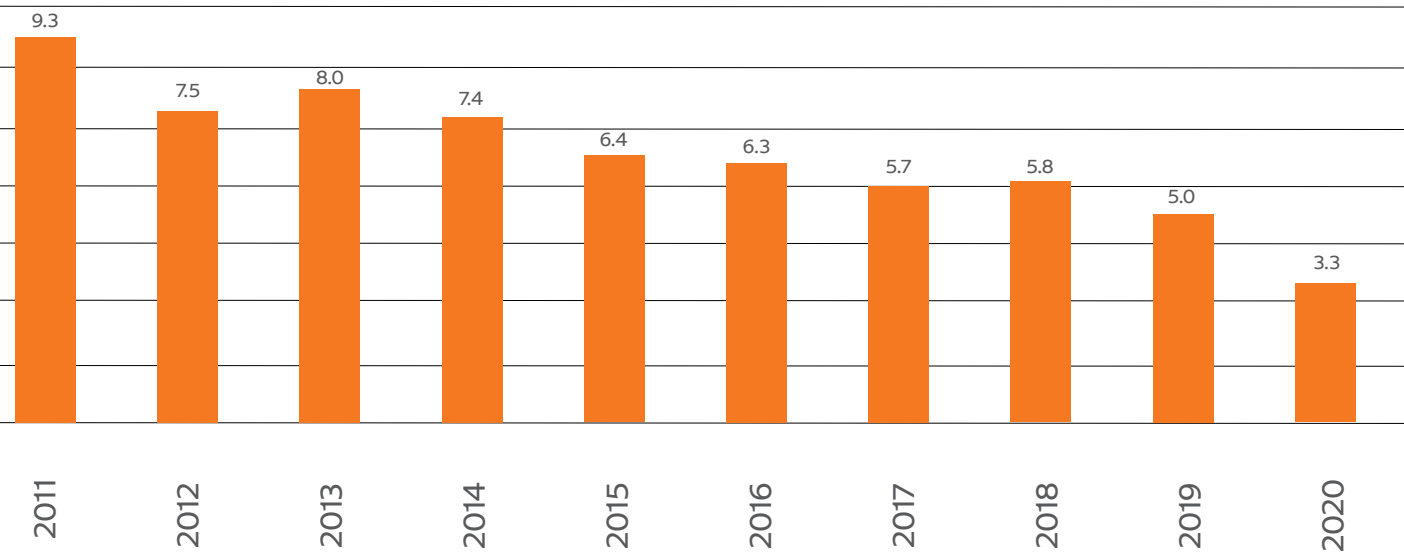
Pedestrian Fatality per 100,000 Population

Year	Value
2007	9.5
2008	7.0
2009	4.4
2010	2.3
2011	1.4
2012	1.3
2013	1.1
2014	0.9
2015	0.7
2016	1.0
2017	0.8
2018	0.6
2019	0.59
2020	0.5
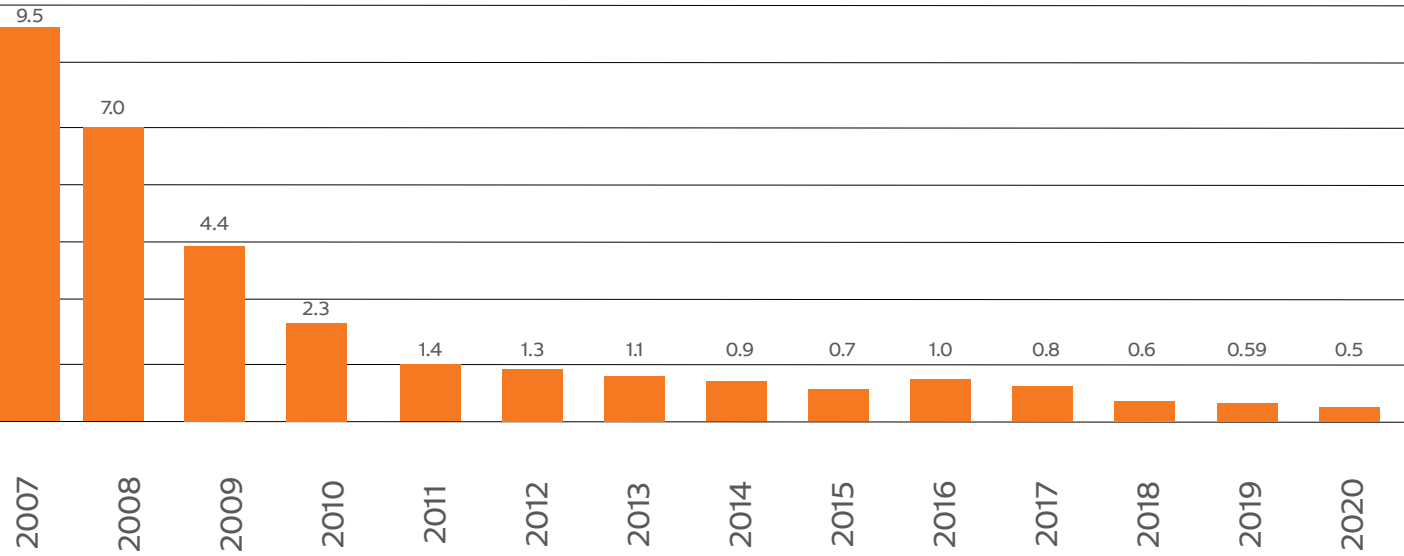
Road Fatality per 10,000 Registered Vehicles

Year	Value
2007	4.2
2008	3.2
2009	2.2
2010	1.5
2011	1.3
2012	1.1
2013	1.3
2014	1.2
2015	1.1
2016	1.2
2017	0.9
2018	0.8
2019	0.7
2020	0.5
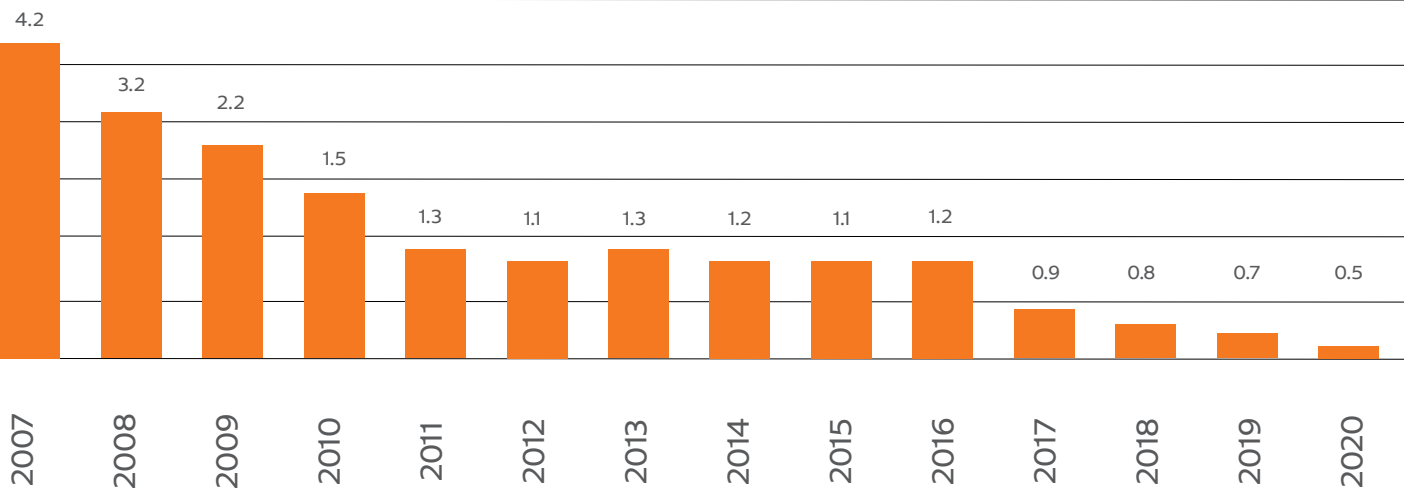
7.3
Customer Happiness

At RTA, 'Customer satisfaction and happiness' is one of our core organisational values and we make relentless efforts to sustain a sense of happiness in our customers by providing sustainable and customer-centric services that make our users' lives easier and more convenient.

We continuously strive to provide seamless, efficient and affordable transportation modes to our users, based on five objectives that drive all our business activities.

Key objectives of our customer happiness activities

Start-up Maturity

Access to all modes of transport for all the population

Tailored alternatives for PoD and people of special needs

Affordability

Variety of modes of transport for different budgets

Availability of premium services

Connectivity

Ease of access and transfer between modes of transport

Integration of manual and digitalised services

Livability

Best in class services
Improved customer factors

Equality

Equal oppurtunities throughout society

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

In line with our strategic Goals 2 and 3 of creating an 'Integrated Dubai' and fostering 'People Happiness', we constantly strive to ensure the highest level of satisfaction among our stakeholders and the public of Dubai in general. We have established a dedicated Happiness Office that works on developing plans and initiatives aimed at enhancing accessibility, excellence, and integration of the public transportation network for our stakeholders.

The Customer Happiness Department (CHD) at RTA has five sections that include the Customer Care Strategy, Service Design, Service Assessment & Improvement, Call Centre, and Customer Happiness Centres. CHD has dedicated functions for planning and facilitating 7 star services to our customers along with ensuring people happiness and wellbeing.

2020 was a challenging year for our customers and us as Covid-19 pandemic caused an unprecedented strain on our capacity to deliver services. However, we took this challenge as an opportunity and developed flexible plans to sustain operational continuity and staff morale while exceeding customer expectations.

Mehailah Alzehmi

**Director,
Customer's Happiness Department
(CHD)**

103-1, 103-2

01 Customer Care Strategy Section

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

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

02 Service Design

Manages service change process, including business services.

Manages change impact on the services.

Manage centralised directory of RTA services to ensure accuracy and consistency of services across different service delivery channels.

03 Service Assessment & Improvement

Prepares the annual service assessment plans, conducts services' assessment to identify the areas of improvement.

Reviews the corrective action plans for customer satisfaction reports and follow up to increase current satisfaction levels.

Proposes new services to improve the customer experience in coordination with the relevant stakeholders.

04 Call Centre Section

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

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

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

05 Customer Happiness Centres Section

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

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

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

At RTA, our customer relationship management decisions and strategies are established and maintained in line with the international standards such as ISO 10001:2018 and ISO 10002:2018 that provide Customer Satisfaction guidelines related to the Quality Management and Complaints Handling in the organisation. To ensure 24x7 availability of services, we have our 800-9090 Call Centre, website, and Customer Happiness Centres.

With an ever-increasing focus of the government of Dubai on the increased use of smart and digital platforms across all fields, RTA has also incorporated digital services to facilitate access to our customers through non–face–to–face channels, including its 24/7 Smart Centre. At RTA, we recognise the importance of data security and data privacy for our customers. In line with this concern, we have established an Information Security Policy and a Data Management System in line with ISO 27000 standards on information security management. In 2020, no incident, case, or complaint pertaining to customer data privacy breach was recorded.

Approach for dealing with
Covid–19 Pandemic

Despite Covid-19 pandemic, CHD continued providing its services to the customers on behalf of the RTA. CHD worked 24/7 to collect, understand, plan, and implement, and monitor the needs and expectations of the customers.

Following were the major highlights for Customer Happiness under the 4 action steps of:

Respond | Relief | Recover | Resilience
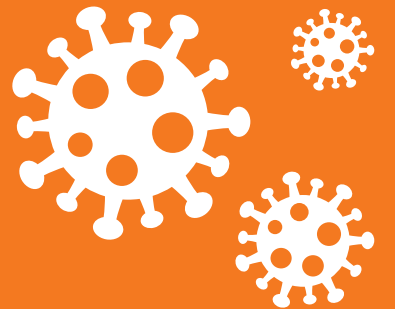
Respond

RTA Customer Happiness Centres were closed to avoid physical presence.

RTA shifted its Customer Happiness Centre related services to digital channels to support customer happiness team's daily demand, social distancing, limiting of Covid-19, and avoidance of trip to customer Centres thereby promoting clean environment.

RTA Call Centres were shifted to 100% remote working, thereby ensuring business community.

RTA introduced customer happiness centre on wheels using health and safety compliant sophisticated buses to support customers during the pandemic.

Relief

Biohazard Firewall was framed for employees,customers and RTA assets.

RTA gave relief to the customers by suspending all kinds of vehicle inspections for vehicle renewal, and eye tests for the renewal of driver licensing. The customers could renew their vehicles and drive licences online without paying for an additional vehicle inspection and eye test.

Driving tests re-arranged for customers whose previous appointments had been cancelled at no cost to the customer.

Public transport users could use the public transport free of charge during the sterilisation campaign in Dubai.

Stickers for social distancing, masks, thermal scanning etc. were placed in Customer Happiness Centres.

Recover

Biohazard firewall implemented in RTA Customer Happiness Centres after which the centres are open to the customers while enforcing Covid -19 compliance.

The call centre continued operating at its full capacity, with option of remote working.

Resilience

Structured partnerships with Union Coop & Emirates Post's online shopping platform to deliver services through Dubai Taxi.

Linkage of 13 essential bus routes to hospitals to ensure frontline staff mobility even post pandemic.

Transform RTA customer happiness and service centres optimally and digitally.

Regular health check-up for front line customer facing team.

Regular monitoring and governance from RTA Crisis team and QHSEs at customer happiness centres to check Covid protocols.

Key Statistics for Customer Happiness Measures

94.43%
RTA digital adoption score for Q4 – 2020

93%
Quality Score
For call centre performance during the pandemic

18 Sec
Waiting time compared to the 20 sec target

93%
Lower
Absenteeism rate for call centre employees

97%
First contact resolution against the target of 95%

Key Achievements

Introduced 24/7
Smart Customer Happiness Centre that includes real-time Happiness Index based on facial recognition and paperless queue management system.

Achieved 2nd Rank
in the Customer Happiness in 2020 at Dubai Government level by scoring 90.1%

Key Strategic Initiatives:

The Framework of Integrated Customer Insights

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

Active Stakeholder Engagement

Integrate and Prioritise Insights

Manage Actions

Prioritise and Communicate Actions

Stage 1:
Active Stakeholder Engagement – to understand needs, prioritise and preferences of the different Customer segments.

Stage 2:
Integrate and Prioritise Insights - normalising and enriching the data obtained from stage 1 to enable prioritisation of Customer needs.

Stage 3:
Prioritise and Communicate Actions - organisational actions that may be needed to address the prioritised Customer needs identified in stage 2 (new service or service enhancement).

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

103-2, 103-3

Some other initiatives by CHD

Implementation of Master Data Management

To have a 360 degree of view of the RTA customers to understand different customer segments and their needs based on intelligent use of data.

Implementation of an Omni-Channel Call Centre Technology

A robust and comprehensive context-based AI-enabled technology capable of integration with RTA systems to provide reliable, scalable, and flexible future enhancements.

Technology will deliver next-generation contact Centre capabilities to provide better customer experience, increase customer satisfaction, and reduce turnaround time.

Implementation of an Integrated Service Quality Assessment Framework

The department is in the process of implementing an integrated service quality assessment framework based on local and international best practices. The initiative will help RTA assess the quality of services and service delivery channels and identify improvement areas.

RTA's Support to People of Determination

At RTA, we have always placed the utmost importance in making our services accessible to people of various abilities and special needs. All our projects, facilities, and vehicles are designed to cater to this part of our population, in line with the ambition of building an Inclusive and Cohesive Society set by the Dubai Plan 2021. 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	• 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. • CCTV for hearing-impaired persons and audio notices for visually-impaired persons. • Parking Provision for special needs near the main station entrances.
Public Transport Agency	• Provision of automatic doors to ease the entry and exit process. • Lowering the floor level and enabling passengers of this category 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 water bus, and safety procedures.
Card Services Department	• Personalised card to access free transport in Dubai Metro and public buses. • Card renewal every five years at a discounted price.
Traffic and Roads Agency	• Lower pavement height in junctions and elevated pedestrian crossings for wheelchair accessibility. • Lifts installed at footbridges. • Specially allocated parking spaces, parking permits, and free parking spots.
Licensing Agency	• Provision of integrated directional signs to educate all including the People of Determination. • Preparation of vehicles for the People of Determination and testing and official endorsement by Vehicle Licensing Department.

Dubai Taxi	• Special fare system.
	• 5 taxis dedicated to people of determination across Dubai. These taxis are fitted with:
	   1. Special lifts for the wheelchairs;
	   2. Artificial respiratory systems;
	   3. A wheelchair on board; and
	   4. Seats for the companions.

Customer Happiness	• Providing seats for the People of Determination at the main entrance of some Customer Happiness Centres (Umm Ramool, Deira, Al Barsha). • Provision of fast track queue. • Providing special parking near the main gates. • Priority to the People of Determination. • A dedicated video conferencing service at the entrance of the parking for the People of Determination. • RTA has implemented the Dubai Code for the People of Determination with a compliance of 86%.

Happiness and Wellbeing Strategy

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

Customer Happiness Performance

RTA has a detailed guide for complaint handling and resolution, when any complaint is raised through any communication channel, the complaint is directed to the appropriate operational department and a SLA is activated to ensure its timely resolution. Despite pandemic, RTA adhered to agreed SLA with a 96% compliance in 2020 as evident from the graph.

Adherence to agreed SLA in closing customer complaints
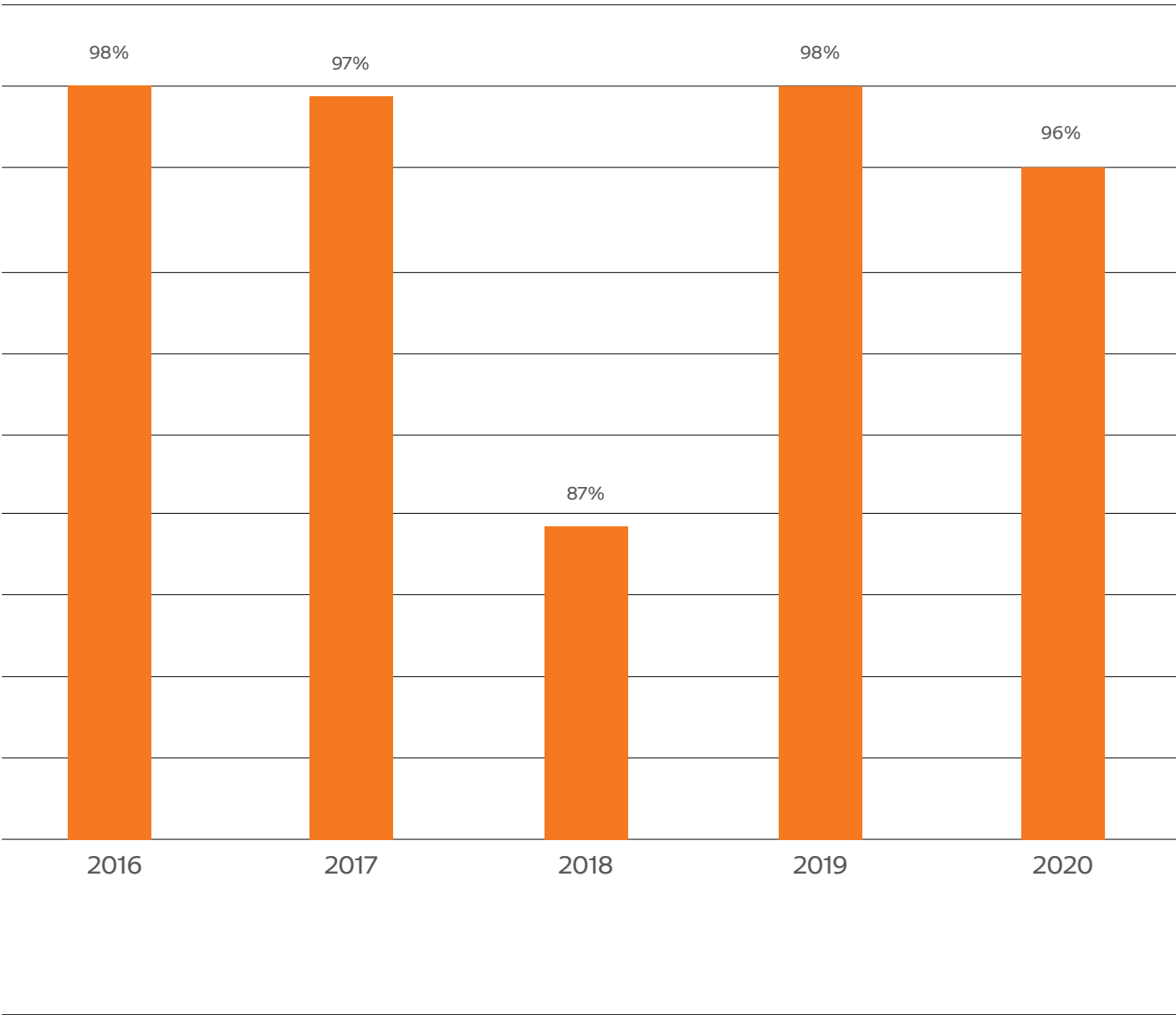
RTA also measures the total service resolution time by computing the Average waiting time and the average service time.

Customer Happiness	Unit	2016	2017	2018	2019	2020
Customer happiness Centres (mm:ss) – Average waiting time	mm:ss (Time)	6:34	2:42	1:54	1:30	1:28
Customer happiness Centres (mm:ss) – Average service time	mm:ss (Time)	3:29	2:29	2:24	2:12	2:03
Total	mm:ss (Time)	10:03	5:11	4:16	3:42	3:31

103-3

103-3

The service resolution time improved by 5% in the year 2020 as compared to 2019.

Customer Happiness is also monitored and measured every year by Dubai Government. Despite pandemic, RTA witnessed an increase of ~1% in its customer happiness in the year 2020 over previous year.

Customer Happiness (%age)

Year	Value
2017	84%
2018	87.2%
2019	89.3%
2020	90.1%
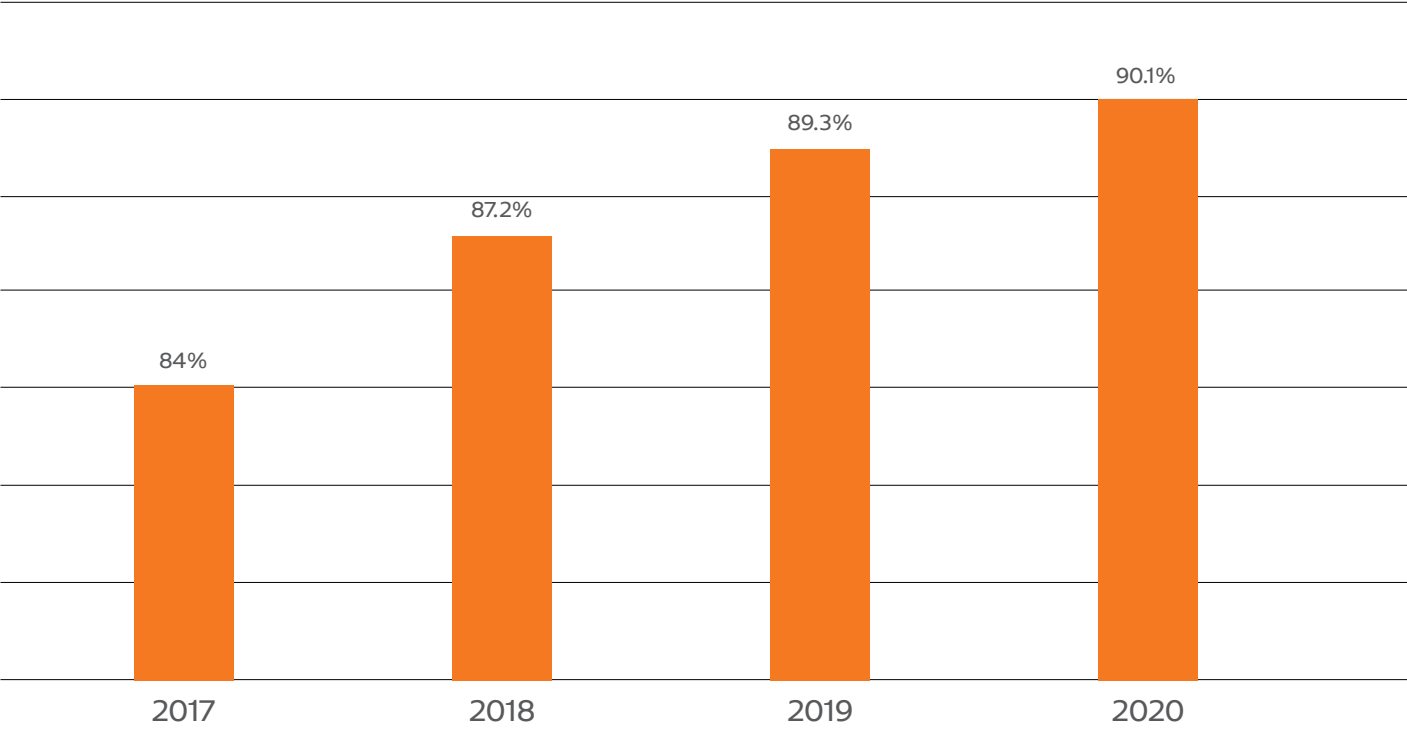
Case Studies
Mobilising RTA Call Centres to Work From Home during the Pandemic

RTA mobilised all its call Centres to work from home to ensure business continuity in providing call centre services to RTA customers by adhering to the directives of the Supreme Committee for Crisis and Disaster Management of Dubai in light of the outbreak of Covid-19.

RTA prepared a comprehensive technical plan in cooperation with the Call Centre Vendors and the RTA Information Technology Department (ITD) by considering the following:

01 Ensure that the call centre programs and systems are ready to work remotely;

02 Ensure the readiness of RTA network in terms of the ability to accommodate more than 250 employees through a virtual private network (VPN);

03 Provision of more than 250 Laptops for call centre employees to work remotely by RTA ITD;

04 Created an internal technical team to install the necessary programs on the laptops to ensure the management of calls, chat and e-mails;

05 Vendor provided Meeting and Training Platforms to be used by Call Centre agents remotely;

06 Restructure the IVR options to accommodate to the changes that have occurred in the services provided by RTA due Covid-19; and

07 Automate the services information affected by the Covid-19 virus and the national sterilisation program on the IVR.

103-3

RTA call centres successfully provided significant support during the peak of the pandemic. Some of the key performance measures included:

01   SLA achievement 83.1% compared to 80% target;

02   Average customer waiting time was 18 seconds against the target of 20 seconds;

03   First contact resolution score was 93% against the target of 90%; and

04   Absenteeism rate of the call centre employees decreased significantly by 93%.

Customer Happiness Centres on Wheels

During the pandemic, when most of the RTA Customer Happiness Centres were closed to support the Dubai Sterilisation campaign, RTA introduced a mobile Customer Happiness Centre named Customer Happiness Centre on Wheels. One of the most sophisticated buses was fully compliant with the health and safety guidelines. While serving the customers during the pandemic, launching the bus was in line with the Dubai Government's Smart City initiative, and RTA's strategic goals of Smart Dubai (goal no. 1) and People Happiness (goal no. 3).

Introducing a mobile customers' happiness centre opens a new service outlet to serve the public, especially the people of determination, senior Emiratis and residents, and other community segments. While ensuring business continuity, the service also boosted customers' happiness by offering diverse service delivery channels, thus saving the time and effort of seeking the service at conventional service centres.

The mobile Customer's Happiness Centre delivered vehicle licensing, driver's licensing, and parking services. It delivered instant services as the bus was equipped with self-service machines, and employees were not required to intervene unless it is needed and requested by the customers.

08

Assurance
Letter

INDEPENDENT REASONABLE ASSURANCE REPORT ON RTA's SUSTAINABILITY INFORMATION 2020

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 of Dubai ("RTA") Sustainability Information[1] in the Sustainability Report 2020.

Our assurance engagement extends to all the information within the scope of assurance linked to or from the Sustainability Information within the Sustainability Report 2020. 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 2020 is prepared, in all material respects, in accordance with the GRI Standards and the basis of preparation set out in section (2) and (9) of the Sustainability Report 2020, titled *About the Report* and *GRI Content Index*, respectively (see also below under 'Understanding how RTA has prepared the Sustainability Information').

---

[1] By Sustainability Information, we define a scope of our engagement limited to the sustainability disclosures included in and defined by, the GRI Standards.

UNDERSTANDING HOW RTA HAS PREPARED THE SUSTAINABILITY INFORMATION

In the absence of a commonly used or generally accepted reporting framework, or a significant body of established practice to evaluate and measure sustainability information, the circumstance allows for different but acceptable measurement techniques that can affect comparability between entities and over time.

Consequently, the Sustainability Information needs to be read and understood together with the GRI Standards used, and the basis of preparation set in section (2) and (9) of the Sustainability Report 2020, titled *About the Report* and *GRI Content Index*, respectively (together 'the Criteria'), which RTA has used to prepare the Sustainability Information.

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 common 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, factoring applicable law and regulations related to reporting of 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, due to fraud or error.
- Forming an independent opinion, based on the evidence we have obtained; and
- Reporting our opinion to the RTA governance.
- 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 Information* and, in respect of greenhouse gas emissions included in the Sustainability Information, in accordance with *International Standard on Assurance Engagements 3410 Assurance Engagements on Greenhouse Gas Statements*, issued by the International Auditing and Assurance Standards Board.

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 (ISAC1) maintaining comprehensive quality control systems, including documented policies and procedures regarding compliance with ethical requirements, professional standard, and applicable legal and regulatory requirement.

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.

METHODOLOGY:

1. Interviewed a selection of RTA's process owners to understand the current 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 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

26th of August 2021

09

GRI Content Index

GRI Content Index (GRI 102-55)

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

GRI 101: Foundation 2016

General Disclosures

Organizational profile

GRI Standard	Disclosure	Page number	Omissions	Clarifications	SDGs
GRI 102: General Disclosure 2016	102-1 Name of the organization	Cover Page, 9, 15			
	102-2 Activities, brands, products, and services	15-16, 21 – 22			
	102-3 Location of headquarters	15			
	102-4 Location of operations	15			
	102-5 Ownership and legal form	15			
	102-6 Markets served	15-16, 21 – 22			
	102-7 Scale of the organization	15-16, 21 – 22			
	102-8 Information on employees and other workers	99 – 110			
	102-9 Supply chain	89 – 98			
	102-10 Significant changes to the organization and its supply chain	No significant changes were made to the organisation or the supply chain			
	102-11 Precautionary principle or approach	146-147			
	102-12 External initiatives	187 – 190			
	102-13 Membership of associations	The RTA did not disclose its memberships in 2020			

GRI Standard	Disclosure	Page number	Omissions	Clarifications	UN SDGs
Strategy					
GRI 102: General Disclosures 2016	102-14 Statement from senior decision-maker	2- 6			
	102-15 Key impacts, risks, and opportunities	Throughout the report in the corresponding sections			
Ethics and Integrity					
	102-16 Values, principles, standards, and norms of behaviour	15 - 18			
Governance					
	102-18 Governance structure	19 –20, 23 - 24, 31			
Stakeholder Engagement					
	102-40 List of stakeholder groups	36 – 37			
	102-41 Collective bargaining agreements			Collective bargaining agreements are illegal in the UAE	
	102-42 Identifying and selecting stakeholders	36 – 37			
	102-43 Approach to stakeholder engagement	36 – 37			
	102-44 Key topics and concerns raised	38 – 39			
Reporting practice					
	102-45 Entities included in the consolidated financial statements	65 - 66, 69 –70			
	102-46 Defining report content and topic boundaries	8 – 12			
	102-47 List of material topics	38 – 39			
	102-48 Restatements of information	Across specific reporting chapters, if and as applicable			
	102-49 Changes in reporting	No reporting changes			
	102-50 Reporting period	9			
	102-51 Date of most recent report	9			
	102-52 Reporting cycle	Annual			
	102-53 Contact point for questions regarding the report	12			
	102-54 Claims of reporting in accordance with the GRI Standards	10			
	102-55 GRI content index	231			
	102-56 External assurance	225			

GRI 200 Economic Standard Series

Economic Performance

GRI Standard	Disclosure	Page number	Omissions	Explanation	SDGs
GRI 103: Management Approach 2016	103 – 1 Explanation of the material topic and its Boundary	39, 61-64			8: Decent Work and Economic Growth 9: Industry, Innovation and Iinfrastructure 11: Sustainable cities and communities
	103 – 2 The management approach and its components	63 – 68, 72, 73 – 76			
	103-3 Evaluation of the management approach	65 - 66, 72, 73 – 74			
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	69 – 70, 95			

Market Presence

GRI 103: Management Approach 2016	103 – 1 Explanation of the material topic and its Boundary	39, 62, 95, 100 – 101			8: Decent Work and Economic Growth
	103 – 2 The management approach and its components	95, 100 - 101			
	103-3 Evaluation of the management approach	95, 100 – 101			
GRI 202: Market Presence 2016	202-2 Proportion of senior management hired from the local community	102			

Indirect Economic Impacts

GRI 103: Management Approach 2016	103 – 1 Explanation of the material topic and its Boundary	39, 62, 64 – 65, 74, 82 – 84			9: Industry, Innovation and Infrastructure
	103 – 2 The management approach and its components	64 – 68, 72, 74 – 76, 82 – 84			11: Sustainable cities and communities
	103-3 Evaluation of the management approach	65-66, 72, 73 -74			
GRI 203: Indirect Economic Impacts 2016	203 – 1 Infrastructure investments and services supported	69 – 70,79 – 80, 85, 118, 121 – 126			

Procurement Practices

GRI 103: Management Approach 2016	103 – 1 Explanation of the material topic and its Boundary	39, 62, 89 – 90			8: Decent Work and Economic Growth
	103 – 2 The management approach and its components	89 – 95			9: Industry, Innovation and Infrastructure
	103-3 Evaluation of the management approach	92 - 95			10: Reduced Inequality
GRI 204: Procurement Practices 2016	204 – 1 Proportion of spending on local suppliers	95			17: Partnerships for the goals

Anti-Corruption Practices

GRI 103: Management Approach 2016	103 – 1 Explanation of the material topic and its Boundary	39, 62			10: Reduced Inequality 16: Peace, justice and strong institutions
	103 – 2 The management approach and its components	94-95, 106			
	103-3 Evaluation of the management approach	94-95, 106			
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	94-95, 106			
	205-2 Communication and training about anti-corruption policies and Procedures	94-95, 106			
	205-3 Confirmed incidents of corruption and actions taken	106			

Responding to Changing Market Needs

GRI 103: Management Approach 2016	103 – 1 Explanation of the material topic and its Boundary	39, 40 – 57			3: Good Health and Well-being
	103 – 2 The management approach and its components	40 – 57		Also specifically explained throughout the report in the corresponding sections	9: Industry, Innovation and Infrastructure
	103-3 Evaluation of the management approach	40 – 57			11: Sustainable cities and communities
	Topic-specific disclosures	40 – 57			13: Climate action

GRI 300 Environmental Standards Series

Energy

GRI Standard	Disclosure	Page number	Omissions	Explanation	SDGs
GRI 103: Management Approach 2016	103 – 1 Explanation of the material topic and its Boundary	39, 114, 127 – 128			7: Affordable and Clean Energy
	103 – 2 The management approach and its components	127 – 130			12: Responsible Consumption and Production
	103-3 Evaluation of the management approach	127 – 130			13: Climate action
GRI 302: Energy 2016	302-1 Energy consumption within the organization	131			
	302-4 Reduction of energy consumption	128, 131 – 134			

Water

GRI 103: Management Approach 2016	103 – 1 Explanation of the material topic and its Boundary	39, 114, 127 – 128			6: Clean Water and Sanitation
	103 – 2 The management approach and its components	135 – 136			12: Responsible Consumption and Production
	103-3 Evaluation of the management approach	135 – 136			
GRI 303: Water and Effluents 2018	303- 1 Interactions with water as a shared resource	135 – 136			
	303-2 Management of water discharge related impacts	135 – 138		Not Applicable: RTA does not discharge water, as waste–water is reused internally or sent to Dubai Municipality for further treatment and use	
	303-3 Water withdrawal by source	135 – 136			
	303-4 Water discharge	137– 138		Not Applicable: RTA does not discharge water, as waste–water is reused internally or sent to Dubai Municipality for further treatment and use	
	303 – 5 Water consumption	136			

Emissions

GRI 103: Management Approach 2016	103 – 1 Explanation of the material topic and its Boundary	39,114, 151			7: Affordable and Clean Energy
	103 – 2 The management approach and its components	151 – 153			12: Responsible Consumption and Production
	103-3 Evaluation of the management approach	151 – 153			13: Climate action
GRI 305: Emissions 2016	305-1 Direct (Scope 1): GHG emissions	154			
	305-2 Energy Indirect (Scope 2): GHG emissions	154			
	305-3 Other indirect (Scope 3): GHG emissions	154			
	305-5 Reduction of GHG emissions	157 – 159			

Waste

GRI 103: Management Approach 2016	103 – 1 Explanation of the material topic and its Boundary	39, 114, 127 -128			12: Responsible Consumption and production Responsible
	103 – 2 The management approach and its components	139			
	103-3 Evaluation of the management approach	139			
GRI 306: Waste 2020	306-1 Waste generation and significant waste related impacts	139 – 140		Waste generated in RTA is either reused/ recycled or sent to Dubai Municipality approved waste management companies for landfilling.	
	306-2 Management of significant waste related impacts	139 – 140			
	306-3 Waste generated	139 – 140			
	306-4 Waste diverted from disposal	139 – 140			
	306-5 Waste directed to disposal	139 – 140			

Environmental Compliance

GRI 103: Management Approach 2016	103 – 1 Explanation of the material topic and its boundary	39,113-114			12: Responsible Consumption and Production
	103 – 2 The management approach and its components	113 – 114, 143, 145 – 147, 151			
	103-3 Evaluation of the management approach	113 – 114, 145 – 147, 151			
GRI 307: Environmental Compliance 2016	307-1 Non-compliance with environmental laws and regulations	RTA ensures the alignment of its strategic objectives with the goals of Dubai and the UAE, as well as compliance towards all environmental regulations applicable. No fines or instances of non-compliance to environmental regulation were reported in 2020			

Supplier Environmental Assessment

GRI Standard	Disclosure	Page number	Omissions	Explanation	SDGs
GRI 103: Management Approach 2016	103–1 Explanation of the material topic and its boundary	39, 62, 90, 92 – 93			8: Decent Work and Economic Growth
	103 – 2 The management approach and its components	90 – 94			9: Industry, Innovation and Infrastructure
	103-3 Evaluation of the management approach	92 – 94			10: Reduced Inequality
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	96			17: Partnerships for the goals
	308-2 Negative environmental impacts in the supply chain and actions taken	97			

Innovation

GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	39, 114, 163 – 164			9: Industry, Innovation and Infrastructure
	103-2 The management approach and its Components	163 – 170			
	103-3 Evaluation of the management approach	170			
	Topic-specific disclosures	170 – 174			

GRI 400 Social Standards Series

Employment

GRI Standard	Disclosure	Page number	Omissions	Explanation	SDGs
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	39,62, 99 – 100			3: Good Health and Well-being
	103-2 The management approach and its Components	99 – 110			
	103-3 Evaluation of the management approach	99 – 110			
GRI 401: Employment 2016	401-1 New employee hires and employee Turnover	100 – 101			
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time Employees	104 – 105			
	401-3 Parental leave	105			

Occupational Health and Safety

GRI Standard	Disclosure	Page number	Omissions	Explanation	SDGs
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	39, 178, 192			3: Good Health and Well-being
	103-2 The management approach and its Components	192 – 201			11: Sustainable cities and communities
	103-3 Evaluation of the management approach	192 – 201			
GRI 403: Occupational Health and Safety 2016	403-1 Occupational health and safety management system	192 – 194			
	403-2 Hazard identification, risk assessment, and incident investigation	195 – 197			
	403-3 Occupational health services	196 – 198			
	GRI 403-4 Worker participation, consultation, and communication on occupational health and safety	198			
	GRI 403-5 Worker training on occupational health and safety	198			
	GRI 403-6 Promotion of worker health	197 – 198			
	GRI 403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	195 – 196, 199 - 200			
	GRI 403-8 Workers covered by an management system	192 – 197			
	GRI 403-9 Work related injuries	203 – 204			
	GRI 403-10 Work related ill health	204			

Training and Education

GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	39, 62, 103			8: Decent Work and Economic Growth
	103-2 The management approach and its Components	103, 107 – 108			5: Gender Equality
	103-3 Evaluation of the management approach	103, 107 – 109			10: Reduced Inequality
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	103			
	404-3 Percentage of employees receiving regular performance and career development Reviews	103 – 104			

Diversity and Equal Opportunity

GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	39, 62,100			5: Gender Equality 10: Reduced Inequalities
	103-2 The management approach and its Components	100			
	103-3 Evaluation of the management approach	100			
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and Employees	100 - 102			

Non-discrimination

GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	62, 102 – 104			8: Decent Work and Economic Growth
	103-2 The management approach and its Components	102 – 104			
	103-3 Evaluation of the management approach	102 – 104			
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	103 – 106			

Human Rights Assessment

GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	62, 90, 100			8: Decent Work and Economic Growth
	103-2 The management approach and its Components	94 – 95, 106			
	103-3 Evaluation of the management approach	94 – 95, 106			
GRI 412: Human Rights Assessment 2016	412-1 Operations that have been subject to human rights reviews or impact assessments	94 – 95, 106			

Local Communities

GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	39, 178, 179 – 180			11: Sustainable Cities and Communities 17: Partnerships for the goals
	103-2 The management approach and its Components	180 – 184			
	103-3 Evaluation of the management approach	180 – 184			
GRI 413: Local Communities 2016	413-2 Operations with significant actual and potential negative impacts on local communities	185 – 190			

Supplier Social Assessment

GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	39, 62, 90, 92 – 93			8: Decent Work and Economic Growth 9: Industry, Innovation and Infrastructure 10: Reduced Inequality 17: Partnerships for the goals
	103-2 The management approach and its Components	90 – 95			
	103-3 Evaluation of the management approach	92 – 95			
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	96			
	414-2 Negative social impacts in the supply chain and actions taken	97			

Customer Privacy

GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	39, 178, 212			8: Decent Work and Economic Growth
	103-2 The management approach and its Components	212 – 217			
	103-3 Evaluation of the management approach	215 – 218			
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	In 2020, no instances of non-compliance were identified regarding data security and data privacy of RTA customers			

Socioeconomic Compliance

GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	39 , 62			8: Decent Work and Economic Growth
	103-2 The management approach and its Components	Throughout the report			
	103-3 Evaluation of the management approach	Throughout the report			
GRI 419: Socioeconomic Compliance 2016	419-1 Non-compliance with laws and regulations	RTA did not receive any complaints or face any issues for regulatory noncompliance of any manner in 2020			

People Happiness

GRI 103: Management Approach 2016	103 – 1 Explanation of the material topic and its boundary	39, 178, 179 – 180, 212			8: Decent Work and Economic Growth 10: Reduced Inequalities 11: Sustainable Cities and Communities
	103 – 2 The management approach and its components	180 – 184, 212-215			
	103-3 Evaluation of the management approach	185 – 190, 219 – 221			
	Topic-specific disclosures	179 – 190, 211 – 224			

Contact us

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

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