

Sustainability Report 2017

Roads and Transport Authority
GRI Standards Report





His Highness Sheikh Mohammed Bin Rashid Al Maktoum

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



His Highness Sheikh Hamdan Bin Mohammed Bin Rashid Al Maktoum

Crown Prince of Dubai and
Chairman of the Executive Council



His Highness Sheikh Maktoum Bin Mohammed Bin Rashid Al Maktoum

Deputy Ruler of Dubai and
Vice Chairman of the Executive Council

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From the Director General and Chairman of the Board of Executive Directors



**His Excellency
Mattar Al Tayer**
Director General and Chairman
of the Board of Executive Directors

Over the past 13 years RTA has redefined the dynamics of transportation in the Emirate of Dubai.

Our mission is to develop integrated and sustainable transport systems and provide excellent services to all stakeholders. We support Dubai's ambitious growth plans by preparing policies and legislation, adopting technologies and innovative approaches, and implementing world-class practices and standards. It is imperative for us at RTA to consistently deliver high quality infrastructure and transportation to support and enhance one of the fastest growing cities in the world. In doing this, we adhere to the vision of HH Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE, and Ruler of Dubai, to promote the sustainable development of the Emirate.

The 2017 RTA Sustainability Report, our third annual report, builds on the achievements to date and is evidence of our commitment to implement sustainability throughout the organisation, and communicates our long-term sustainability vision. Through this report we highlight our efforts to improve performance across economic, environmental and social parameters. Last year we were one of the world's first organisations in the roads and public transportation sector to report our performance in accordance with world recognised GRI Sustainability Reporting Standards. This year we have continued to report according to GRI standards to strengthen our stakeholders' and customers' trust in RTA as a sustainable public institution.

Our Strategic Goals' were revised in 2017 to highlight our commitment to sustainability. We seek to fulfil this commitment by ensuring that all our projects meet sustainable criteria and minimize negative environmental, economic and social impacts.

We are ensuring that we align ourselves to initiatives such as the UAE Vision 2021 and Dubai Vision 2021, amongst others, which place a great emphasis on environmental sustainability. We are investing over AED 15 billion in sustainable infrastructure for EXPO 2020 to ensure we meet the needs of the 25 million visitors to the EXPO. From an environmental perspective, this year we have been able to save over AED 22 million through our energy and environmental initiatives. These include initiatives such as our aim to convert 50% of our fleet to electric / hybrid by 2021, and the addition of premium electric Tesla limousines to our fleet.

Furthermore, our social initiatives are focused on addressing the needs of the different parts of our society and raising the overall quality of life in Dubai.

We therefore adhere entirely to the declaration of HH Sheikh Khalifa bin Zayed Al Nahyan, President of the UAE, in relation to the year 2017 as The Year of Giving in the UAE. To emphasize our commitment towards sustainability, we launched seven initiatives in the 2017 in response to the declaration, including the "Disabled Wheel Chair" which aims to improve the mobility of people of determination and enables them to lead a more independent life. As a testament to the work undertaken, RTA was named the Best Government Entity in Most Disabled-Friendly Entity by the Dubai Government Excellence Program.

In 2017, our annual expenditure on social and community development projects was almost AED 14 million. Furthermore, we initiated 110 corporate social responsibility projects, which is a significant increase compared to 40 projects 2016. For example, our "Global Contributions" initiative assisted students in a number of poor countries with the provision of school buses and bicycles to facilitate school transportation and were undertaken in coordination with international charity organisations such as UNICEF and UNHCR. As a result of these initiatives and projects, more than 2.9 million people worldwide were positively influenced. We also launched the RTA Foundation in 2017, with the aim to deliver community-benefiting charitable services and initiatives in the field of transport for individuals or parties without seeking profits.

With 'Financial Sustainability' as one of our strategic goals, we work to optimize investments, reduce costs and increase revenues across all networks, infrastructure and services provided by RTA. Our investment strategy

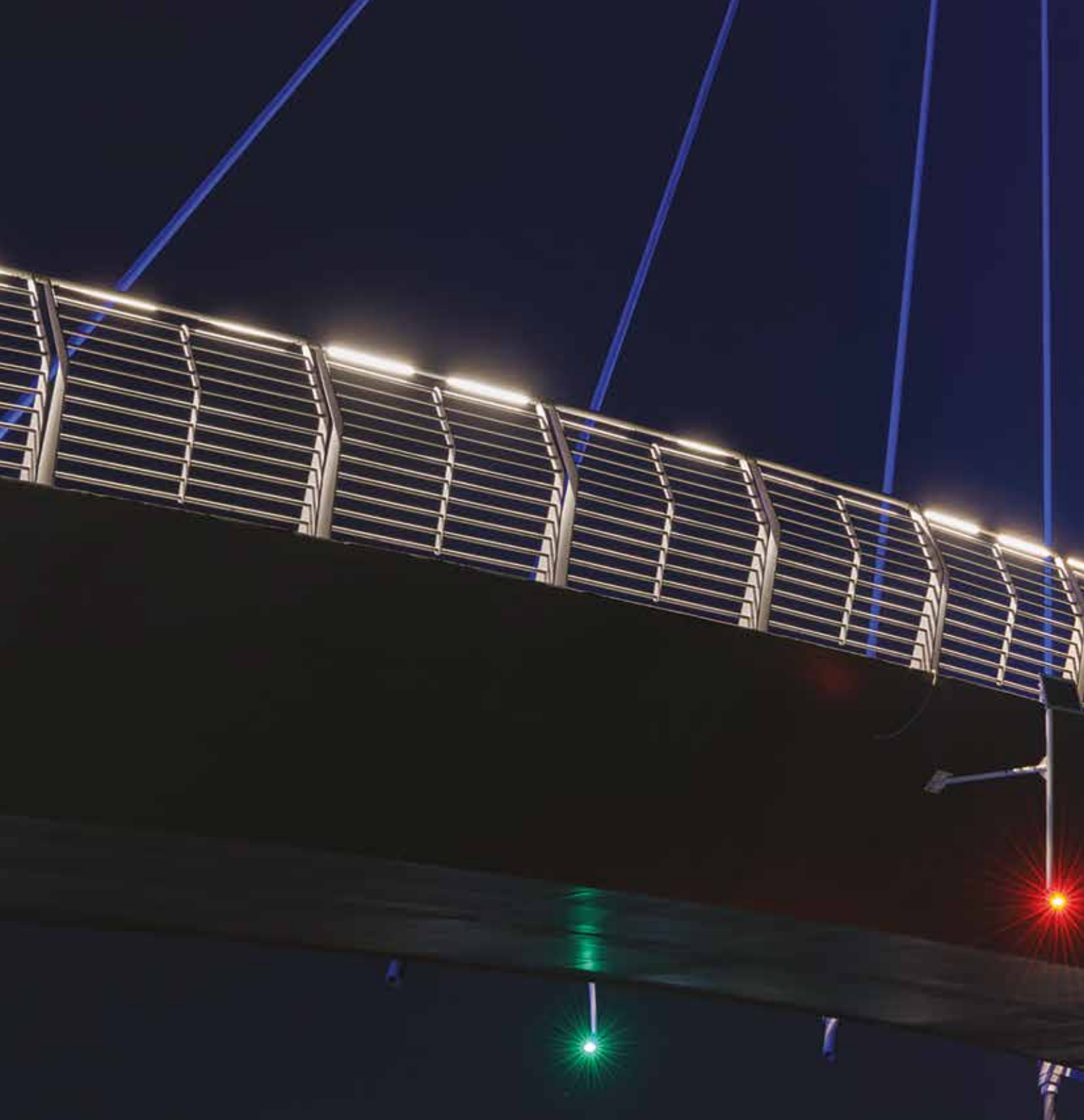
has a target to increase non fare box revenue from the current 17% to 27% by 2030. We have also invested heavily in breakthrough autonomous technology such as the Air Taxi, which we believe is a key milestone transforming Dubai into the smartest city worldwide. In addition, this year we achieved an increased savings of 13% over the annual target through our energy and green economy projects.

With this, I present to you RTA's Sustainability Report for 2017, which sets out our major achievements and progress, and I welcome you to join us on this journey.

Best Wishes

Mattar Al Tayer

Director General and Chairman
of the Board of Executive Directors



Sustainability at RTA



About RTA

The Roads and Transport Authority (RTA), Dubai was established in 2005 as a result of the government's push to provide an advanced transport network for the people of Dubai. It is a government public transportation authority tasked with enhancing the public transport facilities and improving roads across the Emirate to make travel safer and smoother.

RTA is responsible for planning, overseeing and maintaining the roads, rail and marine transportation networks in the city as well as planning and providing the requirements of transport between

Dubai and other Emirates of the UAE and neighboring countries in order to provide an effective and an integrated transport system capable of achieving Dubai's vision and serving the vital interests of the Emirate.

RTA constantly strives to develop an efficient and safe public transportation system for the residents of Dubai, while at the same time improving our capabilities and services in meeting emerging public needs and demands.

Our responsibilities include:

Buses

Taxis

Marine
Transport

Rail Projects

Roads
Beautification

Roads
Engineering

Roads and
Parking

Commercial
Ads on the
Right of Way

Inter-City
Transport

Registration
and Licensing



We work on an agency model principle that helps us simplify the distribution of responsibilities and targets and also the decision-making processes at large.

Each of these sectors/agencies are chaired and managed by an appointed Chief Executive Officer, responsible for managing the respective business operations.



Strategy and Corporate Governance (SCG) Sector



Corporate Administrative Support Services (CASS)



Corporate Technology Support Services Sector (CTSS)



Public Transport Agency (PTA)



Traffic and Roads Agency (TRA)



Rail Agency (RA)



Licensing Agency (LA)



Dubai Taxi Corporation (DTC)



Strategy and Corporate Governance (SCG) Sector

The framework of the SCG Sector has been structured to:

- Expand the efficient functioning of the various departments while simultaneously enabling operational flexibility.
- The sector guides the fundamental management of the departments and serves as a coordinating body in terms of communicating RTA's strategy.
- The sector functions on a mission of "providing a safe and sustained road and transport system through planned research, forecasting and creative initiatives".
- Our SCG Sector consists of the following seven departments:
 - Strategic Planning
 - Development and Corporate Performance
 - Commercial and Investment
 - Legal Affairs
 - Safety and Risk Regulation and Planning
 - Assets Management
 - Knowledge and Innovation.



Corporate Technology Support Services Sector (CTSS)

At CTSS our mission is to:

- Maximize the use of innovative technology to assist our services. Focus on providing state of the art integrated technology solutions. In line with our "Advanced RTA" goal, we envision ourselves as a sector that exemplifies the qualities of innovation, quality and excellence.
- Work towards aligning our goals with the objectives defined under the national development agendas such as the Smart Government Plan, Dubai Smart City Plan, Expo 2020 and the Dubai 2021 Plan.
- The following departments fall under the purview of CTSS:
 - Technology Strategy and Governance
 - Information Technology
 - Smart Services
 - Automated Collection System.



Corporate Administrative Support Services (CASS)

Corporate Administrative Support Services (CASS) role includes:

- Handling the communication channels to ensure cooperation and encouraging open communication among all our employees.
- Ensuring 'People Happiness' as it is one of our most important strategic goals at RTA and CASS as a sector has always strived to work towards achieving this objective.
- Achieving financial stability by ensuring the efficiency of RTA's operations and maximizing revenues.
- The following departments are assigned to CASS:
 - Marketing and Corporate Communication
 - Finance
 - Customer Service
 - Administration Services
 - Human Resources and Development
 - Contracts and Procurement
 - Buildings and facilities.



Public Transport Agency (PTA)

Public transit is an integral part of our service line. At PTA, we endeavor to:

- Provide efficient, effective and economical transport for all, while providing a safe, secure, reliable service.
- Develop and manage the public transportation network across Dubai, ensuring the connectivity and accessibility for those who live and visit the Emirate.
- Develop outreach plans, especially in relation to public bus transportation services, in coordination with other departments.
- Our agency has offices for Quality, Health, Safety and Environment (QHSE) and Training and Development, in addition to the following seven departments:
 - Planning and Business Development
 - Transport Activities Monitoring
 - Buses
 - Transportation Systems
 - Maintenance and Services
 - Marine
 - Drivers Affairs.



Traffic and Roads Agency (TRA)

The road networks form a vital part in directing Dubai's entire transit system. Our role includes:

- Developing guidance frameworks such as mandates, policies, rules, and technical standards for ensuring the efficient and seamless transport connectivity for the people of Dubai.
- Planning, designing, construction and maintenance of road networks are the major functions of the TRA.
- The agency comprises the following five departments:
 - Traffic
 - Roads
 - Roads and Facilities Maintenance
 - Parking
 - Intelligent Traffic Systems
 - Rights of Way.



Licensing Agency (LA)

Road safety and responsible driving practices remains one of our primary focus areas at RTA. This agency is responsible for:

- The licensing of drivers and vehicles, including car rental companies operating in Dubai.
- Pedestrian and passenger safety, where RTA does not compromise on its efforts for ensuring safe transportation – minimizing injuries, accidents and most importantly fatalities.
- Liaising with The Dubai Police, training institutes, vehicle inspection stations and other strategic partners.
- We also collaborate with operated customer service centres, approved agent operators and e-service channels to deliver the best quality service.
- LA has the following departments:
 - Vehicles Licensing
 - Drivers Training and Qualification
 - Drivers Licensing
 - Monitoring and Enforcement
 - Commercial Transport Activities.



The Rail Agency (RA)

The Rail Agency (RA) is responsible for:

- The management and development of the rail network across Dubai.
- Easing traffic congestion to allow for smooth mobility through the integration of rail services.
- The agency has the following departments:
 - Rail Planning and Projects Development
 - Rail Operations
 - Rail Maintenance
 - Rail Right Of Way.



Dubai Taxi Corporation (DTC)

DTC is a subsidiary of RTA with financial and administrative independence. DTC works towards optimizing services and developing policies and strategies in support of mass transit commute. Our corporation has the following departments:

- Fleet Operations
- Resources and Support
- Business Development
- Human Resources
- School Transport.

Our vision, mission and values



Vision
Safe and smooth transport for all.



Mission
Develop and manage integrated and sustainable roads and 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, preparing policies and legislations, adopting technologies and innovations, and implementing world-class practices and standards.



Values
Our values are our identity and are at the heart of everything we do. Our role as a sector leader means we have a key role to play in contributing to the improvement in the quality of life of the people of Dubai and those who visit. We conduct our daily business with this responsibility at the heart of everything we do.



Key values include:

Excellence and Success
Our distinction is a true representation of performance based on efficiency, effectiveness and sustainability within an integrated governance system.

Leadership and Teamwork
The professionalism and wisdom of our leaders are manifested through their deep respect for individuals and the reinforcement of teamwork.

Happiness and Positive Energy
Our constant focus on making people happy, indulges us in a sense of optimism and positive energy.

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

Corporate reputation
Our credibility and corporate reputation are honest reflections and transparency and reliability in our works.

Strategic Goals and Objectives

In 2017, RTA's Strategic Goals have been reclassified and subsequently slightly amended as a result of our continuous annual review process as well as internal and external feedback.

The goals, objectives and initiatives of RTA's Strategic Plan are a key driver in ensuring that RTA meets emerging requirements, innovation, technology, while continuing to provide quality transport services for our customers.

Our strategic goals and objectives are Community, Transport system and internal efficiency (2016-2021). These are divided into eight major focus areas:

RTA goals and objectives

1

Smart Dubai

- Foster pioneering in information management
- Ensure providing integrated digital experience
- Develop smart solutions for transportation, roads and traffic

2

Integrated Dubai

- Enhance integration between transportation planning and urban planning
- Make roads and transport systems friendly for all
- Foster Social Responsibility

3

People Happiness

- Pioneering in people happiness
- Ensure harmony with customer

4

Smooth Transport for all

- Encourage shared and public transport
- Develop and enhance sustainable network and systems for roads and transportation
- Manage travel demand and congestion
- Improve effective policies and legislations for transport, roads and traffic

5

Safety and Environmental Sustainability

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

6

Financial Sustainability

- Maximize and diversify revenues
- Foster partnerships with the private sector
- Enhance financial efficiency

7

Advance RTA

- Attract, develop and retain talents
- Foster excellence and knowledge management
- Enhance systems, processes and corporate governance
- Ensure pioneering in innovation and shaping the future
- Improve relation with partners and vendors

8

Assets Sustainability

- Enhance efficient and effective assets management
- Ensure optimal performing assets
- Maximize assets value

Governance

Introduction:

At RTA our strong governance structure reflects our ongoing efforts and focuses on ensuring a transparent and ethical work environment.

Our governance structure begins with our Board of Executive Directors, comprising RTA's chairperson and nine members appointed by decree by the Executive Council of the Emirate of Dubai.

The Board is dedicated to ensuring that the concerns of stakeholders are properly managed and that RTA's integrity, responsibility and reliability are maintained.

In order to meet RTA's strategic objectives, our governance structures enable the implementation of policies including safety, quality, asset management, security and privacy, amongst others.

As a consequence, trust and transparency is established between RTA and our stakeholders, which includes our employees, vendors, customers and strategic partners, through the enablement of fair and responsible business practices. Ultimately, this has led us to establish ourselves as both a regional and global leader in the transportation sector.

The Board has (and continues to) played a critical role in setting the strategic direction, and ensuring the appropriate governance frameworks are in place (processes and policies, including those relating to risk management, compliance, internal audit and other monitoring activities) to ensure RTA is managed in the long-term interests of its stakeholders, Dubai and the UAE more broadly.



Board Members – Roles and Responsibilities



His Excellency Mattar Al Tayer –

Director General and Chairman of Board of Executive Directors

His Excellency Mattar Al Tayer, a professional civil engineer, graduated from the University of Wisconsin in 1983, and holds an Honorary Fellowship of the British Institute of Civil Engineers (ICE), 2010.

He was assigned the task of leading the RTA in November 2005. Under his leadership and driving force, he established a competent and experienced specialist workforce, thereby driving the organisation through remarkable achievements that have positioned RTA into a world-class organisation.



Mohammed Obaid Al Mulla –

Member of Board of Executive Directors

Mr. Mohammed Obaid Al Mulla has more than 25 years of executive management experience in all areas of the public transportation industry and progressive leadership with superior managerial and organisational skills. Mr. Al Mulla has extensive skills working with mega project management and following up on operations.

Al Mulla holds a Master's degree in Public Administration, University of South California, USA, 1985, and Bachelor's degree in Public Administration from UAE University in Al Ain.

Previously, Mr. Al Mulla was CEO of the Marine Agency where he developed a comprehensive plan for Maritime Transport in Dubai. He managed the maritime stations construction, operations, and safety planning. Mr. Al Mulla also played a pivotal role in the shaping of the Public Transport Agency as a CEO.



Maitha Bin Adai –

CEO, Traffic and Roads Agency

Eng. Maitha Bin Adai is the CEO of the Traffic and Roads Agency at RTA, which is responsible for conducting detailed studies to design, construct, manage, and operate an integrated traffic and roads network in addition to implementing the studies and results pertinent to setting up and applying taxes of traffic and roads and improving traffic technologies.

Bin Adai has a professional record spanning 21 years, during which Bin Adai has assumed several roles within various UAE government entities.

Bin Adai holds a Master's degree in Transportation Engineering and Operations from the University of Newcastle, UK – 2001 and a Bachelor's degree in Civil Engineering from Kuwait University – 1993.

Since 2006, Eng. Maitha Bin Adai has assumed the role of the CEO of the Traffic and Roads Agency at RTA, where she leads the AED 3.7 billion annual budget and more than 1,200 employees who plan, design, build, maintain, and operate the 12,215 kilometers of Dubai's world-class highway system.



Abdul Mohsin Ibrahim Younes –
CEO, Rail Agency

Abdul Mohsin Ibrahim Younes is the CEO of the Rail Agency at RTA, which is responsible for conducting necessary detailed studies to design, construct, manage and operate railway transport systems and supervise the workflow run by consultants and contractors in charge of designing, constructing and managing railways systems.

Mr. Younes owns a professional profile covering about 20 years of senior leadership experience in the Public Sector.

Abdul Mohsin holds a Bachelor's Degree in Computer Science, University of the United Arab Emirates, Al Ain, UAE - 1991.

Since 2006 Abdul Mohsin Younes has moved to RTA and assumed the position of CEO of Strategy and Corporate Governance Sector and RTA Board member.



Ahmed Hashem Bahrozian –
CEO, Licensing Agency

Ahmed Bahrozian is the CEO of the Licensing Agency, which is responsible for managing all operations related to vehicles registration and licensing, educating and training of drivers, besides setting policies, legislation and technical standards that properly guarantee roadworthiness of vehicles and competency of drivers. It also issues commercial licensing for transport companies among other tasks.

Bahrozian holds an undergraduate degree in Management Information Systems (MIS) from the University of Colorado, USA, 1991 and had successfully accomplished the Mohammed Bin Rashid Centre for Leadership Development Program.

In 2008 Ahmed Bahrozian was appointed the CEO of the Licensing Agency where he mainly focused on building a strong team, simplification of the services, improvement of processes and services.



Abdullah Ali Al Madani –
CEO, Corporate Technology Support Services Sector

Abdulla Ali Al Madani is the CEO of the Corporate Technical Support Services Sector, which is responsible for providing effective support to all RTA agencies and departments in order to ensure an adequate working environment through the deployment and utilization of state-of-the-art technologies focused on reducing operational costs, augmenting work efficiencies, and implementation of information technology systems.

Al Madani joined the RTA in 2005. He was nominated by HH Sheikh Mohammed bin Rashid Al Maktoum to head the IT Department where he took on the responsibility of planning RTA's sophisticated IT infrastructure network and managed to complete requirements in a record time of three months.



Nasser BuShehab –
CEO, Strategy and Corporate Governance

Nasser BuShehab is the CEO of Strategy and Corporate Governance at RTA, which is responsible for charting, developing and following up on strategies, regulations and long-term plans in support of the roads and transportation. The Strategy and Corporate Governance sector also takes on the tasks of corporate governance of RTA's activities and devising the organisational charts of RTA's associated agencies and sectors, and follows up on an applicable KPI system whilst instilling and bolstering the knowledge and quality management culture among employees.



Youssef Ahmed Al Redha –

CEO, Corporate Administration Support Services Sector

Youssef Ahmed Al Redha is the CEO of the Corporate Administration Support Services Sector at RTA, a role he has held since 2011, which is responsible for providing effective support to all RTA agencies and departments in order to ensure adequate working environment through supporting diversity such as hiring qualified staff along with placing efficient corporate marketing and communication channels to bolster workflow among all RTA's agencies.

Youssef Ahmed Al Redha owns a professional record covering about 21 years of extensive experience, during which he has assumed several roles within various UAE government entities.

Al Redha completed his higher education in Industrial Engineering from University of South California, United States of America - 1987. He consolidated his academic education and experience with a Diploma in Human Resources from the Australian Human Resources Institute (AHRI).



Abdulla Yousef Al Ali –

CEO, Public Transport Agency

Abdulla Yousef Al Ali is the CEO of the Public Transport Agency, which is responsible for conducting necessary detailed studies to design, construct, manage and operate the public transport system integrated with other transport elements in Dubai, besides licensing of mass transit routes and vehicles including, school buses, taxis and other means of transport.

In July 2014 Eng. Abdulla Yousef Al Ali was appointed as the CEO of the Rail Agency at the RTA in Dubai.

Al Ali holds a Master's of Engineering with High Distinction from United Arab Emirates University.

At RTA and prior to his role as the Commercial and Investments Director, Al Ali was the Franchising and Enforcement Director (2009-2010), and from 2007 till 2009 Al Ali held the position of Public Transport Director.



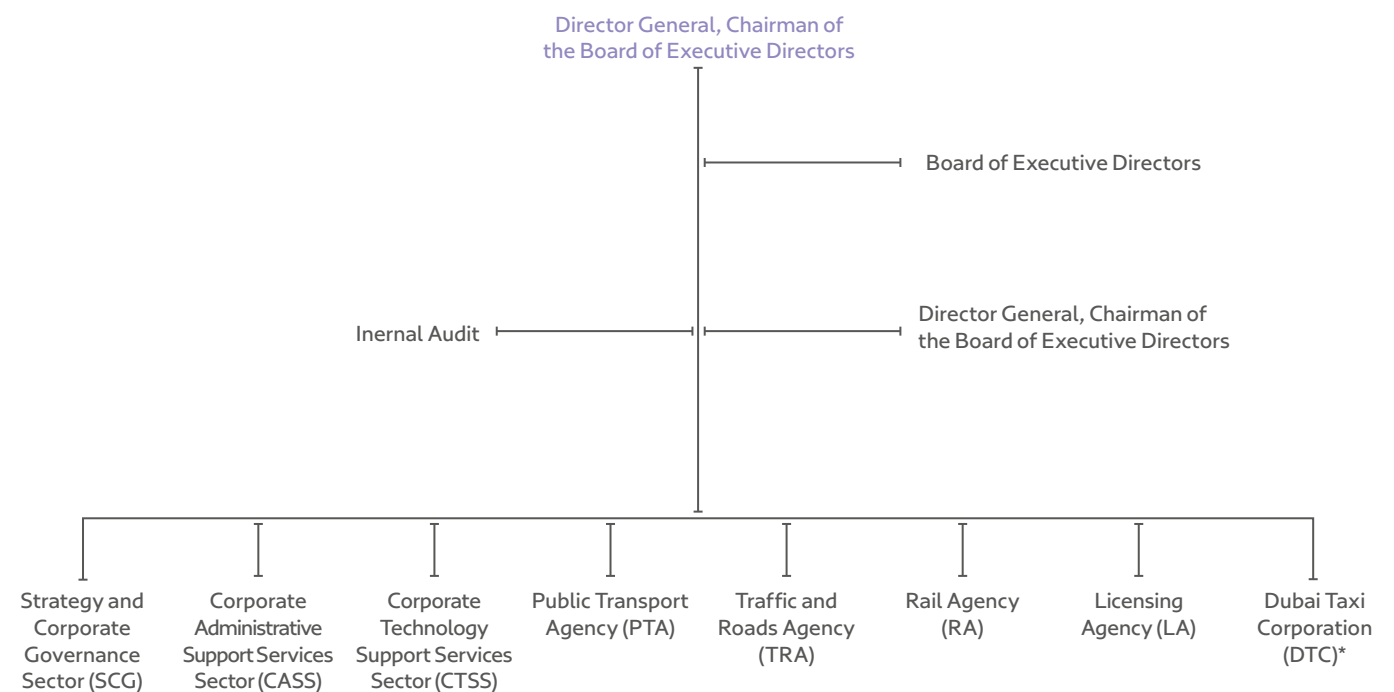
Ahmad Ali Al Kaabi –

Executive Director, Finance Department

Ahmed Ali Al Kaabi – Executive Director, Finance in RTA, is responsible for managing all financial matters related to RTA's agencies and sectors by developing strategies, legislation and financial policies that monitor the different financial controls that ensures RTA's solid financial position and minimizes the financial risks that may occur.

Ahmed graduated from the Higher Colleges of Technology with a specialization in accounting and was appointed as a Costing and Budgeting Accountant in the Roads and Projects Department in Dubai Municipality (for 2 years) where he then became the head of Costing and Financial Analysis unit (for 3 years) before transferring to RTA in 2005 in the position of General Budget Manager in which he had established the finance department and identified the required manpower in the department, in addition to setting the main roles and responsibilities. In 2009, he was promoted to Finance Director where he participated in supporting RTA's Strategic Plan by putting in place the financial plans and strategies required to achieve RTA's goals and achievements.

Organisational Structure



*Note Dubai Taxi is a subsidiary of RTA

Corporate Governance Policy
RTA is committed to:

- 1

Develop directive and control frameworks across all activities.
- 2

Create a work environment characterized by integrity, fairness, transparency and accountability.
- 3

Implement governance best practices to support RTA's performance.

Stakeholder focus
Integrity and ethical values
Accountability
Transparency and disclosure
Fairness
Segregation of duties



Policies and procedures

At RTA, we are committed towards serving our stakeholders with best in class and superior services. Our vision of 'Safe and Smooth Transport for All' drives us to operate responsibly and incorporate principles of integrity, quality and safety into our operations. One way this is achieved is through the implementation of policies and procedures aimed at creating a safe, reliable and sustainable environment for all our stakeholders.

RTA's policies and procedures are framed along five key areas – as detailed below.



Asset Management:

RTA considers effective asset management as vital to the success of its plans.

Quality Policy:

RTA is committed to achieve the highest levels of quality in its services, and aims to continuously support RTA in achieving its vision of "Safe and Smooth Transport for All".

Security and Privacy:

RTA is committed to meeting the highest customer satisfaction levels and promoting secure interactions and business transactions with our customers. The obligation to protect the privacy of customer information is of utmost importance.

Safety Policy:

RTA is committed towards ensuring operational and maintenance activities are carried out and handled, within the health and safety boundaries and guidelines.

Accessibility:

RTA is providing the best accessibility options with great variety of apps and online services, including accessibility to information for people of determination.



RTA closely engages with both internal and external stakeholders in order to effectively address, understand and respond to their needs. RTA has also established eight strategic goals and as well as objectives for these goals, that are centred on ensuring that stakeholders' expectations are continuously considered.

RTA recognises that regular and transparent communication with our stakeholders allows us to build relationships and create mutual benefits. This communication is done through both formal and informal channels, allowing us to understand our stakeholders' perceptions, preferences and expectations as well as obtain a holistic picture of what matters most to our stakeholders. This ultimately results in better communication and reporting.

Stakeholder Engagement Process

RTA's stakeholder engagement process involves identifying all stakeholders who are interested in, affected by, or have the potential to be affected by the impacts of RTA's activities, along with those who have an ability to influence RTA.

Based on the impacts and focus areas, RTA has identified and classified stakeholders into the following key categories: 1- Customers, 2- Employees, 3- Partners (Strategic and Main), 4-Vendors, 5- Service providers.

RTA engages with stakeholders in order to understand their concerns. This feedback informs not only our strategic response, but also our sustainability activities.

RTA's Stakeholder Engagement Framework

Our stakeholders	How we engage	Frequency of engagement
Employees	<ul style="list-style-type: none"> - Employee happiness survey - Face to face meetings 	<ul style="list-style-type: none"> - Yearly - Quarterly / As needed
Vendors	<ul style="list-style-type: none"> - Surveys - Suggestions program - Meetings - Written communication - Suppliers support office - Suppliers rehabilitation 	Ongoing
Customers	<ul style="list-style-type: none"> - Happiness, satisfaction surveys - Mystery shopping studies - Suggestions program - Customer council - Focus groups - Meetings - Audio and visual communication channels - Social media - Call centres, websites, Smart devices - Written communication 	Ongoing
Strategic partners <ul style="list-style-type: none"> - Dubai Police - Dubai Municipality - Dubai Electricity and Water Authority - Federal Transport Authority – Land and Maritime - Land Department - Department of Finance - Ministry of Interior 	<ul style="list-style-type: none"> - Annual surveys - Meetings - Written communication - Partners open day - Short surveys - Governmental conferences - Annual gathering - Partners Majlis 	<ul style="list-style-type: none"> - Quarterly - Semi-annually - Annually - Ongoing

Key concerns raised

- Better work environment
- Career growth
- Quality training programs

Our response

- Introduce initiatives to improve work environment for employees such as addition of gym and nursery for RTA's employees' use
- Provide more regular training sessions to employees about topics of interest

- Improved communication
- Timely payments
- Pressure in relation to price reductions

- Provide various communication channels and online services for vendors
- Facilitate the process for payments and retrieval of relevant documentation
- Develop Vendor Positioning Model
- Develop Vendor Relationship Management Manual
- Develop e-Tendering System
- Synchronization of all RTA contractual and financial systems

- Improve waiting times for some services

- Introduce various online and smart services
- Increase variety of service delivery channels
- Improve employees and service delivery efficiency

- Execution of shared initiatives
- Effective communication channels
- Effective knowledge sharing
- Facilitate benchmarking initiatives

- Increase communication levels with regards to shared initiatives
- Focus on shared indicators related to Dubai Plan 2021
- Focus on implementing Knowledge Management Policy

Materiality assessment

As part of RTA's annual materiality assessment, we engage a range of internal and external stakeholders with the aim of building a clear understanding of the issues of most concern. We have used the assessment to inform our strategy and sustainability activities, and to form the direction of this report.

The material topics detailed below, are reflective of our vision, mission and strategy and of their significance to our internal and external stakeholders alike.

Boundary of our material topics

A summary of our material economic, environmental and social topics, where the impacts occur and our relationship with the impacts is presented below.

People Happiness Inside and outside RTA	Risk and Crisis Management and Resilience Inside and outside RTA	Accessibility for People of Determination Inside and outside RTA	Employment and Emaritization Within RTA	Occupational Health and Safety Within RTA	Indirect Economic Impacts Outside RTA
Responding to Changing Market Needs Inside and outside RTA	Data Privacy Inside and outside RTA	Climate Change and Energy Inside and outside RTA	Economic Performance Within RTA		Customer Health and Safety Outside RTA

Goals and Objectives	Material Aspects	Stakeholders Engaged
Smart Dubai	1. Customer Health and Safety 2. Data security 3. Responding to Changing Market Needs	1. Employees 2. Strategic Partners 3. Customers
Integrated Dubai	1. Customer Health and Safety 2. Responding to Changing Market Needs	1. Employees 2. Strategic Partners 3. Customers
People Happiness	1. Accessibility for People of Determination 2. People Happiness 3. Data Privacy	1. Employees 2. Customers
Smooth Transport for all	1. Accessibility for People of Determination 2. Customer Health and Safety	1. Employees 2. Strategic Partners 3. Customers
Safety and Environmental Sustainability	1. Customer Health and Safety 2. Occupational Health and Safety 3. Climate Change and Energy	1. Customers 2. Strategic Partners 3. Employees
Financial Sustainability	1. Indirect Economic Impacts 2. Economic Performance	1. Vendors 2. Strategic Partners
Advance RTA	1. Employment and Emaritization 2. Customer Happiness 3. Risk and Crisis Management and Resilience 4. Responding to Changing Market Needs	1. Employees 2. Strategic Partners 3. Employees 4. Customers
Assets Sustainability	1. Climate Change and Energy	1. Vendors 2. Strategic Partners



Sustainable Development Goals

The United Nations Sustainable Development Goals (UN SDGs) are a universal call to action aimed at achieving economic growth, restoring the environment's well-being and ensuring that future generations enjoy peace and prosperity. Businesses currently contribute to a majority of global GDP. Their participation is therefore necessary in order to achieve these goals.

The UAE government's public statements on sustainability are key to the UAE's development journey and national agenda. To this end, the UAE government has also made a commitment to supporting the UN SDGs. RTA is seeking to demonstrate its leadership position and commitment towards sustainability performance by ensuring the quality and credibility of its sustainability processes and their alignment with the SDGs.

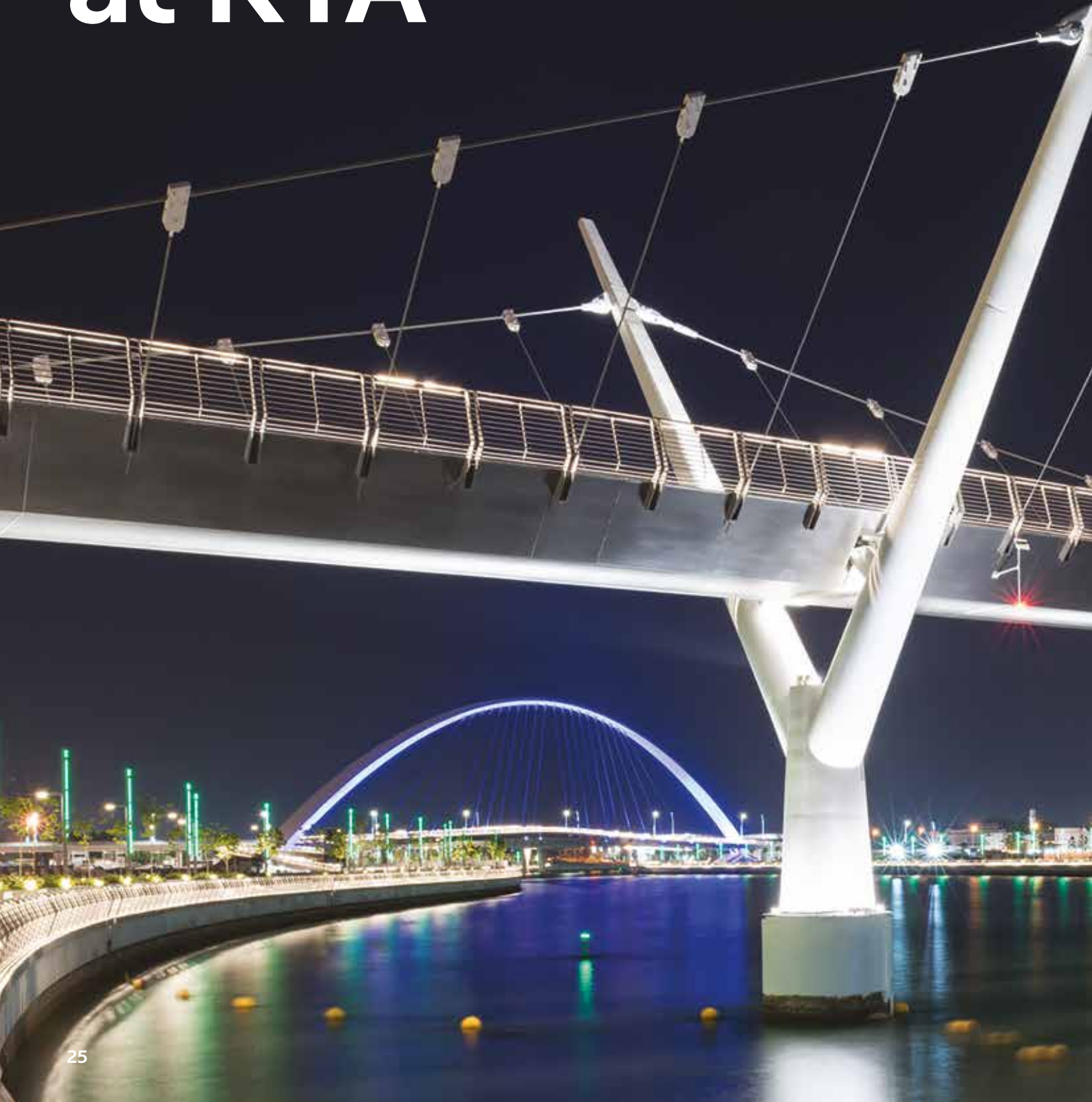
In 2017, we have begun our process of assessing the SDGs and have mapped our material areas and strategic goals to the SDGs.

These priorities go beyond what a transportation authority would see as directly material.

People Happiness	<ul style="list-style-type: none">- SDG 10: reduced inequalities- SDG 11: sustainable cities and communities- SDG 12: responsible consumption and production- SDG 16: peace, justice and strong institutions- SDG 17: partnerships for the goals
Customer Health and Safety	<ul style="list-style-type: none">- SDG 3: good health and well-being- SDG 9: industry, innovation and infrastructure- SDG 11: sustainable cities and communities
Economic Performance	<ul style="list-style-type: none">- SDG 5: gender equality- SDG 8: decent work and economic growth- SDG 10: reduced inequalities- SDG 11: sustainable cities and communities- SDG 17: partnerships for the goals
Data Security	<ul style="list-style-type: none">- SDG 3: good health and well-being- SDG 9: industry, innovation and infrastructure- SDG 11: sustainable cities and communities
Responding to Changing Market Needs	<ul style="list-style-type: none">- SDG 11: sustainable cities and communities- SDG 12: responsible consumption and production- SDG 17: partnerships for the goals
Accessibility for People of Determination	<ul style="list-style-type: none">- SDG 4: quality education- SDG 5: gender equality- SDG 8: decent work and economic growth- SDG 10: reduced inequalities- SDG 11: sustainable cities and communities- SDG 12: responsible consumption and production
Data Security	<ul style="list-style-type: none">- SDG 11: sustainable cities and communities- SDG 15: life on land- SDG 16: peace, justice and strong institutions

Occupational Health and Safety	<ul style="list-style-type: none"> - SDG 3: good health and well-being - SDG 9: industry, innovation and infrastructure - SDG 11: sustainable cities and communities
Employment and Emiratization	<ul style="list-style-type: none"> - SDG 8: decent work and economic growth - SDG 10: reduced inequalities - SDG 11: sustainable cities and communities - SDG 16: peace, justice and strong institutions - SDG 17: partnerships for the goals
Risk and Crisis Management and Resilience	<ul style="list-style-type: none"> - SDG 8: decent work and economic growth - SDG 11: sustainable cities and communities - SDG 12: responsible consumption and production - SDG 17: partnerships for the goals
Climate Change and Energy	<ul style="list-style-type: none"> - SDG 7: affordable and clean energy - SDG 11: sustainable cities and communities - SDG 12: responsible consumption and production - SDG 13: climate action - SDG 15: life on land
Indirect Economic Impacts	<ul style="list-style-type: none"> - SDG 8: decent work and economic growth - SDG 10: reduced inequalities - SDG 11: sustainable cities and communities - SDG 12: responsible consumption and production - SDG 17: partnerships for the goals

Driving Innovation at RTA





Driving innovation at RTA

RTA continuously strives to be a global leader in the roads and transport sector. This can only be done with a culture that nourishes, supports, and drives innovation throughout the organisation. This is matched with employees committed to being part of this ambition to be a global leading road and transport provider. This has led RTA to constantly strive to advance and implement state of the art and leading solutions.

HH Sheikh Mohammed bin Rashid Al Maktoum launched the UAE National Innovation Strategy in 2015 with the aim of developing UAE as a global leader in innovation across all sectors – and RTA is leading its efforts for the road and transport sector as well as supporting other efforts for Dubai and UAE.

The National Innovation Strategy framework has been structured around three key pillars:

- Innovation-enabling environment
- Innovation champions
- Innovation priority sectors.

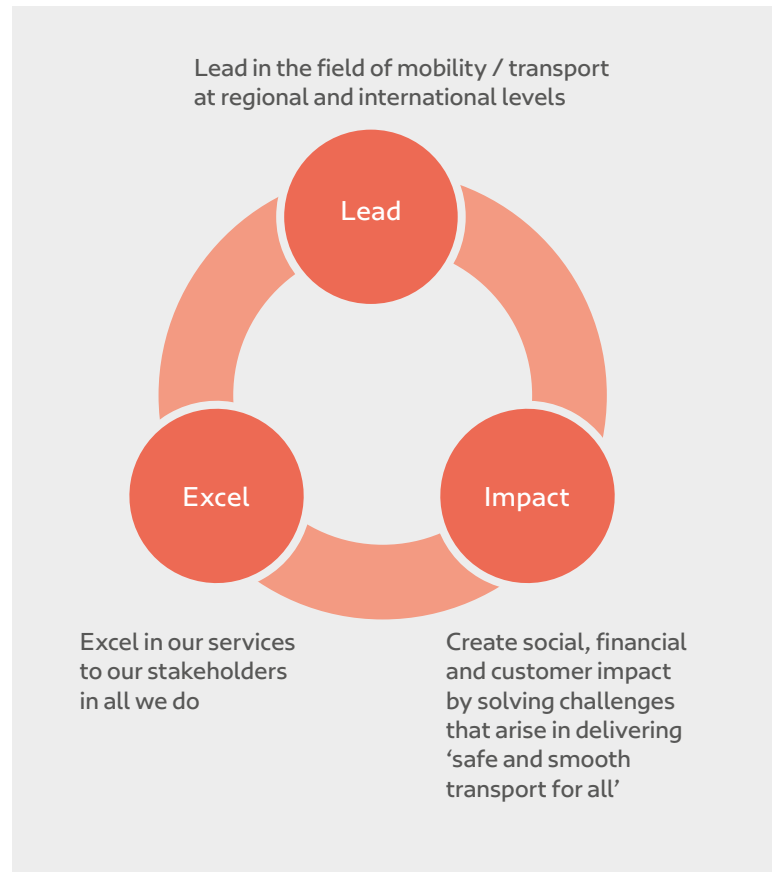
Building upon that strategy, HH Sheikh Mohammed bin Rashid Al Maktoum called on all Dubai government entities to embrace disruptive innovation as a fundamental aspect of their operations and to seek ways to incorporate innovation in all work aspects. This innovation focus was further elevated through the Dubai Future Foundation announcement of the 10X initiative in 2017 – where a call to all government entities to be 10 years ahead of other cities worldwide in the implementation of disruptive innovation (or as referred to in RTA terminology, ‘breakthrough innovation’).

Our innovation strategy

RTA developed and launched the innovation strategy 2015 – 2018 in line with direction from HH Sheikh Mohammed bin Rashid Al Maktoum, and the UAE and Dubai Innovation Strategies.

The strategy aims for RTA’s efforts in innovation to deliver RTA’s overall vision of ‘safe and smooth transport for all’, where innovation is defined as “creative change that drives new and improved products, services, and ways of working, leading to sustainable value for people”.

The innovation strategy is based on three pillars to advance RTA towards the “most innovative” aspirations of Dubai, now and for the future.



The strategy also defines three areas of RTA’s commitment to innovation, which includes providing a suitable environment for generating ideas, developing and managing innovative ideas, and building capability in people and rewarding contributions in innovation.

The innovation strategy defines RTA’s innovation themes, which describe what RTA should focus on with regard to innovation, in alignment with RTA’s corporate strategic goals and objectives. The innovation strategy defines six innovation themes – Smart City and Digital Physical Integration, Product / Service Excellence, Integrated Mobility and Accessibility, Safety and Environmental Sustainability, Internal Efficiencies of RTA, and Economic Development of Dubai.

Innovation projects and initiatives are driven by the six innovation themes, and also fall under four fields of innovation which classify the type of innovation itself, these are listed below:

**Alignment with RTA goal seven – ‘Advance RTA’,
Strategic Objective 4 – ‘Ensure pioneering in
innovation and shaping the future’.**

At RTA, our innovation is spread across four major fields:

1. **Business model:** Innovation in terms of creating, developing and delivering value to our customers and other stakeholders
2. **Projects and Operations:** Developments and improvements of existing projects, methodologies, and mechanisms that are used to improve internal operational efficiencies and facilitate stakeholders engagement
3. **Leadership and Management:** Adopting leading practices and developing a culture of innovation as well as management systems and strategies to improve overall corporate governance and organisational performance
4. **Products and Services:** Innovation through the development of new and / or improvements to existing products and services.

These innovation projects and initiatives are also classified across three levels of innovation, incremental, breakthrough and substantial, based on a set of robust criteria.

With government innovation at the forefront of the strategy and transportation being one of the priority sectors under the national strategy, RTA has been continuing to drive a culture of innovation, which in turn, is leading innovative approaches by addressing the needs and requirements of the people of Dubai. RTA aligns its strategy with the objectives and targets set under the National Innovation Strategy while also being in line with the development goals set under the UAE Vision 2021 and Dubai Plan 2021, all while being a leader and pioneer of innovative solutions in the transportation sector. This focus is never without our commitment to sustainability, and strives on continuing our responsibilities across economic, environment and social activities of sustainability, all while taking the SDGs into consideration.

**Alignment of our innovation strategy
with the National development agendas:**

RTA has announced the launch of a new five-year digital plan, to build on its work in smart transformation. The Digital Strategy 2017-2021, was announced to continue RTA's smart programs for transport. His Excellency Mattar Al Tayer, Director General and Chairman of the Board of Executive Directors of RTA commented:

“The launch of this strategy is part of the global future trends, that show the world is bracing for a fourth industrial revolution, focused on artificial intelligence and robots. The strategy is undertaken in implementation of the directives of the UAE government for shaping the future and realizing the national agenda, X10 initiative and RTA's excellence drive”.

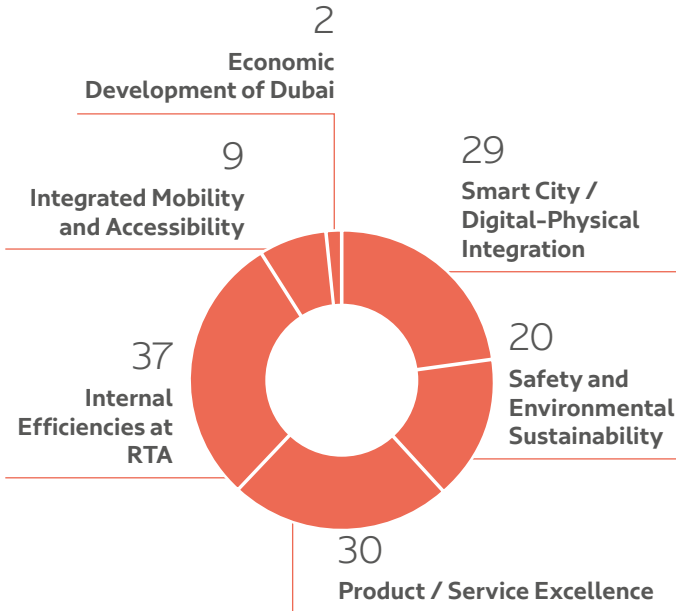
The new digital strategy will operate across three themes – innovation, sustainability and people – with six main pillars of people's happiness, operational efficiency, asset sustainability, services delivery, information centrality and innovation pioneering.

Innovation is an enabler for sustainability – giving access to services and opportunities to people like never before. It has the ability to drive efficiency and facilitates key focus areas such as connectivity; the enhancement of mobility; social inclusion and access; and efficiencies from energy and resource use, amongst others. With the help of SDG9: industry, innovation and infrastructure, the use of technology in order to enable sustainability has been greatly promoted, and as a result, is creating great excitement for the sector.

We are continuously focused on building our skill-sets and capabilities so as to meet the demands of the people and address the existing challenges in an innovative manner. Our innovation journey at RTA has matured over the years and we launched the first ever permanent innovation lab in Dubai in 2015. We have always strived to align our innovation strategy with the overall RTA strategic goals and have focused on developing strategies and initiatives that helps RTA create sustainable value for the people of this nation.

Innovative Projects in 2017 as per innovation themes

We continued our efforts to implement innovative projects across the organisation in 2017 and were able to implement over 100 innovation projects, broken down into 6 different categories.



One of our values that we strongly believe in is fostering a spirit of innovation and creativity among all our employees. We aim to develop a culture of leadership and strategic thinking that drives towards achieving of results within the organisation. To achieve this objective, we conduct a continuous number of training sessions and workshops for our employees to train them in terms of innovative thinking and smart governance practices. In 2017 alone we were able to train 261 employees in innovation and smart governance.



Case studies

EC3 Case Study

The Enterprise Command and Control Centre (EC³) is a vital element of the Dubai government’s Smart City initiative, and will be a critical enabler as Dubai prepares itself in hosting the Expo in 2020.

RTA has made a considerable investment into the establishment and ongoing operation of its Operational Control Centres (OCCs). The goal of EC³ is to supplement existing OCC operations at an enterprise level with new methods of collaboration and innovative technologies. EC³ integrates data from the various agency level OCCs, and transforms the data into meaningful information, trends, indicators and knowledge that is relevant for the RTA’s operations.

EC³ is a centralized facility where all the operational agencies and sectors within RTA collaborate, cooperate and coordinate transportation operations across all of Dubai and with other Emirates to make decisions aimed at increasing the efficiency and safety of the transportation system in Dubai. It operates under varying conditions including normal everyday operations, special events, and crisis and emergency situations.

The EC³ project is a first of its kind in the GCC, and demonstrates RTA’s commitment to the people of Dubai, whether residents or visitors. RTA continues to grow and develop the functionality as the EC³ matures and becomes embedded in the fabric of the transport landscape of the UAE – setting a strong example of Dubai’s capability on the world stage.

1.10 The 5 modes of EC3 operations



The rapidly growing transport network

1.49 million

Passengers transported daily whilst planning forecasts for future demands

292,000,000

Taxi passengers by 2020

500,000,000

Rail passengers by 2020

5,300,000

Vehicle registrations by 2020

25,000,000

Expo 2020 visitors expected in 2020

354%

Growth in roadways from 1991 to date





Case studies

Air Taxi Case Study

Amongst its many efforts, RTA is working on the addition of airborne services in a mission to reassert the standing of Dubai as a leading destination.

Launched by HH Sheikh Hamdan bin Mohammed bin Rashid Al Maktoum, Dubai Crown Prince and Chairman of the Executive Council, a trial flight of a two-seater Autonomous Air Taxi (AAT) branded Volocopter, took place near the Jumeirah Beach Park. The move is part of RTA's efforts to implement the '10X' initiative of HH Sheikh Mohammed bin Rashid Al Maktoum. Such initiatives aim to maintain the competitiveness of Dubai and make it a city of the future through innovative solutions and ideas, placing Dubai 10 years ahead of other cosmopolitan cities.

The AAT is powered by electricity and has industry leading safety features, thanks to its design comprising 18 rotors to ensure safe cruising and landing in case of any rotor failure. The aerial taxi is characterised by the autopilot or autonomous flying feature, thus enabling the movement of people from one place to another without human intervention or a need for a flight license.

The move also supports the Dubai Smart Autonomous Mobility Strategy's target for autonomous transport to account for a quarter of total journeys in Dubai by 2030, as well as to ensure that SDGs such as SDG9: industry, innovation and infrastructure and SDG 11: sustainable cities and communities are met, through the provision of smart and sustainable mobility.







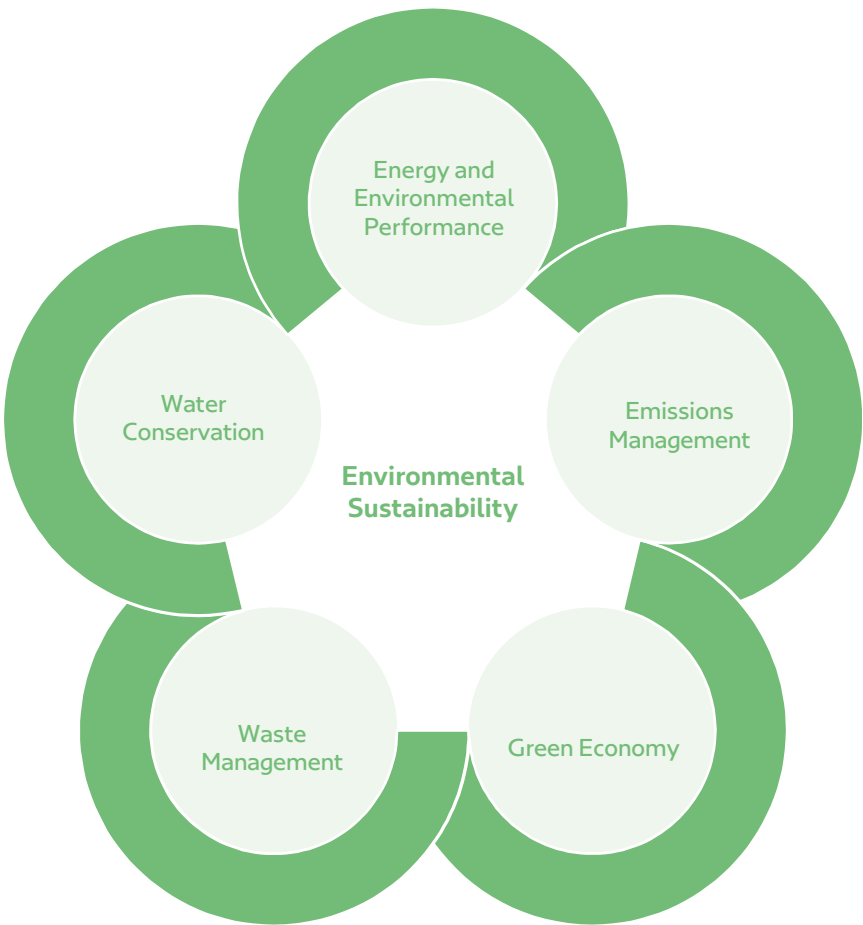
Environmental Sustainability



Managing our impact on Environmental Sustainability

In line with the vision and focus of the UAE, we have always placed the utmost importance on environmental sustainability, and continue to make it a priority for our organisation. Through the initiatives of our great leaders and the requirements set by Vision 2021, Dubai Plan 2021, Expo 2020 and the UAE’s commitment in 2017 to the SDGs, we continue to strive to improve our environmental performance throughout RTA, whether it is through energy conservation measures, climate change prevention measures or waste management activities.

Our dedication to environmental sustainability is further highlighted by one of our strategic goals and objectives being ‘Safety and Environmental Sustainability’, allowing us to lead by example both nationally, as well as globally in the transportation sector.

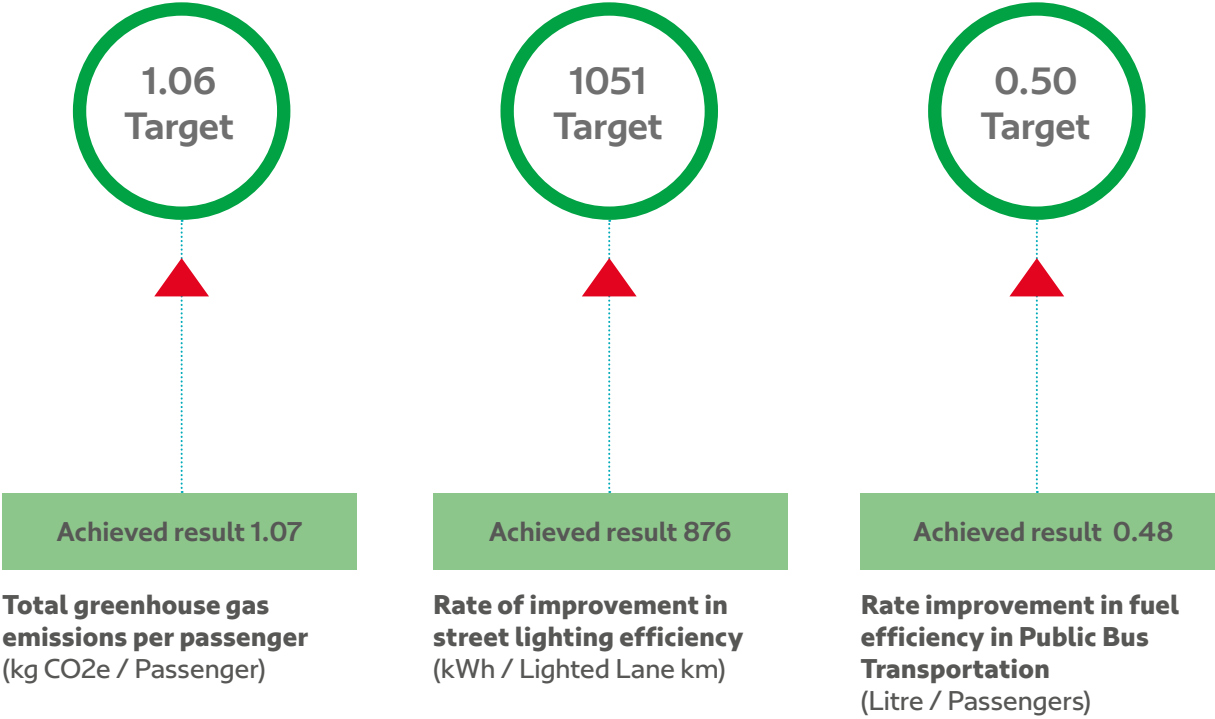


Supporting UAE's initiatives and visions through RTA's objectives

At RTA, we have taken great strides towards building sustainable transportation and infrastructure systems by providing a safe and healthy workplace for our employees and contractors, and by limiting our impact on the environment. This is embodied in RTA Corporate Safety and Environmental Sustainability Policy that outlines our commitments towards ensuring exceptional occupational health, safety and environmental standards and performance for the Dubai Roads and Transportation Systems. This is further supported by our strategic goal 5: Safety and Environmental Sustainability, as detailed below.



Environmental sustainability – Performance highlights for 2017





Energy and environmental performance

At RTA we have been at the forefront of environmental sustainability in the region and have demonstrated our commitment to the environment by embedding environmental considerations into our strategy, and by continuously striving towards environmental excellence. In an energy intensive sector such as the one we operate in, all forms of energy and environment management are of utmost importance, and are a key component of our core business strategy. We have been striving to improve our performance in this aspect and have continuously implemented innovative measures to optimize energy consumption.

By focusing on reducing our emissions, minimizing our waste, and complying with UAE Federal and Dubai level legislation, regulations and directives, we are continuously ensuring our environmental performance is at the highest international and national standard, and our impacts are minimized. RTA places high priority on ensuring compliance with relevant strategies / directions at the Federal / local level, such as the UAE Vision 2021, National Climate Change Plan 2050, and Dubai Carbon Abatement Strategy (CAS) 2021.

Additionally, we are playing an extremely important role in ensuring progress to transportation links in relation to the UAE's plans to host the Expo 2020. We are investing over AED 15 billion to ensure sustainable public transportation links to the Expo site are of the highest standards, as well as ensuring world class roads and infrastructure are provided to facilitate transport to and from the site. We will be deploying 724 buses and 2,900 taxis or more, to serve Expo 2020, in addition to constructing 14 bus stations in different places in order to serve the transportation needs of the 25 million unique visitors expected.

We have been extremely proactive in our efforts to being a leader in environmental and energy performance in the region and aligning ourselves with the strategies mentioned by adopting an Environmental Management System (EMS) early, and are currently compliant with ISO 14001:2015. We were also the first transport authority in the Middle East and Africa, and the leading government entity in Dubai to achieve Energy Management System Certification ISO 50001:2011 in 2013. We have continued to abide by the stipulations of the certification which recognises our efforts to secure strategic and local accountability for energy use, as well as alignment with our vision. By adopting this ISO certification we have seen various benefits including the optimization of our energy consumption, an increased awareness leading to significant energy savings, and successful monitoring of energy use and resolving anomalies or incidents that cause energy waste. By doing so we have been able to properly track our energy and environmental data and minimize our organisation's impacts on our surroundings. We are delighted to say that this year we have improved on all the environmental metrics and strive to continue to do so year on year.

We have also ensured strategic alignment and compliance to directives such as Dubai Integrated Energy Strategy (DIES) 2030, which aims to secure uninterrupted energy supply and moderate the growing energy and water demands of Dubai, and increase the sustainability and competitiveness of its economy. We are one of the main contributors to the 'Outdoor Lighting' program of Demand Side Management 2030 where we studied the use of LED in outdoor lighting fixtures, where we aim to replace 75% of existing fixtures with more efficient LED lights by 2030.

Our Environmental Performance

	2016	2017
Energy Savings (MWh)	19,761.60	22,947.44
Fuel Savings (Litres)	8,443,990.35	12,999,288.00
Water Savings (Gallons)	17,183,280.00	31,614,640.00
Avoided tCO ₂ e	35,423.94	47,718.00



Energy efficiency

Energy efficiency has always been one of our top priorities at RTA, and we are constantly improving our performance and the efficiencies in all aspects of our operations, ensuring we are meeting best practice standards of energy efficiency.

Fuel efficiency and emissions reduction

With fuel being one of our main sources of energy consumption, we place a strong emphasis on fuel efficiency processes and consumption reduction. As a result of our efforts, we have demonstrated strong results in our performance and are on the right path to achieving our strategic KPIs for fuel efficiency.

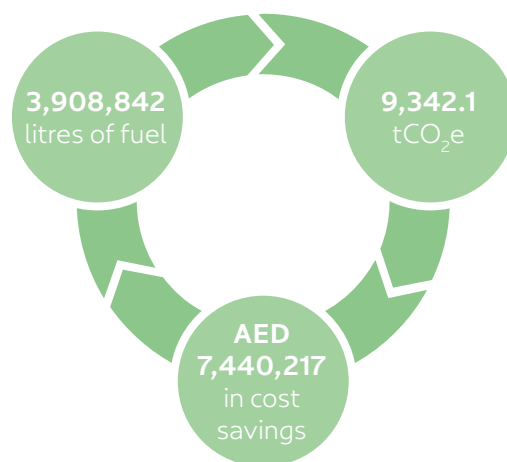
RTA has been at the forefront of complying with Directives No. 1 /2016 and No. 1/2017 – Green Mobility Initiative for government institutions. The directive states that at least 10% of all newly purchased and rented vehicles will be electric or hybrid from 2016 to 2021. The Dubai Taxi Corporation at RTA has implemented a number of initiatives to comply with the Directives as well as reduce its overall fuel consumption.

Environmental initiatives

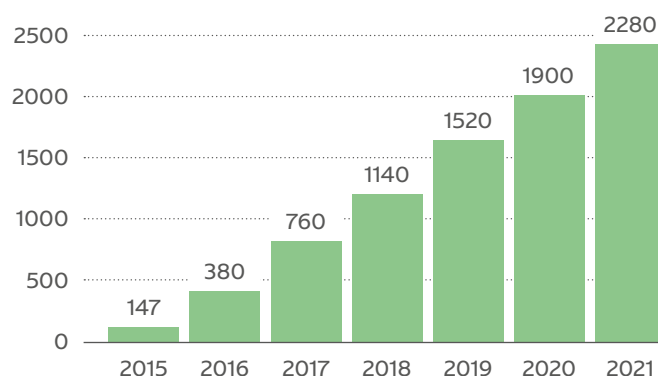
Procurement of 200 electric Tesla limousine vehicles in Dubai Taxi Fleet by 2019

Converting 50% of RTA's vehicles to electric / hybrid by 2021

In line with these efforts, RTA's primary commitment towards sustainable development is also evident through its longstanding aim to convert half of its fleet to hybrid taxis. The hybrid taxi project was introduced in 2008 and since then, the number of hybrid taxis that are part of RTA's fleet has grown exponentially, making it one of the largest fleet of hybrid taxis in the region. Due to the exceptional performance of our hybrid taxis and positive reaction from our customers, we have exceeded our goals for the year 2017 in regards to our hybrid taxi fleet, currently at over 891 taxis as part of our hybrid fleet. In 2017, the hybrid vehicle program resulted in savings of:



Projected number of Hybrid Taxis



In 2017, RTA added 50 Tesla electric vehicles to its premium 'limousine' fleet of taxis, the first in the region to add premium electric vehicles to its fleet, and aims to add an additional 150 vehicles to make it 200 by 2019.



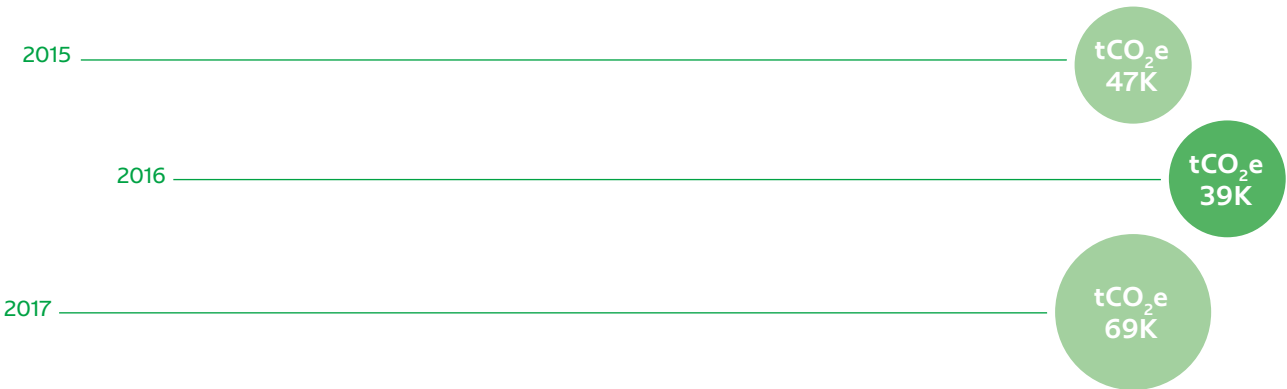
RTA has introduced new innovations in our bus operations, which has further reduced our greenhouse gas emissions footprint in 2017 where we have seen remarkable improvements in fuel efficiency, which is detailed in the graph below.

Rate of improvement in fuel efficiency in public bus transportation (litres / passenger)



Furthermore, RTA has completed a study to establish a roadmap for alternative fuel in public transport buses in the Emirate of Dubai, which will contribute to enhancing the air quality of the city which supports UAE 2021, smart and sustainable vision goal on improving air quality, leading to improvements in the health and overall happiness of our residents.

Estimated avoided greenhouse gas emissions (tCO₂e) resulting from modal shift (private vehicles) to RTA Public Buses in Dubai



Through our Licensing Agency services, RTA has set targets to go paperless by 2021, and introduced innovative solutions such as remote kiosks in line with Smart Dubai Initiative. We have also been encouraging and supporting driver training schools in the Emirate to use alternative fuel such as CNG and bio diesel in training vehicles. The Licensing Agency has also continued its

efforts to increase the number of non face-to- face channels for Licensing Agency services. This aims to reduce customer visits to customer happiness centres, leading to fuel and greenhouse gas savings, reduced road congestion, and time savings for customers. It was estimated that this initiative alone avoided 19571.04 tCO₂e in 2017.

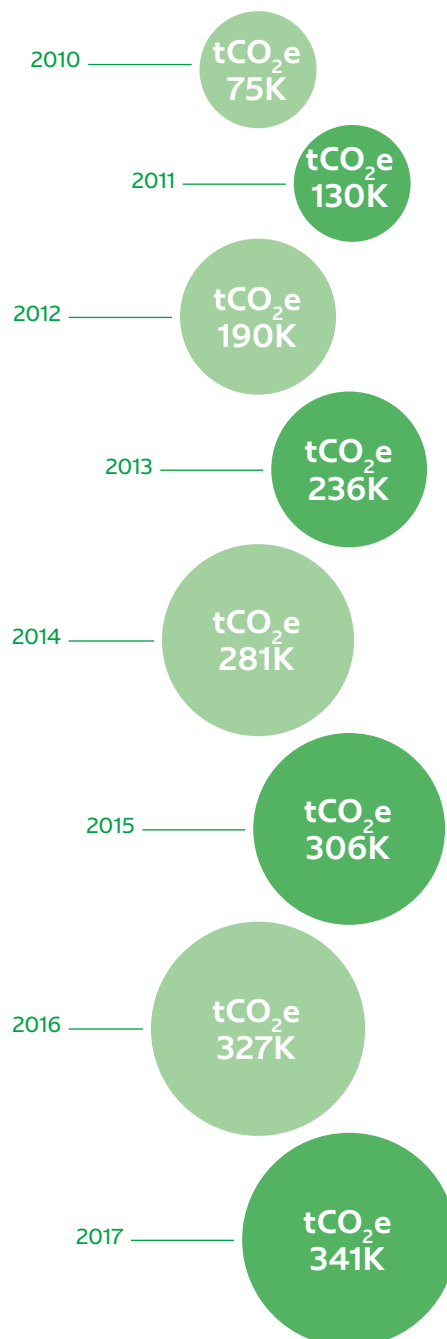
Dubai Metro and Tram

Ever since the operationalization of the Dubai Metro in 2009 and Dubai Tram in 2014, along with other initiatives undertaken by the Rail Agency at RTA, it has always been our goal to provide the people of Dubai with a smooth and reliable mode of public transportation as well as encourage people to use these means of sustainable transport. Keeping that in mind, we have been able to increase the RTA public transport ridership each year, and are continuously striving to provide more people with a means of transportation that will satisfy their commuting needs and provide them with a clean, and maintained 5 star service.

In 2017, we were able to continue our recent trend in increasing our ridership numbers. The Dubai Metro had an average daily ridership of just over 550,000 passengers along the Dubai Tram which had over 17,000 passengers daily in 2017. The use of these alternative means of transportation resulted in avoiding 341,000 tCO₂-e annually, and is helping us reach our target for energy efficiency and reduction in emissions.



Estimated carbon emissions avoided resulting from using Dubai Metro instead of private vehicles (tCO₂e)



N.B: Dubai Tram contributed to a reduction in greenhouse gas of 1928 tCO₂e for 2017 (5.28 tCO₂e per day for 2017)

Electricity

We have placed a lot of emphasis in 2017 in enhancing the energy efficiency in our operations as well as our day-to-day activities. We have introduced new innovative solutions in 2017 in our buildings and facilities and adopted renewable energy systems as part of the improvement process within RTA's energy management system.



Case studies

RTA's new car park solar PV system

RTA has embarked on an innovative project at its headquarters

The project will see RTA install a 300 kW solar project in place of all the shading in RTA's existing staff carpark. In support of RTA's continued focus on sustainability, the project aims to generate clean power from solar PV systems. The project will not only support RTA's sustainability focus to reduce its greenhouse gas emissions, the project will also deliver remarkable financial benefits through a 5% monthly saving on electricity bills.

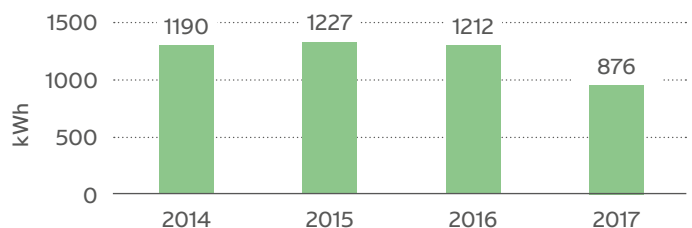
In total – the solar panel installation will generate approximately 77% of the electricity needed to power the carpark building (approximately 500,000 kWh/year). This in turn will lead to an astonishing emissions reduction of 213 tonnes/year of CO₂ and 2112 kg/year of sulfur oxide and nitrous oxide combined, or the equivalent of saving 30,000 trees or 19 hectares of forest land.

This initiative is being undertaken in line with RTA's continued sustainability efforts and provides important support for RTA's environmental, economic and social agenda. The project is considered as a stepping stone for similar projects to be undertaken in the future by RTA as it continues to drive efficiencies and management of its sustainability impacts through alternative and clean sources of energy.

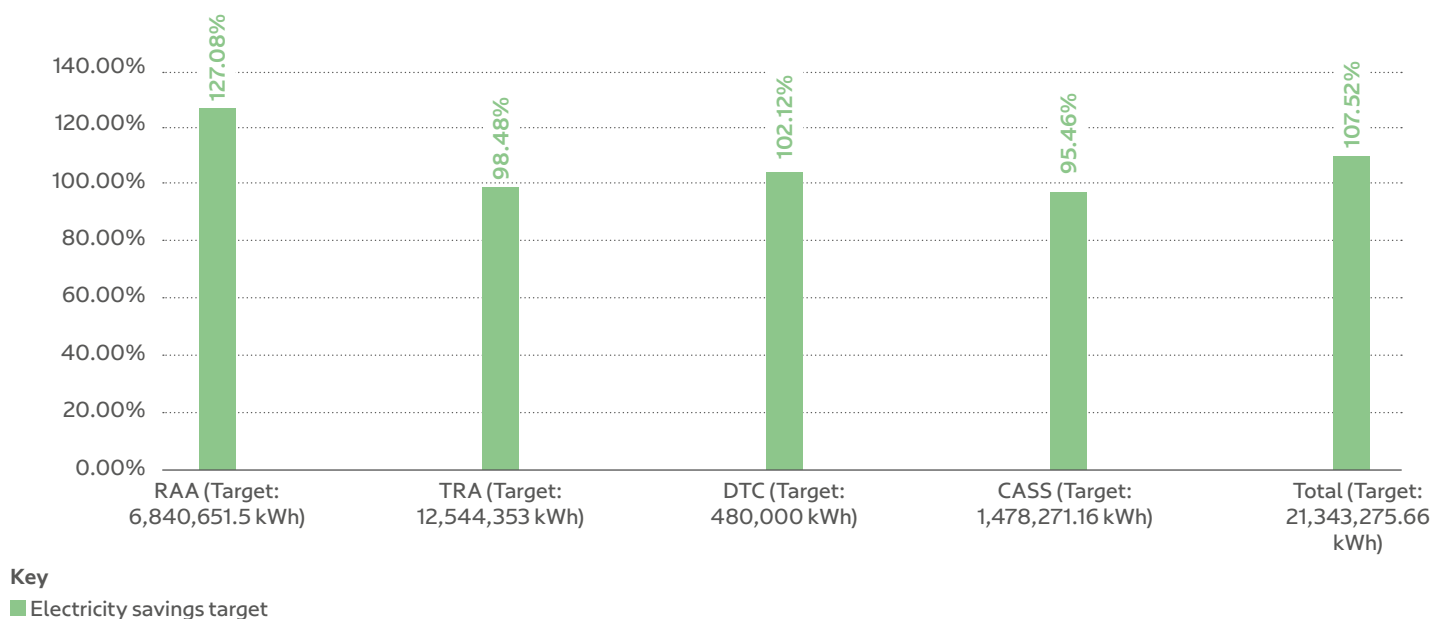
Our Traffic and Roads Agency has established a smart street lighting plan to support the Dubai Demand Side Management (DSM 2030) strategy. In 2017, we installed new LED street lighting in residential areas such as Jumeirah, Al Twar and Al Mezher, which lead to savings in energy consumption, reduction in greenhouse gas emissions and a decrease in maintenance cost. We were able to achieve a reduction in consumption of 442,101 kWh and 190.5 tCO₂e through this initiative. In addition, we continue to switch off light poles partially in residential areas after 10:00pm, leading to a significant reduction in consumption of 4,380,000 kWh in the year 2017. We have also transferred our entire Traffic Light System in Dubai from Halogen to LED, saving 913,000 kWh in 2017.

The following KPI have been used to measure our street lighting performance for the year 2017.

Rate of improvement in street lighting efficiency (kWh/lighted lane km)



Electricity savings as percentage of target by sector and agency



Green Economy

Studies have shown that climate change greatly affects transportation due to its impacts on planning, design, procurement and construction related activities. At RTA, we have been at the forefront of implementing innovative solutions to lead the transformation happening in our sector. Our Safety Risk Regulation and Planning Department (SRRPD) ensures RTA's energy performance, environmental performance and innovation in relation to sustainable transportation and infrastructure. We strongly believe that our growth model operates on creating greater societal value and a positive environmental footprint. In 2013, the Energy and Green Economy Committee was established in RTA to govern all the energy and environmental aspects of the organisation. Subsequently, in 2016, a Green Economy Section was established within SRRPD to manage the environmental performance of RTA and to communicate and convey these measures to management as well as Federal and local government.

There have been a number of national initiatives that have been introduced to set the tone for the sustainable performance of our city and country. For example, the UAE Vision 2021 reflects the UAE's interest and determination towards achieving a Green Economy through the development of a framework that outlines the agenda for sustainable development. The UAE cabinet also approved the UAE Green Agenda 2030, an overarching framework for green economy actions with 5 main objectives including: achieving a Sustainable Environment and Valued Natural Resources, Clean Energy and Climate Change Adaptation, and Green Life and Sustainable Use of Resources.

RTA's "Green Economy framework, strategy, and the actions supporting the framework," demonstrate our commitment and support to these directions and strategies. We are proud to claim that we are the first government entity in the region to establish a long-term Green Economy framework and strategy. This strategy supports continual improvement among our various activities of design, procurement, construction, operation, and maintenance of transport infrastructure and services including roads, rail, marine and public transport systems.

Our vision is to achieve a fully integrated and sustainable infrastructure approach. In addition to the Federal and local strategies and directions, our Green Economy strategy considers international sustainable frameworks and global initiatives such as the United Nations Framework Convention on Climate Change, Paris Agreement on Climate Change, and SDGs. Locally, our objectives are aligned to the UAE Vision 2021, National Innovation Strategy, Dubai Plan 2021, Dubai Integrated Energy Strategy 2030, Demand Side Management 2030, Smart Dubai Strategy and Expo 2020 Plan, among others.

In addition, as a testament to the achievements and improvements accomplished at RTA, we were the recipients of the following Green World Awards in 2017 for the following categories:



- **Green World Awards for Environment**
- **Green World Awards for National Initiatives**
- **Green World Awards for Sustainability.**

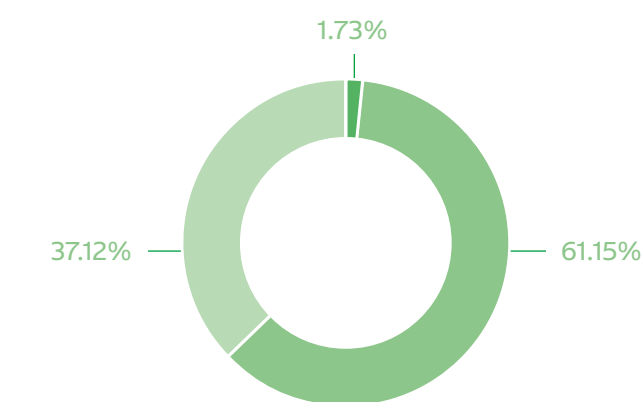
Our vision, 'safe and smooth transport for all' reflects the emphasis that we put on our sustainability strategy through our consideration of health and safety, green economy and environmental sustainability in transportation. Furthermore our main Green Economy programs include an Enhanced Green Economy Culture, Sustainable Transport and Climate Change and Energy, highlighting even further the efforts undertaken as part of RTA's overarching vision.



Emissions management

At RTA, we manage our emissions by monitoring our carbon footprint, while including the environmental benefits accrued by the various initiatives that we have undertaken to reduce our emissions.

We continuously strive to improve our emissions performance, however due to the nature of the industry we operate in it is expected that our emissions from mobile combustion and electricity consumption will be substantial as they account for almost 99% of the total carbon emissions.



Key

- **Scope 1** (Fleet – Petrol, Diesel, Refrigerants, Generators and Fire extinguishers)
- **Scope 2** (Electricity and Water)
- **Scope 3** (Business Travel, Waste, and Service Provider Emissions)

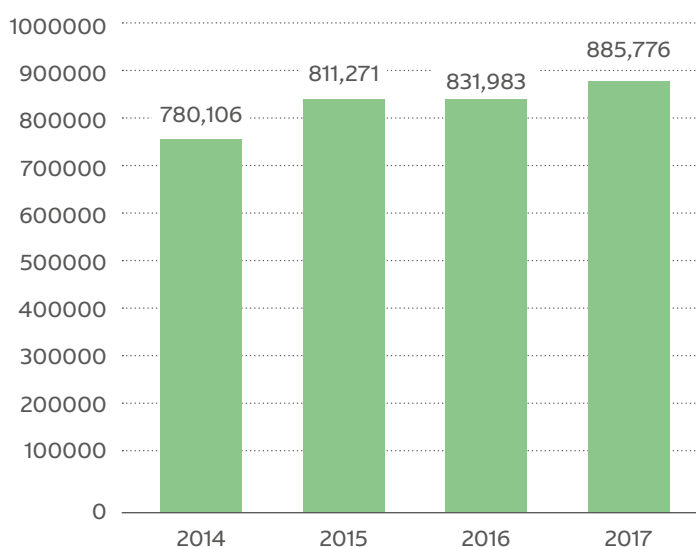
Emissions (tCO ₂ e)			
Scope 1	Scope 2	Scope 3	Total
541,650	328,840	15,286	885,776

For 2017, our emissions were calculated using new emissions factors as provided by Dubai Supreme Council of Energy.

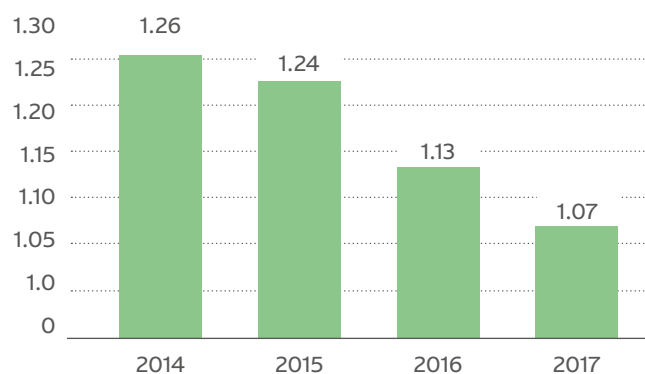
Out of the total greenhouse gas emissions from our operations, 62.15% were Scope 1 emissions, 37.12% were Scope 2 emissions and the remaining 1.73% were Scope 3 emissions.

Our emission performance for 2017

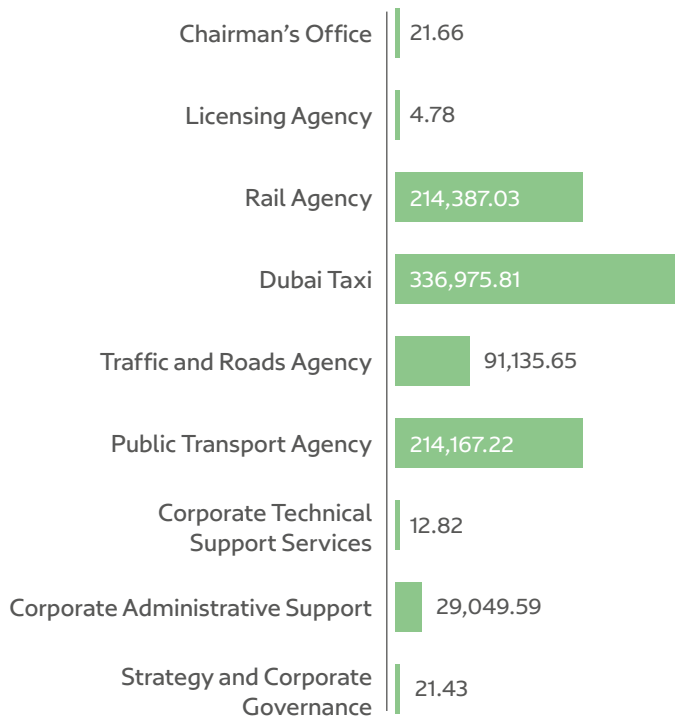
Total emissions (tCO₂e)



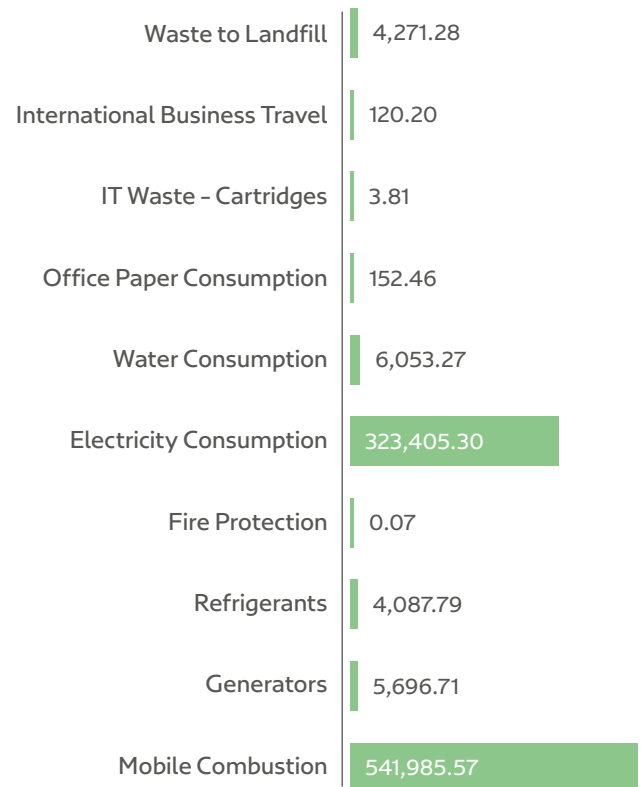
Total greenhouse gas (GHG) emissions from Public Transport (kgCO₂e/passenger)



Total emissions - Sector/Agency wise



Total emissions - Sector/Agency wise (tCO₂e)



With the goal of supporting Dubai's mission to become a worldwide leader in public transport and thanks to the efforts undertaken to increase our ridership on a yearly basis, we have achieved an exponential increase in ridership in 2017 in comparison to 2016. The number of vehicles and public transport infrastructure that we operate is continuously growing on a yearly basis. This is testament to the great work being done by the city of Dubai to continuously attract new visitors, as well as the increased efforts at RTA to encourage its residents and visitors to use public transport.

Although we are proud of having achieved our targets for growth, these efforts have led to an increase in RTA's greenhouse gas emissions profile in comparison to the previous years. It is vital however to analyze the total greenhouse gas emissions emitted per passenger as this metric gives a clearer picture of the efforts being undertaken to reduce our emissions.

From 2016 to 2017, we were able to reduce our emissions per passenger from 1.13 kgCO₂e / passenger to 1.07 kgCO₂e / passenger, a reduction of more than 5%.

We are continuously looking at innovative solutions to reduce our emissions and we believe we are taking the right steps to achieve that target by increasing the number of hybrid and electric taxis as part of our fleet, encouraging residents of Dubai to use other means of public transportation such as the Dubai Metro and, Dubai Tram, as well as our fleet of ecofriendly buses, and even encouraging car-pooling.

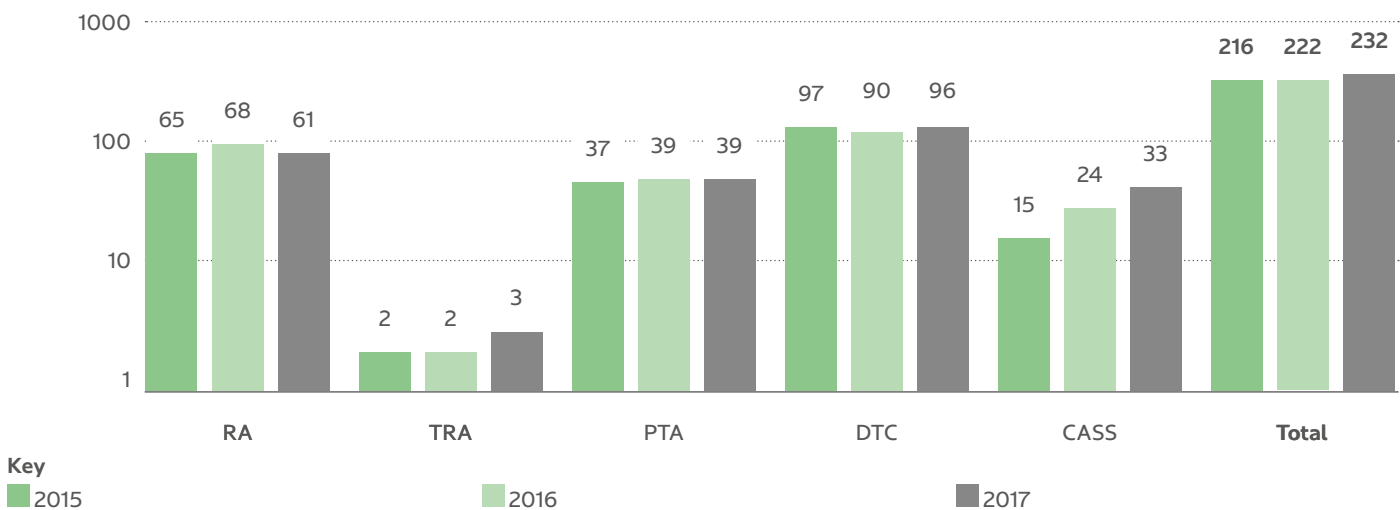


Water conservation

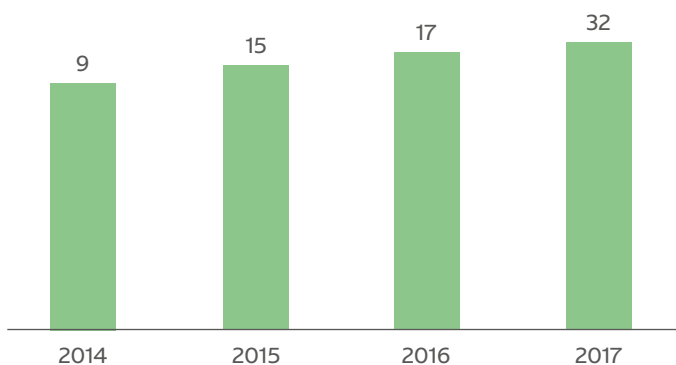
Globally, and especially in the UAE, water scarcity continues to be a growing concern. The UAE is among the top water-scarce countries in the world and has one of the world's highest per capita water consumption. We have committed ourselves at RTA to adopting world class and best practice water efficiency measures through environmental sustainability initiatives. Due to our impressive increase in ridership and the need for additional vehicles and operations in 2017, we witnessed an increase of 4.4% in water use compared to the previous year.

However, through our water conservation initiatives, the total amount of water saved during the reporting period was 31,614,640 imperial gallons, an increased saving of 5% compared to the target set for the year, and an exponential increase of 83% in savings from the previous year. These achieved savings are a result of a number of initiatives we have undertaken during 2017 to improve our water savings performance.

Water consumption trend by sector / agency (in million imperial gallons)



Water savings in million imperial gallons by year.



Ongoing water saving initiatives:



DTC is recycling 100% of waste water generated



Installation of water flow controllers at WC ablution hoses across the whole Metro



Reusing the water used to clean the buses at Al Qusais Depots



Waste management

Due to an increase in population growth as well as economic activities in the UAE, the quantities of waste being generated in the UAE has considerably increased in the last ten years. Most of the waste ends up in municipal landfills or dumpsites, where organic waste generates large amounts of methane gas, a potent greenhouse gas, leading to a negative effect on our environment.

At RTA, we have committed ourselves to minimizing our waste volumes by ensuring that the largest number of recycling and reusing opportunities are undertaken. In line with UAE Vision 2021's aim to reduce the percentage of treated waste from total waste generated to 75 per cent by 2021, we have designed a waste management system that clearly outlines how RTA adopts efficient waste management techniques, including hazardous waste, all while following the waste hierarchy (i.e. prevention, reduce, reuse, recycle and disposal to landfill).

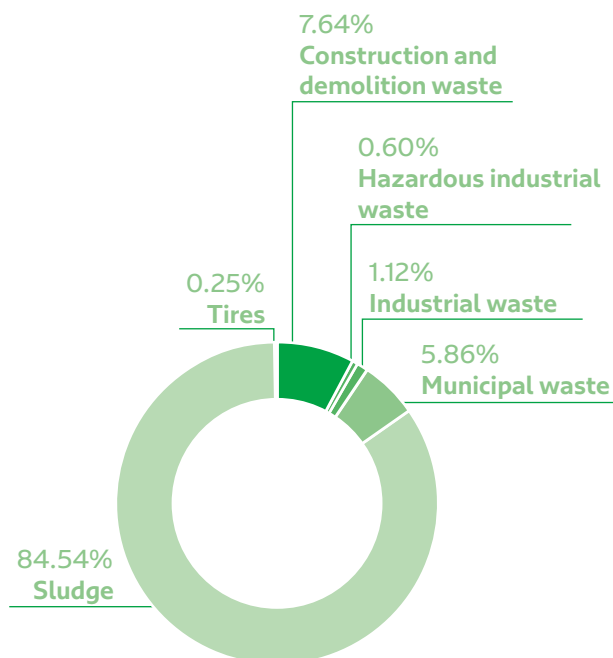
The total waste recorded in the year 2017 (including our contractors waste) was 599,830 tonnes, with 65% of that waste diverted from landfills. With these figures in mind, we are on target to reach our goals as well as the national goals within the set timeframes, and are working to introduce more measures to divert our waste from landfill.

Parameters	Total quantity (Tonnes)	Percentage share
Waste sent to landfill	209,206.13 tonnes	35% of total waste recorded
Waste diverted from landfill (reused + recycled)	390,624.27 tonnes	65% of total waste recorded

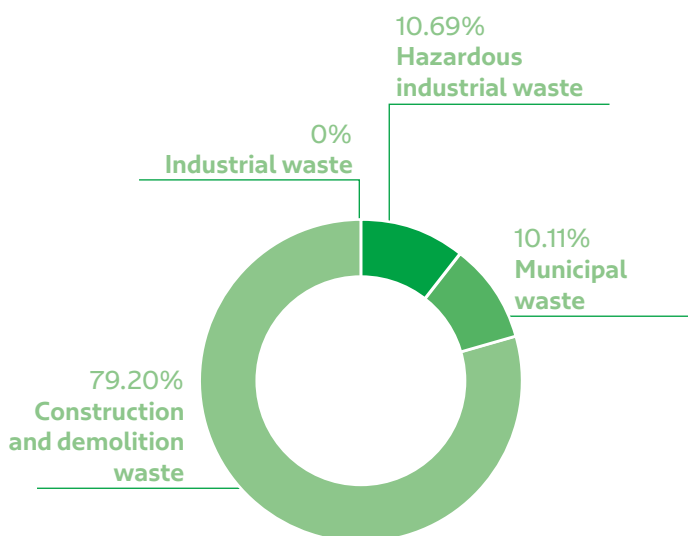
2017 Waste Management Data

By far the biggest contributor to our recycled waste was sludge (mainly in the form of waste water), which accounted for 84.54% of the waste recycled.

Waste type recycled in 2017



Waste type landfilled in 2017





Social Sustainability





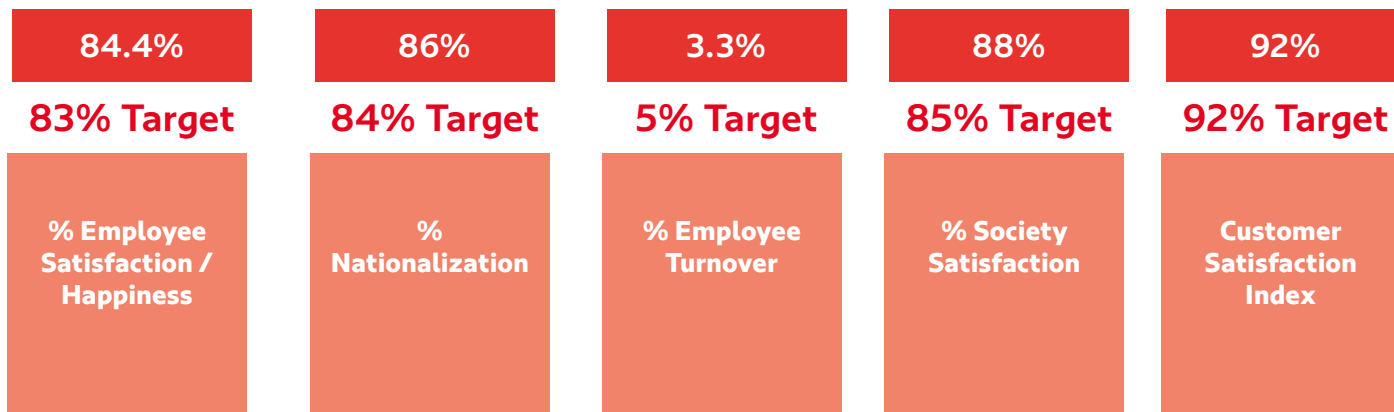
Shaping better Social Sustainability

The public transportation industry is witnessing major changes. It is becoming more dynamic, swifter and safer for the general public. At RTA, we have taken great strides to adapt to these changes. The social sustainability function in the RTA is embedded in core functions that RTA undertakes. This is reflected in the various strategies, policies and initiatives planned for various stakeholders during the course of each year. Specifically, we have focused on ensuring social sustainability through the provision of a safe and healthy workplace for our employees and stakeholders alike.

We have taken great strides at RTA towards building sustainable transportation and infrastructure systems by providing a safe, healthy and happy workplace for our employees and ensuring the safety of all our customers and stakeholders utilizing our services. This is embodied by RTA's People Happiness Strategy, our Framework for Integrated Customers Insights (FICI), and our Customer Happiness Strategy and Communications Strategy. Given the nature of operations we also acknowledge our impact on the national and international agendas and initiatives such as the UAE Vision 2021, Expo 2020 and Dubai Plan 2021, and as such always consider the impacts of these in our strategic decisions.



Social sustainability performance highlights for 2017



Health and safety at RTA

Health and safety has always been an essential part of RTA's business strategy. In line with our vision, occupational health and safety management and considerations are embedded in our daily operations. In 2017, we revised our goals and objectives in relation to our objectives of Smart Dubai, Integrated Dubai, People Happiness, Advance RTA, and Safety and Environment Sustainability, all of which form part of our 8 major strategic objectives dealing with social sustainability related issues.

We are aware that due to the nature of our operations, we face a high number of safety risks on a daily basis, whether from an occupational or customer point of view. In order to properly manage these risks, we continuously implement safety efforts through effective risk management approaches in the area of Occupational Health and Safety by integrating with our Enterprise Risk Management, Emergency and Crisis Management and Business Continuity Management systems.

The safety of our employees, passengers, pedestrians and the general public is of utmost importance to us, for that reason we continuously strive to improve our approach towards safety by reducing injury rates and mitigating crises to the best of our ability. These safety initiatives ensure that RTA is a leader in safety awareness measures, with a constant focus on improving our performance. To further strengthen our safety culture, we ask all our employees and contractors to ensure safety is a collaborative effort and the responsibility of each and every person at RTA. Through this mindset we believe RTA can achieve the highest standards of safety with the support of all our stakeholders.

RTA recognises the role health and safety plays in overall performance of RTA. In line with our strategic direction, we abide by our RTA Corporate Safety and Environmental Sustainability Policy to proactively address and manage specific occupational health and safety risks across our transportation networks.

Our policy primarily focuses on prevention of injury and illness, adoption of feasible solutions to improve safety, reducing impacts to ‘as low as reasonably practicable’ (ALARP), and continually measuring and improving our safety performance. Additionally, in line with that policy and our compliance and corporate safety requirements, we have established a RTA Safety and Environmental Management System (RSEMS). The system adopts a risk management approach in accordance with OHSAS 18001:2007.

The application of RSEMS is required throughout the entire organisation.

Our integrated approach to safety is highlighted in our cross functional management systems highlighted below.

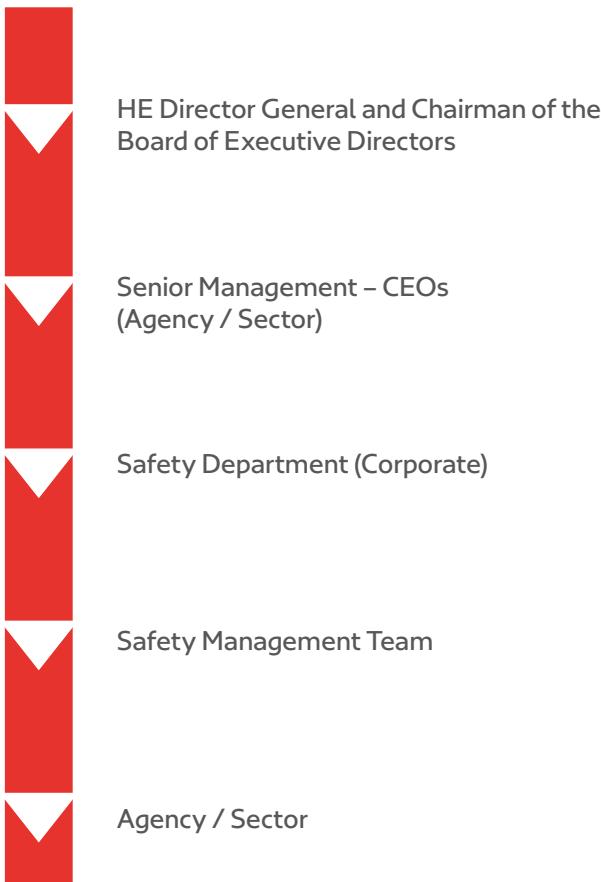
RTEMS
RTA Safety and Environmental Management System
(OHSAS 18001)



Safety management structure at RTA

Within RTA, we believe that setting the tone from the top of the organisation is of utmost importance as visibility of the leadership and their involvement within the numerous departments at RTA and external agencies sends a positive message and highlights the efforts being undertaken in all initiatives and projects. As safety is one of our priorities within the organisation, we ensure that the tone of our safety performance comes all the way from the top, helping us achieve workplace safety in an efficient and methodological manner.

Our safety governance structure is based on the principles of leadership, participation, risk management, stakeholder engagement and legislative compliance and starts all the way from our Director General. In order to achieve structured and meaningful impact, management responsible for executing safety decisions is spread across various teams and personnel. Our formal joint health and safety structure consists of 10 top management, 14 senior management and 80 team members.



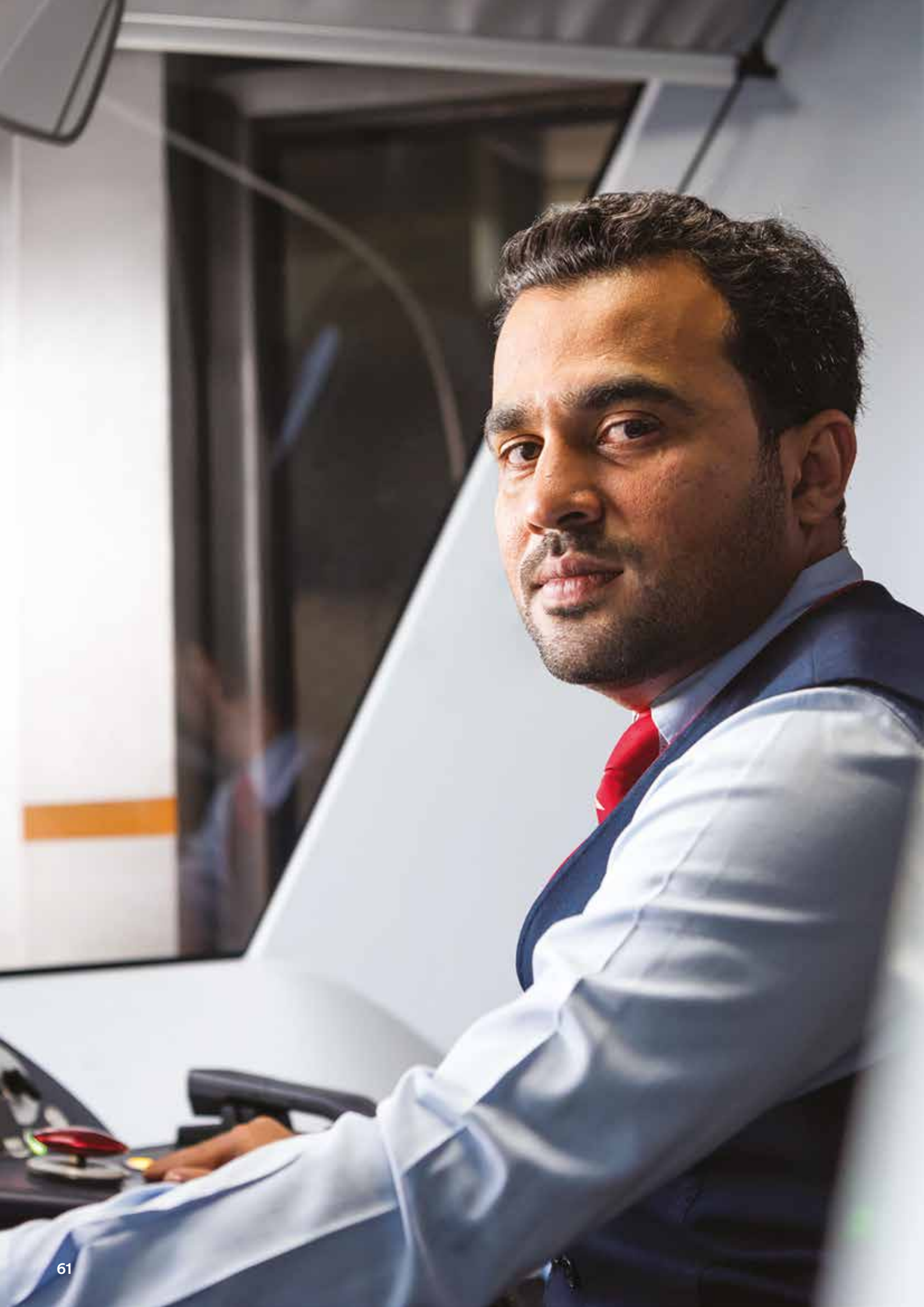
Occupational diseases

We are constantly monitoring and managing occupational risks in order to create a safe, secure and healthy working environment. With a focus on improving health and wellbeing of our employees, we organize periodic medical check-ups for our employees to identify occupational health issues, if any, as soon as possible, and work on preventative measures. In 2017, we are proud to say that there have been no cases of occupational diseases reported or identified.

Health and safety training

At RTA, we place the utmost importance on health and safety training as it is vital to ensure that new and existing employees assigned with tasks, procedures and handling dangerous equipment understand their roles and responsibilities clearly and perform their duties with safety as a priority. Prior to being assigned a job role, each employee has to go through an extensive mandatory health and safety training program. The objective of these training programs is to familiarize employees with RTA's health and safety policies, key risks, and the most efficient ways to communicate incidents, emergencies and crisis to the concerned individuals / departments. We also provide periodic technical and modular training to enhance employee knowledge, and to support professional development in the area of health and safety.





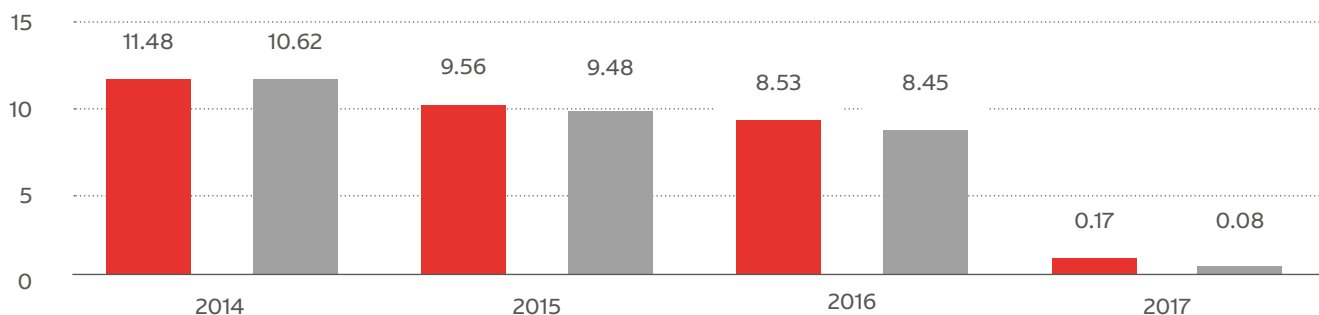
RTA's safety performance

At RTA, we calculate our safety data using a unique concept of 'Equivalent Fatality Rate' (EFR) to measure the overall safety performance at a Strategic Level. The formula is derived to equate minor, moderate and severe injuries to "Equivalent Fatalities". The concept is outlined referring to the UK based Accident Triangle. It is important to note that the EFR calculation methodology that we use has been updated in 2017, to reflect the performance improvement rates rather than stagnant value.

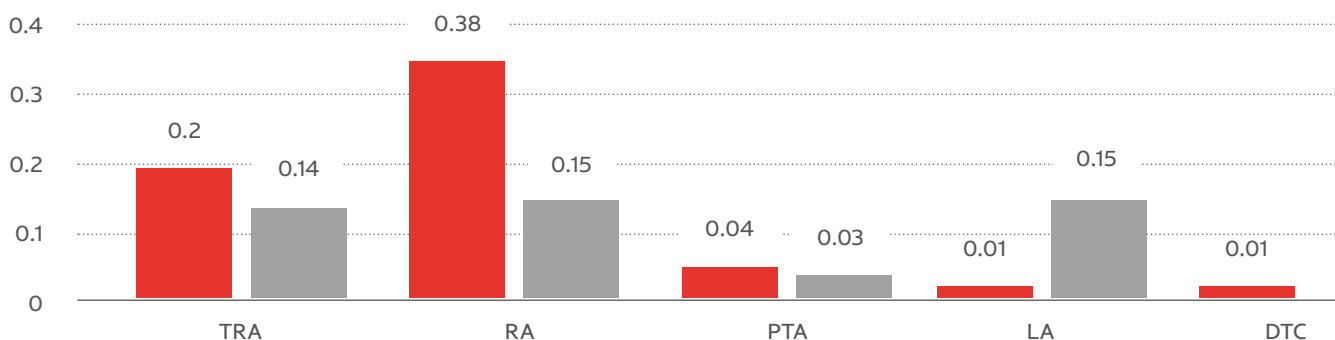
The new equation considers the "Total Employee Manhours" against the "Equivalent Fatalities" to derive the Rate of Safety Performance. This explains the discrepancies in the figures reported in the tables below for 2017 compared to the ones reported the previous years. We are proud to say we have recorded a 25% reduction in Equivalent Fatalities for the reporting year, compared to last year.

Equivalent Fatality Rate (EFR)

RTA - EFR Statistics over the years



EFR target Vs actual for 2017



Key

■ Target

■ Actual

Types of injury

Safety statistics - Permanent employees 2017

	TRA	RA	PTA	LA	DTC	SEC
Near miss	0	0	1	0	1	0
Minor	0	0	1	0	0	0
Moderate	0	0	2	1	1	0
Severe	0	0	0	0	0	0
Fatality	0	0	0	0	0	0

Safety Statistics- Contractor employees 2017

	TRA	RA	PTA	LA	DTC	SEC
Near miss	253	344	0	0	0	4
Minor	422	212	4	0	0	3
Moderate	9	2	1	0	0	0
Severe	0	0	0	0	0	0
Fatality	3* (trespasser)	0	0	0	0	0

*1 of the 3 fatalities that occurred was from a trespasser

Safety initiatives: Spotlight

Our safety initiatives are focused on effectively using tools as part of an integrated, collaborative service delivery. In order to maximize the outreach of safety initiatives, we have employed a two-fold strategy:

- Ensure all our transportation agencies and sectors align their practices to help achieve RTA's safety strategic objectives.
- Compel the usage of available tools throughout the organisation and via RTA's partnering organisations.

RTA has established different channels like Al Masar Magazine (our in-house magazine), our annual sustainability report, messages through RTA websites to communicate our key safety requirements, initiatives, results and the overall safety performance to all interested parties, including employees, customers, and all related stakeholders. Some of the initiatives we have implemented throughout the years include:

Risk rating in vehicle safety service (VSS) system

This service is intended to classify the risks posed by vehicles, drivers and transport companies with the aim of easing the burden on compliant parties and applying a more rigorous approach to defaulters. It also reduces the frequency of stopping compliant vehicles on roads for on-road inspections according to the risk rating given, by using the information generated by the technical inspection and vehicles safety system. Such a process will contribute to improving the safety of vehicles and traffic and curbing accidents and fatalities through enhancing the monitoring regime, improving the environmental sustainability of transport and offering new government services. Moreover, the system highlights the best drivers and the best fleet operators to be awarded by RTA. The initiative is developed as a module in the VSS project which is aligned with RTA's strategic goal Safety and Environment Sustainability, and the objective to 'enhance transport and traffic safety to reduce accidents and fatalities'. RTA is the first government entity worldwide to develop such a system along with dedicated policies to monitor the risk of all the heavy vehicles on a city level.

Dubai Taxi smart tow

Dubai Taxi launched the smart tow system to offer roadside assistance for broken down vehicles via a smart app across all smartphones. The system is designed to ease the delivery of roadside assistance to the public, and develop a modern way that helps reduce road traffic accidents and congestion and improve the level of service through the rapid deployment of recovery service, if needed. The process is in line with the strategy of making Dubai the smartest city in the world.

Annual RTA Safety Award

The Annual RTA Safety Award honours strategic partners, firms and individuals for their commitment to safety. The Award is applicable across all RTA projects, contractors, consultants, other agencies and construction sites.

Child safety program

Following the introduction of new Federal Traffic Law that requires children under the age of four to be restrained in an age-appropriate seat while riding in a vehicle, RTA, in association with Dubai Health Authority, has stepped up its campaign to raise awareness among mothers.

A key part of the updated Federal Traffic Law that came into effect on 1 July 2017, the seat belt rule obliges motorists to have children under the age of four restrained in a safety seat, while children aged less than 10 years, or measuring less than 145cm are prohibited from sitting in the front passenger seat.

Coloring asphalt in red

At RTA, we have started coloring asphalt in red in parts of streets subject to changing speed limits, such as Oud Metha Street (near Bu Kadrah Interchange), and along the extension of Dubai Al Ain Street, where the maximum speed limit is reduced from 100 km/h to 80 km/h.

The process involved coloring all lanes in an eye-catching style and colour, so as to bring attention of road users to the new speed limit. We expect as motorists become accustomed to these changes, it will result in better safety outcomes and avoided offences and accidents due to speeding. This initiative links to RTA's vision of 'safe and smooth transport for all'.

People happiness

Workforce management and satisfaction

At RTA, we recognise the importance of our employees in our day-to-day operations and in making the organisation one of the leading public agencies in the UAE. We consider our employees to be the backbone of our operations and an essential element of our daily progress. For these reasons, we strongly believe in supporting our employees and providing them with the right tools to advance within the organisation as well as make sure their voices are heard. Ensuring their happiness and the availability of all the resources needed to be comfortable in their work environment is of utmost importance to us and we continually strive to ensure we meet their needs.

Some of the initiatives undertaken to achieve these goals include:

- Ensuring RTA is an Employer of Choice by creating a value proposition that focuses on rewards and recognition in support of an employee's performance at workplace
- Recognising the contribution of RTA employees through various awards such as thank-you notes, Namous Awards, Scientific Research and Innovation Awards
- Providing focused technical training with around 350 training courses through various online and classroom training sessions
- Introducing structured approaches to talent development like Career Paths and Succession Planning helps RTA provide growth opportunities to its employees
- Mobile friendly information platforms, employee KIOSKS, enabling HR systems helping RTA provide efficient and effective services to its employees
- Caring for employees personal requirements, including facilities such as transportation, gym, nursery, and medical clinic for its employees.



Amwaj al Farah, part of providing RTA with a happy environment

RTA has always had a people oriented strategy, with excellence and success being one of our core values, it is important to create a work environment inclusive of mutual support, trust, and respect. We firmly believe that a holistic work environment is one that includes diversity and inclusivity within the workforce as well as clearly defined opportunities for growth and success. Our workforce is divided among the seven sectors / agencies, leading to a diverse set of expertise and specializations within the agency, including engineering, management, finance and urban planning among others.

Inclusion and diversity

We have always focused on inclusion and diversity as an organisation, as these two topics are paramount to us at RTA. We understand and acknowledge the importance of all employees within the organisation and take all possible steps to ensure a proper balance in our workforce.

Women in the workforce

We have developed relevant policies, strategies and committees within RTA to allow for the growth and development of our women employees, building their capabilities and providing opportunities for them to become successful professionals, as well as grow within the organisation.

RTA believes in nurturing an environment of creativity and excellence for our women employees and we take different measures to ensure that women employees are provided with all possible opportunities and incentives to help them stay motivated and committed to achieving our vision and goals as an organisation.

One of the most important tools in achieving those goals has been the creation of a Women's Committee at RTA. The main aim of this committee, which has been around for several years, has always been to promote the role of women at RTA, and to help them develop their competencies and capabilities.

The committee plays a vital role in supporting our women employees to develop their capabilities and boost their ability to create a proper balance between their work and family responsibilities and ensures that regular events and initiatives are undertaken to acknowledge and appreciate the efforts of all our female employees, as well as women in general.

Some of the initiatives that we have undertaken includes a more flexible and holistic environment to women employees including the establishment of a dedicated nursery for the children of RTA's employees, as well as a gym to encourage our women employees to focus on leading a healthy lifestyle.

In addition, one of our services, Ladies and Family Taxi, a cab service driven by female drivers, further highlights our commitment to women empowerment by providing women in the community with jobs as well as highlighting the needs of our women customers who would prefer to use such a service.

People of determination in the workforce

Another important initiative undertaken by RTA to foster a culture of respect and inclusivity at workplace as well as promote the spirit of cohesiveness towards all sections of people in the society, is the establishment of specially developed services for an important segment of our society, 'people of determination'. All our plans, projects and services are designed and implemented taking into consideration their needs and requirements, highlighting our responsibility towards developing Dubai as an empowered and a cohesive society to reside in.

All our office premises, services and customer centres and transport systems have been designed to accommodate the needs of the people of determination. Some of these initiatives include an audio-enabled RTA website, dedicated counters for people of determination at key customer service centres, tactile floor paths to guide visually impaired persons at rail stations and 1517 low-floor buses and spaces designed for use of people of determination. This is to ensure that all individuals in this nation are provided equal opportunities of learning and growing and feel equally involved and included as a part of the society.

RTA has also engaged itself in CSR initiatives that target people of determination such as RTA wheelchairs as a means to ensure its commitment towards providing services to all.

Emiratization

As a public institution, we consider it our responsibility to work towards achieving the objective set by the UAE government of recruiting an increasing the proportion of UAE nationals under the Government's Emiratization initiative and Vision 2021. At RTA, we constantly strive to provide sufficient and adequate incentives to attract UAE nationals to work within the organisation, and also provide sufficient learning and development opportunities to Emiratis currently working with us.

84%

Emiratization in the mid-level leadership positions an increase approximately of 84%

33%

Emirati women form 33% of the total workforce, up from 18% in the previous year

75%

75% of the total Emiratis employed by us at RTA are in the age-group of 20-30 years

Our human resource policies are set in a manner so as to promote a culture of national pride and identity, and is supported through all our initiatives within the organisation. These include celebrating Flag Day, National Day and other national occasions and events that we believe are essential for any UAE national.

We have always been keen on developing recruitment strategies that allow us to employ more UAE nationals across all functional levels and into different roles. The percentage of local nationals at senior positions across different functional groups and agencies was at more than 95% in 2017, and the percentage of Emiratization in the mid-level leadership positions has grown to approximately 84%. Overall, from the total 6449 employees, calculated at the end of 2017, 55% of our workforce is represented by Emirati employees. Moreover, Emirati women make-up 33% of the total employees at RTA, up from 18% the previous year, with 16% Emirati women occupying leadership positions and 14% in specialist roles.

We are also adamant that the youth of this nation are the ones responsible for driving the change and upholding the values and principles that define the existence of this nation and that eventually will drive this nation forward, which is why approximately 75% of the total Emiratis employed at RTA are in the age-group of 20-30 years. To further showcase our commitment to Emiratization, as an initiative we signed a memorandum of understanding (MoU) with the Emirates Youth Council.

We also have a succession planning policy that allows us to ensure the sustainability of our workforce. This policy has been developed to ensure that critical senior leadership positions, such as that of a director or a CEO, are chaired by highly skilled and experienced professionals, who are capable of achieving the targets set for the growth of the organisation and who also lead the way forward for others to follow. The policy consists of specific selection criteria and an employee development plan, which includes adequate training and skill-development programs as well as special projects assigned to suitable employees.

Recognising the efforts of all our employees and rewarding their dedication and commitment towards achieving RTA's goals is our way of communicating our gratitude towards all our employees. We continually strive to ensure that all our employees' achievements are well recognised and appreciated. We conduct regular performance reviews for 100% of our employees and have dedicated career and succession planning programs in place. Such programs help our employees streamline their discussions about their future growth plans, opportunities for promotions and salary increments and other such rewards.

As mentioned, fostering an environment of happiness and job satisfaction for our employees is a priority; hence, we offer comprehensive remuneration and reward packages with a range of benefits to all our employees.

These benefits include:

- medical benefits
- 5% monthly pension contribution
- flexible working hours
- Airfare

Leave policy at RTA

At RTA, we have always encouraged our employees to maintain a proper workplace balance and offer a comprehensive leave policy. We recommend all our employees to make full use of the leave provided to them, promoting a healthy, stress-free and positive work culture.

Our flexible working hours' system for employees not in direct contact with customers or on a shift schedule is one such initiative aimed at providing a more relaxed and understanding work atmosphere. This system allows employees to log in 30 minutes around the official working time i.e. 7:30 am – 2:30 pm; albeit ensuring that a minimum of 7 working hours has been put in by each employee during the weekdays.

End of service benefits for employees includes:

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

Leave	Details
Sick	Up to 15 days per the calendar year
Compassionate	3-5 working days compassionate leave is allocated for the death of a relative
Escort	RTA's chairman of the board of directors may grant three months paid exceptional leave to accompany a relative for an overseas treatment
Pilgrimage (Hajj)	Muslim employees are entitled to a 15 working day paid leave to perform Hajj once during their service with the Dubai government
Maternity	60 calendar days with full pay
Paternity	Male employees are entitled up to 3 days of paid leave
Examination	5-10 working days within the semester for exam study
Study	A national employee may be granted full-time study leave to obtain a post-higher school qualification within or outside the country for the period of the approved education program
Annual	22-30 working days depending on the employee grade

Employee engagement

At RTA, 'People Happiness' is one of our main priorities, highlighted by the fact that it is one of the major focus areas of our strategic objectives. This ensures that we are constantly committed to ensuring that all our stakeholders, including our employees, are comfortable sharing all concerns and expectations they might have of RTA at any given time. We encourage our employees to raise any work-related concerns or suggestions at any time and seek management support for any requests. This allows them to convey and discuss their queries and requirements with their managers as well as any other senior level management, including the department director and CEO while adhering to RTA's policies and guidelines.

We are putting in continuous efforts towards stepping up the productivity and efficiency levels of all our employees and have different communication channels in place that allows us to engage with all our employees on a regular basis. We are always striving to improve our existing employee feedback systems and monitor the levels of employee satisfaction on regular basis. Engaging with our employees allows us to understand their opinions and viewpoints and integrate them into our decision-making processes. It also facilitates the need to develop newer and innovative approaches towards making our employees happier while improving their capabilities and capacities.

All our human resource policies are established under the Dubai Government Human Resources Management Law No. (27) of 2006 and its amendments. In 2017, we are happy to report that we had no grievances on labor practices or human rights filed.

Training and development

Our strategic objective, 'Advance RTA', aims to improve RTA's human capital and foster excellence and knowledge management of RTA employees to achieve their full potential through improving their skills and capabilities. We are cognizant of the importance of providing our employees with opportunities to develop, learn and grow their capabilities within the organisation and allow them to set development targets for themselves.

We are committed to providing the necessary training and skill-building opportunities across each functional level, agencies and sectors. We deliver regular training programs, courses, sessions and workshops, that are targeted at improving or developing specific skill-sets required to meet project or customer requirements. In addition, we focus on organizing regular training that help upgrade the overall capabilities and skills of our existing workforce, thereby helping us effectively manage our succession and growth policy.

RTA also believes in properly training the graduates that we recruit from different universities and academic institutions and prepare them for the challenges faced in the professional world. Through our Edaad program, we engage with the Emirati youth and provide career building opportunities for young talented graduates. The program development plan consists of a combination of theoretical training and practical experience, spanning a period of 24 months, during which graduate is given the designation of a graduate trainee. Once they complete the entire program successfully, they receive the appropriate designation based on the agreed upon role.

Human capital metrics:

Table 1: Employment category breakdown by gender

Employment type	Male				Female				Total employees			
	2017	2016	2015	2014	2017	2016	2015	2014	2017	2016	2015	2014
Senior management	97	83	81	87	12	12	10	12	109	95	91	99
Middle management	105	118	106	89	45	50	46	35	150	168	152	124
Supporting jobs	2401	2296	2244	2244	692	642	645	645	3093	2938	2889	2889
Labor	3097	3109	3131	3111	0	0	0	0	3097	3109	3131	3111

Table 2: Agency and employment breakdown by management:

Employees in management role	Senior management				Middle management			
	2017	2016	2015	2014	2017	2016	2015	2014
Licensing Agency	9	8	9	11	19	18	16	12
Rail Agency	12	15	14	15	16	15	14	12
Traffic and Roads Agency	14	11	11	13	17	26	25	17
Public Transport Agency	16	12	13	13	23	27	22	17
Corporate Technical Support Services	11	8	15	14	15	16	19	18
Corporate Administrative Services	21	19	11	14	33	31	26	21
Strategic and Corporate Governance	17	15	10	9	22	28	23	21
Chairman's Office	9	7	8	7	5	7	7	6

Table 3: Employee breakdown by supporting jobs and labor:

Agency / Sector	Senior management				Middle management			
	2017	2016	2015	2014	2017	2016	2015	2014
Chairman's Office	48	316	45	51	2	19	2	2
Strategic and Corporate Governance	166	141	112	107	3	2	3	3
Corporate Administrative Support Services	474	987	405	408	15	68	13	14
Corporate Technical Support Services	129	753	150	146	3	3	6	7
Public Transport Agency	810	94	753	781	2986	2,996	3,015	2,983
Traffic and Roads Agency	982	451	982	1,003	68	16	70	69
Rail Agency	145	152	147	140	1	3	2	2
Licensing Agency	339	44	295	284	19	2	20	4

Table 4: Total employees by age group

Employees by age group	2017	2016	2015	2014
18-30 years	721	682	750	828
31-40 years	2310	2,387	2,478	2,571
41-50 years	2443	2,383	2,285	2,177
51-60 years	952	831	728	617
61 years and above	23	27	22	30

Table 5: Total employees by gender

Employees by gender group	2017	2016	2015	2014
Males	5700	5,606	5,562	5,531
Females	749	704	701	692

Table 6: 2017 agency and gender breakdown

Agency / Sector	Male	Female	Total
Director General and Chairman of the Board Executive Directors	41	23	64
Strategic and Corporate Governance	136	72	208
Corporate Administrative Support Services	266	277	543
Corporate Technical Support Services	96	62	158
Public Transport Agency	3,749	86	3,835
Traffic and Roads Agency	988	93	1,081
Rail Agency	129	45	174
Licensing Agency	295	91	386

Table 7: Employees terminated, new hires and turnover by gender

Gender	Employees terminated				New hires				Labor turnover			
	2017	2016	2015	2014	2017	2016	2015	2014	2017	2016	2015	2014
Male	178	363	354	360	403	367	343	347	3%	6.50%	6%	7%
Female	73	93	117	90	107	87	104	122	1%	13.20%	17%	13%

* Note that the previous numbers of terminated employees were calculated by considering all terminated staff (such as retired, contract annulment, absent without a reason, etc.)

Table 8: Employees terminated, new hires and turnover by age group

Age group	Employees terminated				New hires			
	2017	2016	2015	2014	2017	2016	2015	2014
18-30	68	92	81	105	205	156	153	215
31-40	96	174	214	181	231	231	216	189
41-50	71	140	123	121	68	63	67	58
51-60	14	42	28	29	6	4	11	7
60 and above	2	21	25	16	0	0	0	0

Table 9: Total employee turnover

Year	Employees terminated	Labor turnover
2017	251	4%
2016	456	7%
2015	471	8%
2014	450	7%

Note: The 'Employees Terminated' data takes into account all types of termination

Table 10: Total employee turnover by agency and sector

Agency / Sector	2017	2016	2015	2014
Director General and Chairman of the Board Executive Directors	5	5	6	9
Strategic and Corporate Governance	12	28	32	33
Corporate Administrative Support Services	52	69	90	77
Corporate Technical Support Services	12	13	25	18
Public Transport Agency	94	245	212	179
Traffic and Roads Agency	50	59	64	93
Rail Agency	11	12	14	14
Licensing Agency	15	25	28	27

Table 11: Average training hours by gender

Average training hours by gender	2017	2016	2015	2014
Male	13.5	21.1	26.78	32.1
Female	12.8	26.7	38.8	34.1

Customer happiness

We have a clear future focus on social sustainability. As such, we are making constant effort to maximize our customer happiness by promoting the health and safety of our customers and our customer satisfaction. This is reflected in the various strategies, policies and initiatives planned for our stakeholders during the year. This, in turn, is in line with our 'People Happiness' strategic goal.

Customer happiness is essential to our culture and we firmly believe it is crucial in building a sustainable organisation. Our focus is on building trust and improving customer experience by making customer interactions with us as seamless as possible. By embracing new technologies we can ensure we meet our customers' rising expectations and continue to help ensure we have a strategic position in the market to excel. We continuously strive to provide the best services to our customers through ongoing dialogue and feedback, as we believe it is important to fully understand our customers' expectations and to adapt to changing market conditions.

Our customer service department provides its services to the public through four dedicated Customer Happiness Centres, three shared centres and the call centre. In addition, the Customer Care unit provides support in order to resolve customer complaints and looks into various types of customer inputs to translate them into customer needs before identifying improvement initiatives to enhance customer experiences with RTA. We continually aim to achieve excellent standard of services delivered to all our customers through a positive work environment and applying methods to support running the business smoothly and accurately with the help of the latest technology available. We have provided online service channels for those of our customers who wish to make online transactions and have provided special access to people of determination through our website where impaired individuals can make use of the different functions provided with ease. We aspire to provide proper guidance to all our customers, and respond to their suggestions, complaints and expectations in an accurate and timely manner.

Customer health and safety

At RTA, customer safety is one of our main priorities and is crucial to all our activities and business practices. Our Corporate Safety and Environmental Policy is the foundation of all our efforts to ensure customer safety in all our operations, highlighting our commitment and responsibility towards all our stakeholders, including our customers. We have also in place an enterprise risk management system at RTA to identify, manage, monitor and control all the health and safety risks related to our customer services operations. We take effective steps to mitigate and / or minimize any negative impacts. Furthermore, to increase the awareness amongst our consumers towards improved health and safety, we regularly conduct awareness programs across our operations. This includes investments in media campaigns as well as on-ground signs to convey safety precautions that our customers need to follow while using our services.

Under one of our main strategic objectives, Safety and Environmental Sustainability, we highlight the efforts put in place to ensure that customers' safety is paramount to our organisation.

The pillars encompassed under this strategic objective include to:

- enhance transport and traffic safety to reduce accidents and fatalities
- foster environmental sustainability for transportation
- ensure health and safety sustainability
- foster security responsibility.

To review the effectiveness of the implementation of our policy, we regularly conduct audits and inspections and take necessary actions to mitigate any potential health and safety risks to our customers.

We have also opened up a number of avenues and communication channels for our customers to be able to communicate their suggestions and complaints related to health and safety. This enables us to take immediate actions to mitigate the risks and ensure a safe environment for our customers. Furthermore, these initiatives ensure our alignment with Dubai Plan 2021 requirements on a safe and healthy work environment, ensuring RTA's strategy continues to be aligned to national strategies.

To further highlight our commitment and ensure we are aligned with the highest safety standards and ensure continual improvement in relation to our customers' health and safety, we are certified against Occupational Health and Safety Assessment Series 18001, ISO 39001 (Road Traffic Safety (RTS) Management System), ISO 9001 (Quality Management System), ISO 14001 (Environmental Management System) and ISO 50001 (Energy Management System).

Customer satisfaction

At RTA, we always aim to provide the highest value to our customers and undertake our best efforts to dedicate adequate resources to deliver and exceed our customers' expectations. Our Customer Service Department (CSD) is responsible for our Customer Happiness Centres and our Call Centre as well as ensuring high quality services are provided based on customer needs, expectations and feedback. To ensure the highest possible quality of service delivery, we have implemented standards and guidelines based on international best practices and aim to regularly interact with customers to get their feedback. These interactions with customers are managed through the Customer Relationship Management Cycle that consists of systems and processes to capture and analyze customer feedback and translate them into needs and expectations. Subsequently, the customer's needs are used as one of the main inputs for service improvement.

The CSD is always keen to provide enhanced customer experience. The following are some of the initiatives that CSD has recently undertaken to enhance customer experience:

Payment and SMS gateway through the call centre: In order to offer customers a new channel to complete their transactions through the RTA 800 9090 Call Centre, RTA has implemented a Payment and SMS gateway through the Interactive Voice Response to enable customers to complete transactions without interacting with an agent. This will reduce the traffic at the centre and also help improve customer satisfaction through shorter lead time.

24x7 Smart Centre: Smart Customer Happiness Centres provide convenience for the customer to conduct transactions themselves, at any time of the day as these centres are 24x7, as well as getting the product issued at the same time. These centres along with our digital channels available for the customer such as, Smart Teller Machines, mobile apps and website services, allow our customers to seamlessly undertake their required transactions at their own convenience. Umm Rumool was our first 24x7 Smart Centres, and we have inaugurated two more 24x7 access centres for smart machines in Al Kifaf and Al Manara.

Artificial Intelligence Chatbot: The automated chat system aims to use artificial intelligence to enable customers to communicate with RTA by asking questions and obtaining services. The system provides 89 of the most requested services by customers. The system automatically answers queries without the need of the call centre employee, in addition to providing services.

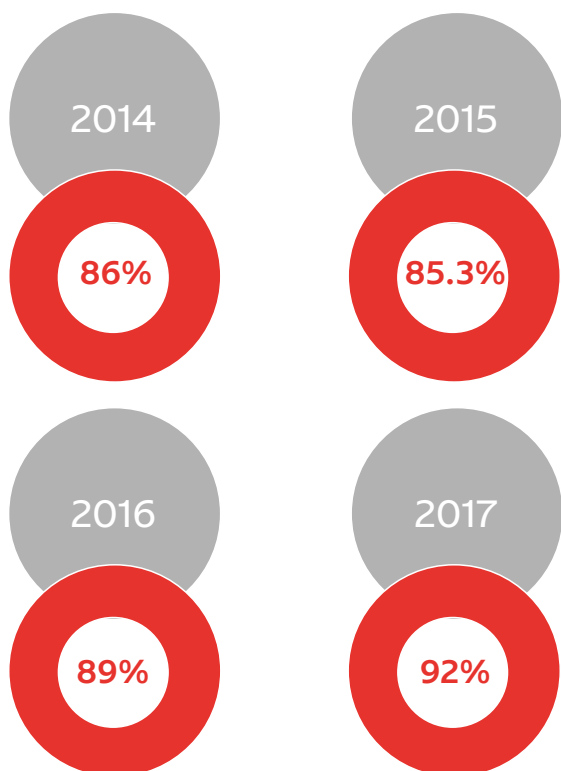
Implementation of the 7-Star Standard: Given the importance of Customer Happiness Centres, being the face of the RTA and in-line with the UAE Federal government directions, RTA has implemented the Global Star Rating Program across all its Customer Happiness Centres. As per this program, the Centres will be classified from two-star to seven-star based on the outcome of the assessment to redefine the concept of service delivery.

Customer Happiness Centres

Our four Customer Happiness Centres have been established for the purposes of delivering optimal services in meeting the requirements and expectations of our customers. This is done through the provision of the latest technologies aimed at ensuring our employees perform at their best.

In 2017, our Customer Happiness Centres processed 493,120 transactions for over 480,572 customers.

Through the above initiatives, we have been able to improve our customer satisfaction rate on a yearly basis. Since we started keeping track of the metric, we have improved customer satisfaction by from a high rate of 86% to an exceptional performance in 2017 of 92%, highlighting the importance of the efforts undertaken.



Data security and privacy

RTA is committed to meeting the customer satisfaction and promoting secure modes of business transactions with its customers. RTA has secure mechanisms to protect the information provided by customers. We use state of the art encryption techniques to protect all the information identified as sensitive, or any other data that is required to be secured to meet Dubai's Federal or local government regulations. The personal information of our customers is only available to the RTA employees who have a need to know it. It will not be available for public inspection without individual consent. Also, no site user information will be shared, sold, or transferred to any third party without prior consent. Access to such information is only given to those qualified professionals who provide RTA online services consistent with customer interactions with our site.

Customer relationship management

RTA provides services to millions of customers including individuals, businesses and visitors. As such, customer relationship management (CRM) is one of the core capabilities RTA has in place to effectively manage customer interactions. These interactions include customer suggestions, complaints, requests and any other input provided by the customer through different channels including our website and mobile apps. The system provides complete solutions to the customer's suggestions and inputs, starting from the initiation to the resolution. In doing so, we have been able to drastically reduce the number of complaints as well as our wait time and service delivery time in 2017. In addition, we have taken in twice as many customer suggestions compared to previous years and have been constantly working to try to address all suggestions being provided by our customers.

Customer complaints

Year	Number of complaints
2014	50,318
2015	52,144
2016	49,001
2017	32,614

Customer suggestions

Year	Number of suggestions
2014	717
2015	892
2016	731
2017	1836

Process to resolve the customer complaints

Our CSD is committed to resolving customer complaints efficiently and effectively. Customers can submit a complaint through multiple communication channels most convenient to them. The available channels include the call centre (800 9090), email (ask@rta.ae), RTA website, fax, mobile apps, complaint box, over-the-counter and social media. All the customer complaints are captured in the CRM system. The complaints are analyzed and routed to the concerned business unit for resolution. All the complaints are targeted to resolve within seven working days. In case, more resolution time is required due to the complexity of the complaints the customer is informed about the status or their request. After closure of the complaint the customer is requested to participate in a survey. In case the customer is not satisfied with the resolution the grievance process is initiated to ensure customer satisfaction.

Service centres' performance

Year	Wait time	Service delivery time
2015	34:19	4:22
2016	6:34	3:29
2017	2:28	2:27



Community development

We have been committed to corporate social responsibility (CSR) since day one because of the culture that we aim to foster at RTA. We constantly try to contribute to society in a positive manner with the aim of realizing the betterment of the society around us. Our CSR strategy defines a clear path that we are to take in order to ensure the sustainable development of Dubai.



Engrained in the UAE's culture and values, philanthropic and humanitarian actions have always been a vital part of RTA's core values. In parallel, the UAE has always encouraged such actions from its public and private sector entities and this is made further evident in the Dubai Plan 2021 which mentions the importance of 'an inclusive and cohesive society' and making Dubai a 'city of happy, creative and empowered people', and the Dubai Government Excellence Program (DGEP) which has set out 'People' as one of its assessment pillars.

RTA has always strived to create a positive impact and generate value for the society where it operates through its national and global initiatives. We have remained strongly committed towards the objectives set under different national agendas such as UAE Vision 2021 as well as international agendas such as the SDGs and continue to develop and plan our projects and initiatives around the needs and requirements of the people of the UAE.

Our community welfare initiatives are particularly focused on addressing the needs of the marginalized sections of our society and are aimed at providing them with support and improving their overall quality of life. Some of our initiatives such as Meals on Wheels; RTA Read More; and Public Transport Day; are targeted towards creating positive value, making a difference and

generating awareness for social issues in the UAE and globally. In doing so, we are always ensuring that we are aligned with the values of our great country as well as keeping in line with the directive stated by HH Sheikh Mohammed bin Rashid Al Maktoum Vice President and Prime Minister of the UAE, and Ruler of the Emirate of Dubai. – "to develop UAE as an international hub for humanitarian aid and positively impact people around the globe".

The RTA Foundation

Established in 2017, the aim of the RTA Foundation is to deliver community-benefiting charitable services and initiatives in the field of transport for individuals or parties without seeking profits. The foundation has six main initiatives which include Meals on Wheels, Wheel Chairs for People with Determination, Jisr Al Khair, Dirham Al Khair, Global Initiatives, Tamkeen with RTA.

Through the Foundation, RTA has teamed up with public / private entities to offer various transport-related charitable projects in poor or disadvantaged countries with the aim of positively influencing the standard of living and adding economic benefits to those countries. The majority of the funding source of this Foundation is the income generated by the 'Public Transport Endowment' RTA launched in collaboration with the Mohammed 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 vehicles registration, driver licenses or even taking taxi rides and aims to finance projects and initiatives related to safe means of transportation of various types in poverty-stricken countries. It supports the education in those countries through donating transit means to ease the mobility of students. Additionally, it aims to support jobless individuals, fixed income earners and fresh graduates through offering them various training programs. We at RTA, have been very proud of the work undertaken by the foundation in 2017 and aim to continue to advance these efforts further in the years to come to meet our goal of making the world a better place.

Meals on Wheels

For the seventh year in a row, RTA launched the 'Meals on Wheels' initiative this year, in co-ordination with the government's humanitarian initiative: UAE Food Bank. RTA deployed two buses to distribute 4,000 Iftar meals to public transport riders in five bus stations and four metro stations, during the holy month of Ramadan.

RTA has also partnered with the Community Development Authority (CDA) in support of its initiative called Dubai Volunteering.

Wheel Chairs for ‘People of Determination’

In 2017, we announced that we have adopted a new policy to help support Dubai’s residents with special needs by donating a number of wheelchairs worth AED 20,000 each month to those in need.

Jisr Al khair

Jisr Al Khair is an Initiative which aims to collect donations from the RTA staff to repay debt owed to the employee who suffers from special circumstances, with an aim to enrich the principle of compassion and brotherhood among employees.

Dirham Al Khair

The Dirham al Khair initiative aims at encouraging people to make donations to help improve transportation in developing countries. Users can make donations while processing transactions including renewing vehicles and licences, and when paying fines.

Global contribution

RTA has committed to making donations to help students in poor countries by providing them school buses or bicycles to aid their transport to school in coordination with the international charity organisations such as UNICEF and UNHCR.

Tamkeen with RTA

The three-month training program targets Emirati graduates who have not found jobs over a year since graduation, with the aim of empowering them for the job market and providing them with guidance to obtain full time jobs.

Total annual spending on CSR initiatives

2017	2016	2015	
AED 7,286,113	AED 37,017,938	AED 11,063,859	Total value of initiatives
2,814,971	25,550,000	N/A	Total revenue of initiatives
88.3%	84%	78.7%	Satisfaction Rates

CSR initiatives in 2017

	Number of social initiatives	Number of non-social initiatives
2015	96	353
2016	83	262
2017	110	211

During 2017, we initiated 110 CSR projects, meaning 26% of all initiatives undertaken at RTA in 2017 were CSR related. We take pride in announcing that our projects positively impacted millions of people worldwide. We are progressively working towards expanding the scale and reach of our projects. We have also initiated projects to provide support to vulnerable sections of the society, such as people living in refugee camps and children in orphanages and shelter-homes.

CSR strategy

At RTA, we believe that social responsibility does not only include monetary donations or charitable initiatives but should also focus on the positive impact we can generate as an organisation through our activities and actions, taking into consideration the society we operate in and the people we serve on a daily basis.

As a public organisation and the provider of an essential service such as transportation, we have played an important role in contributing to the economy of the UAE; however, we also understand the need towards reducing the negative impacts generated through our business operations and practices and create more positive impacts on the society. We have always placed a great level of importance on integrating sustainability as a part of our core business strategy and are constantly reminded of our social impact. We strive to align our business goals with the objectives outlined in the national and international agendas and are committed towards creating a ‘happy, creative, sustainable and an empowered’ atmosphere for the people of Dubai.

Our social responsibility strategy is based on four key pillars, explained as follows:

	A Green Dubai	Dubai as an Exemplary Economy	A Happy Dubai	A Safe Dubai
Strategic focus:	Environmental consciousness	Access to transport for all	Happy customers and happy employees	Safety education
Objectives:	Create internal and external environmental awareness Sustainable transport	Enhance access to transportation for people of determination, unprivileged and youth	Enhance multiculturalism Encourage a healthier lifestyle Increase employee engagement on CSR	Educate youth to drive behavioural change in safety Invest in research and development to make Dubai's transportation network safer
Beneficiaries:	<ul style="list-style-type: none"> • RTA employees • General public • Dubai travelers • Students • RTA customers • Private companies in the transport sector based in Dubai 	<ul style="list-style-type: none"> • People with special needs • Underprivileged • Youth • Elderly • RTA customers and wider public • RTA employees and internal stakeholders 	<ul style="list-style-type: none"> • RTA customers and wider public • RTA employees and internal stakeholders • General public • Tourists • Athletes • Sports clubs 	<ul style="list-style-type: none"> • Youth • Students • Families • General public • Tourists • Residences
2021 targets	<p>Per capita energy savings of at least 20% (UAE Vision 2021)</p> <p>Greater community awareness of the benefits of public transportation from 37% (2015) to 50% (2021)</p> <p>Increase R&D budget allocation by 1% of RTA revenue (Green Economy Strategy, UAE Innovation Strategy)</p> <p>Partnership agreements with at least 80% of top five sectors contributing to emission intensity of UAE GDP</p>	More accessible roads and public transport in Dubai	<p>Greater customer and employee satisfaction (employee satisfaction survey results of 98%)</p> <p>Achieve Rank 1 in World Economic Forum – Global Competitiveness Report (UAE Vision 2021)</p> <p>Greater customer and employee satisfaction</p>	Reduction in number of road fatalities

Our community development initiatives for 2017

At RTA, we have always shown commitment for working towards the well-being of the society through creating a holistic approach. In doing so, we have utilized our experience, skills and resources in order to strengthen coordination and bond within the community. We have always received the appreciation and recognition for our dedication towards the prosperity of the community and their development. We have been privileged to be awarded the Dubai Chamber CSR Label for the December 2017 cycle.

We are truly motivated by such acknowledgements and it increases our determination towards the aim of developing a cohesive society and happy individuals to support a 'smart and sustainable Dubai'.

The section below provides details on the CSR initiatives for 2017 and how they have had a constructive and positive influence on the society. All our initiatives are broadly categorized into educational, community welfare and environmental initiatives.

Dubai Award for Sustainable Transport

With the support of the Dubai Executive Council, we launched the annual Dubai Award for Sustainable Transport (DAST). The award spans over a number of categories to encourage and raise awareness among the local community to support RTA in pursuing sustainable transportation practices.

Earth Hour

As a step towards our commitment to sustainable development, we celebrated Earth Hour again this year. This year, we collaborated with the Dubai Electricity and Water Authority in celebrating the Earth Hour to further showcase the importance of collaborative efforts to reduce the negative impacts on the environment and increase the positive impacts.

RTA Read More

The RTA Read More initiative for school and university students, public transport users, RTA staff and people of determination is aligned with the 'Arab Reading Challenge' initiative of HH Sheikh Mohammed bin Rashid Al Maktoum, Vice-President and Prime Minister of the UAE and Ruler of Dubai, with the aim of fostering a reading habit across the Arab world. The scheme envisages one million students reading 50 million books during the current academic year with initiatives such as the establishment of public libraries in four metro stations as well short story contests aimed at encouraging university and school students to write short awareness stories. As an addition to this initiative, RTA has launched the 'Read with the RTA App' which enables community members, especially public

transport commuters as well as visitors of Customer Happiness Centres, to download up to 150 books in Arabic or English that are offered in the app free of charge

Public Transport Day

We recently launched the 9th edition of the 'Public Transport Day', as a means to contribute towards the achievement of sustainable development in the Emirate of Dubai.

In order to do so, we have pushed towards the use of mass transit such as the metro, tram, public buses, and the water bus and taxi.



Arabic Language Day

At RTA, we have always shown support for our nation's efforts in supporting the Arabic language and this year we have done that by lending our full support to Bel Arabi initiative rolled out by Mohammed bin Rashid Al Maktoum Foundation marking the UN Arabic Language Day celebrations. A variety of events were held in celebration of the UN Arabic Language Day in 2017 including wrapping RTA Head Office by a plaque emblazoned with a poetic verse written in a fine Arabic calligraphy; which was also replicated on certain RTA buses.

RTA hackathon

In 2017, we held our first yearly RTA hackathon, which was attended by RTA's CEOs, Directors, employees and 70 undergraduates from 12 universities and colleges. The competition, part of RTA's DY4PT initiatives, was launched in order to develop strategies of high value to encourage people from different sectors of the society to leave their vehicles and make use of public transportation through the use of smart initiatives.



Economic Sustainability



Supporting Economic Sustainability

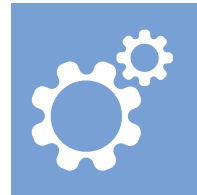
With growing population in Dubai, which is expected to double until 2030, as well as short term plans for a large influx of visitors for events such as the Expo 2020, an efficient public transportation plan and investment strategy is one of our top priorities at RTA. We strive to ensure optimization of our investments in sustainable transport and infrastructure, and a continuous growth of our operations in line with the demands and expectations of our customers and other stakeholders. Through optimal investments, innovation, cost reduction measures, revenue increases and profit maximization, we hope to be able to achieve the targets set by initiatives such as UAE Vision 2021 and Dubai Plan 2021, in the most sustainable manner.

At RTA, our main priority is to provide the people of Dubai and the UAE with world-class transportation and infrastructure to meet the demands of our customers and contribute to the sustainable development of our operations and our nation. To fully realize sustainable economic development, we constantly aim to link our investments related to infrastructure/transportation with our investments in economic development. In doing so, we are able to align our strategic goal of financial sustainability with government mandates and UAE initiatives as a means to contribute in the achievement of the UAE's vision. So far we have successfully provided adequate integrated transport and as a result, have increased our revenue considerably in the past years. Due to the nature of our business, we contribute to direct and indirect economic impacts of the UAE and therefore carefully monitor and plan our economic impacts from a sustainability perspective of all our operations and actions, ensuring we are always improving our performance while taking into consideration the consequences of these actions.

The following considerations are taken at RTA as a means to achieve economic and financial sustainability:



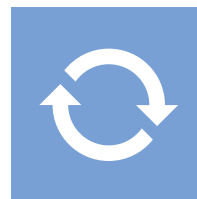
Revenue Increase



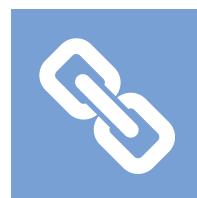
Cost efficiency from an opex perspective



Optimize investment in assets



Financial sustainability across all services



Partnership with private sector and partners

Linking our Economic Sustainability Performance to National Goals



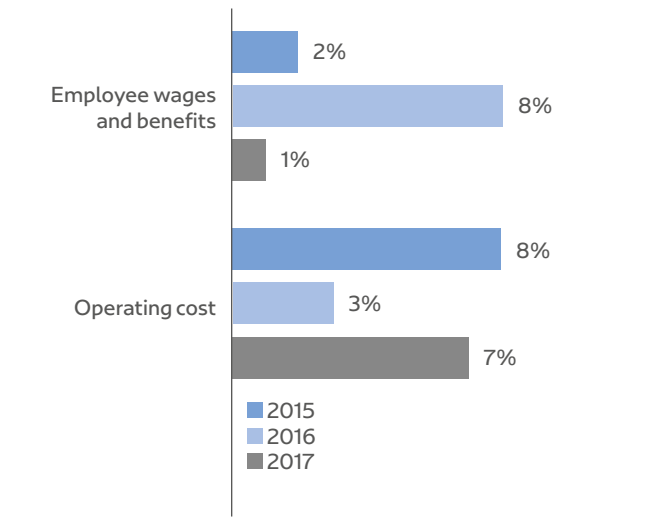
Overview of strategic KPIs, targets and results for 2017

<div>10.5%</div> <div>5% Target</div> <div>% Increase RTA revenues</div>	<div>100%</div> <div>90% Target</div> <div>% Projects (Cost Sharing - PPP) implemented from the plan</div>	<div>100%</div> <div>97% Target</div> <div>% Adherence of RTA OPEX Budget</div>	<div>99.6%</div> <div>97% Target</div> <div>% Adherence of RTA CAPEX Budget</div>
<div>99.6%</div> <div>97% Target</div> <div>% Operational Surplus</div>	<div>101.9%</div> <div>97% Target</div> <div>% Assets managed efficiently and effectively</div>	<div>99.4%</div> <div>97% Target</div> <div>% Assets achieved performance targets</div>	<div>102%</div> <div>97% Target</div> <div>% Optimized assets value</div>

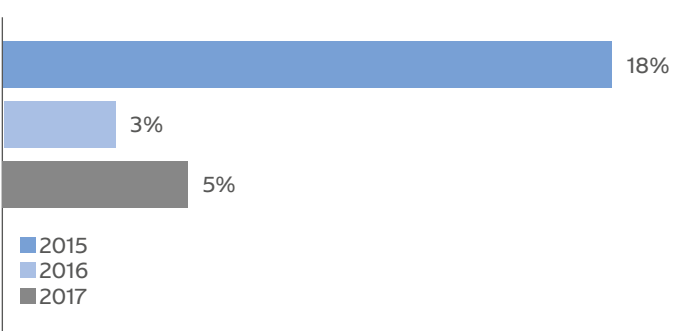
As we are a part of the Government of Dubai, our detailed financials cannot be disclosed as it is confidential information.

Summary of RTA’s financial performance

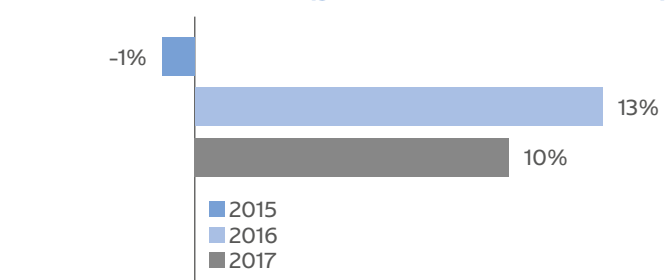
Economic value distributed



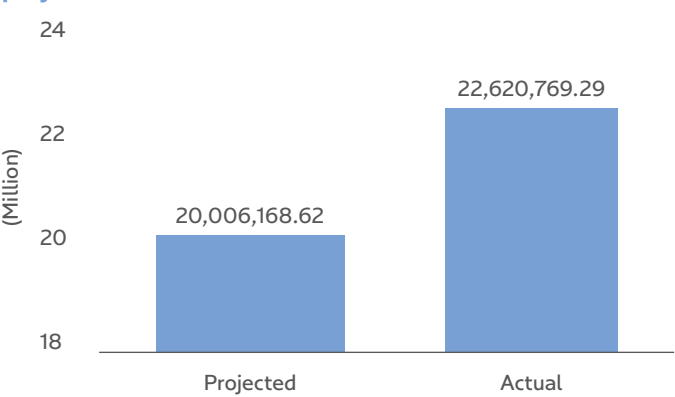
Direct economic value generated - Revenues



Economic value retained (generated minus distributed)



Savings from E and GE project initiatives 2017 - projected vs actual



All values shown above represent year over year (YoY) performance

Through our Energy and Green Economy (E&GE) Project Initiatives, we achieved an increase of 13.6% in savings over the annual target for the 2017 year, amounting to a total of 22.6 million AED in savings in 2017.

Direct and Indirect Economic Impacts

RTA has established direct economic impacts through the development of innovative technology and the expansion of our projects and investments through different innovative solutions. However, considering the nature of our business we also have a heavy contribution to indirect economic impacts and can play a major role in supporting local business and the local economy as a whole.

Subsequently, we focus on procuring a significant amount of goods and services from local sources as a means to reduce the transportation cost and save delivery time. This also provides local manufacturers and businesses the opportunity to exhibit their products, services and proficiencies on a large, international scale.

Supply Chain Management

In addition to encouraging local procurement practices, at RTA we place a high importance on maintaining a sustainable supply chain through our encouragement of green procurement practices.

We strive to promote ethical conduct throughout our supply chain by maintaining a close working relationship with the majority of our suppliers and by having a constant open dialogue to ensure they meet our needs and expectations.

Our tender and procurement management manual outlines various conditions to ensure we follow good governance practices and also that we comply with all the relevant laws and legislation applicable in Dubai and UAE. This manual also gives suppliers conditions to adhere to, and clearly emphasizes the conduct of ethical and sound business operations.

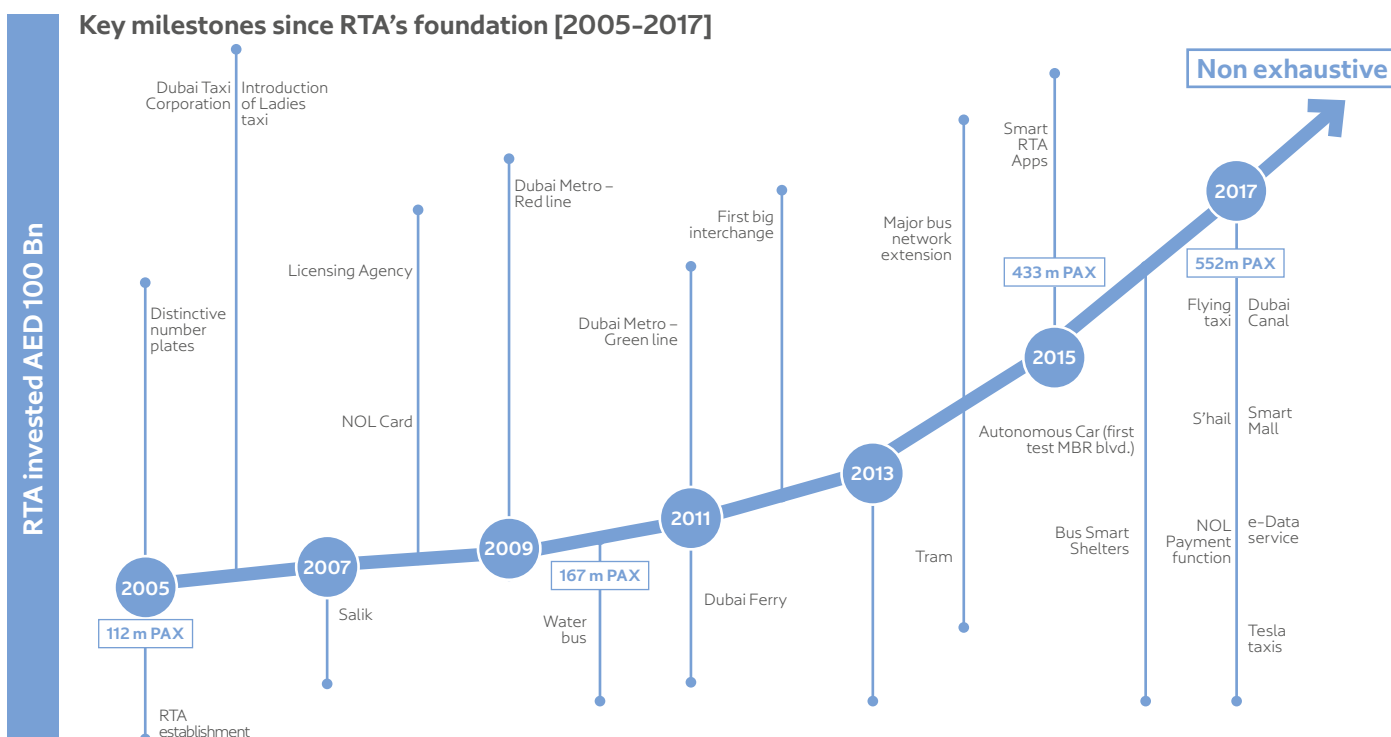
Investment in Sustainable Infrastructure

In order to meet our economic asset sustainability goals, significant steps have had to happen along the way and we have invested heavily since our inception to ensure we can continually provide sustainable infrastructure and operations at RTA.

A timeline of all our major investments and key milestones from inception to 2017 can be found below:

Investment in Sustainable Infrastructure (2005-2017)

RTA has experienced tremendous growth of its service portfolio and asset base since its inception in 2005.

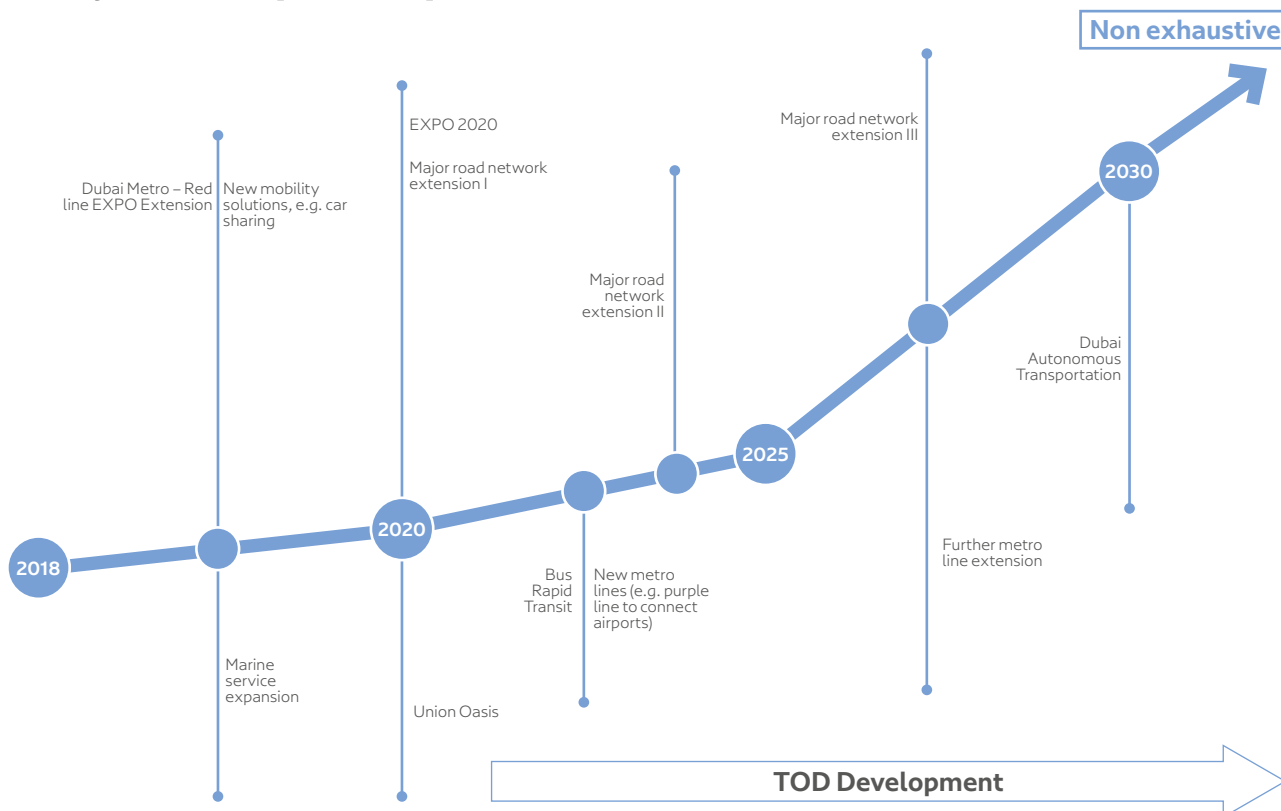


We are equally ambitious in our future plans and are planning to continue the expansion of our initiatives of projects to keep meeting our sustainable development objectives. We have mapped the initiatives that are being undertaken, or which will be undertaken until 2030, to keep our future roadmap in mind while making any economic decision in the future.

Future Sustainable Infrastructure Projects

The next 13 years are equally ambitious and assume further significant expansion of RTA's network and services

Future major milestones [2018-2030]



The need to invest in the growth of our urban transportation infrastructure is a pressing one for our organisation which is why such careful planning has to be undertaken for the next 13 years. This has to be achieved to meet the increase in traffic expected for Expo 2020 (expected to attract 25 million unique visitors over a period of 6 months), and the growing demand for urban mobility and achieving Dubai's aspirations in the long term. Additionally, in line with national initiatives such as UAE Vision 2021, which aims to position the UAE as one of the most competitive countries in the world, and provides a strong framework for the development of public transport, and the ambitious plans for Dubai (Dubai Plan 2021), these investments are vital for achieving the desired outcome of a stronger urban transport infrastructure.

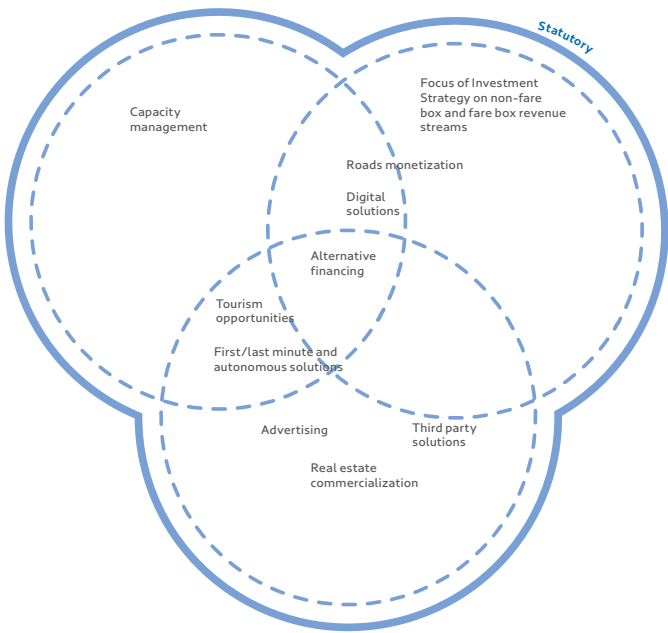
Furthermore, the demand for public transport services is expected to increase significantly given that Dubai's population is predicted to double until 2030. Despite the anticipated growth, Dubai is still expected to rank below other similar international cities in terms of public transport share due to the population's strong affinity to car ownership/ridership. This is being challenged by Dubai and the UAE's strong focus on environmentally sustainable technologies and innovation (UAE National Innovation Strategy) which is encouraging public transport growth. However, we are ambitious about our plans and have seen a strong growth in percentage of the population utilizing public transportation in Dubai, and hope to continually increase that number by continuing to invest in better and more efficient modes of public transportation.

When taking these elements into consideration, our Investment Strategy clearly directs us to finance our targeted growth in a sustainable manner.

Strategic programs for revenue increase and diversification

In order to meet the goals of our overall Investment Strategy, which includes Investment Strategy Goals, Investment Vision and Investment Objectives, RTA has developed a set of strategic programs that form the basis of RTA’s Investment Strategy.

The following chart illustrates all the strategic programs by revenue streams and their contribution to our day-to-day core activities (such as Capacity Management, Alternative Financing, and Advertising etc.). The goal of the Investment Strategy is to create additional non-fare box and fare box revenues as well as collection of additional statutory revenues. However, we continue to place a focus on our core elements of operation and on creating new opportunities and programs to boost our revenue.



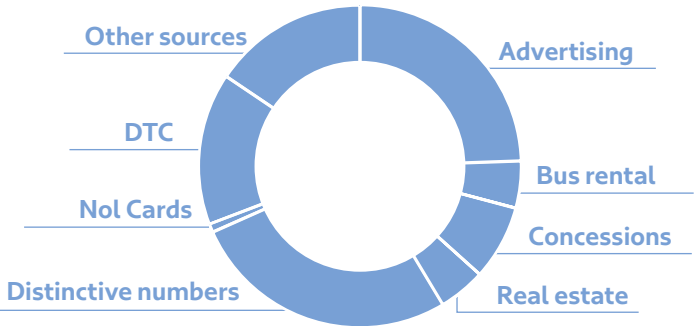
Non-fare box revenue share for RTA and selected benchmarks 2017

RTA places strong emphasis on operational focus and consolidation of services. For example, our advertising function, which is one of our biggest sources of non-fare box revenues, is distributed amongst different agencies, nonetheless, we plan to consolidate these activities into one single unit to enable better coordination in advertising activities and to offer more attractive packages to our customers. We have also seen an increase in revenues from, Distinctive Numbers, from number plates, which has contributed significantly to our non-fare box revenues in 2017.

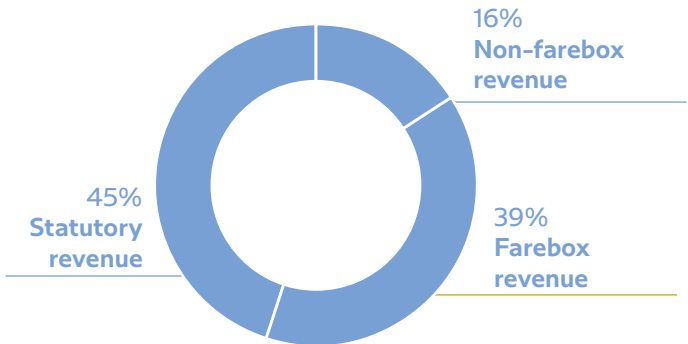
Even though the current share of RTA’s non-fare box revenues from RTA’s total revenues is currently at 17%, we believe that our non-fare box business has the potential to contribute more than current figures, and support the financing of future capital expenditures. We aim to increase non-fare box revenues to 30% by 2030 to achieve a more sustainable economic model.

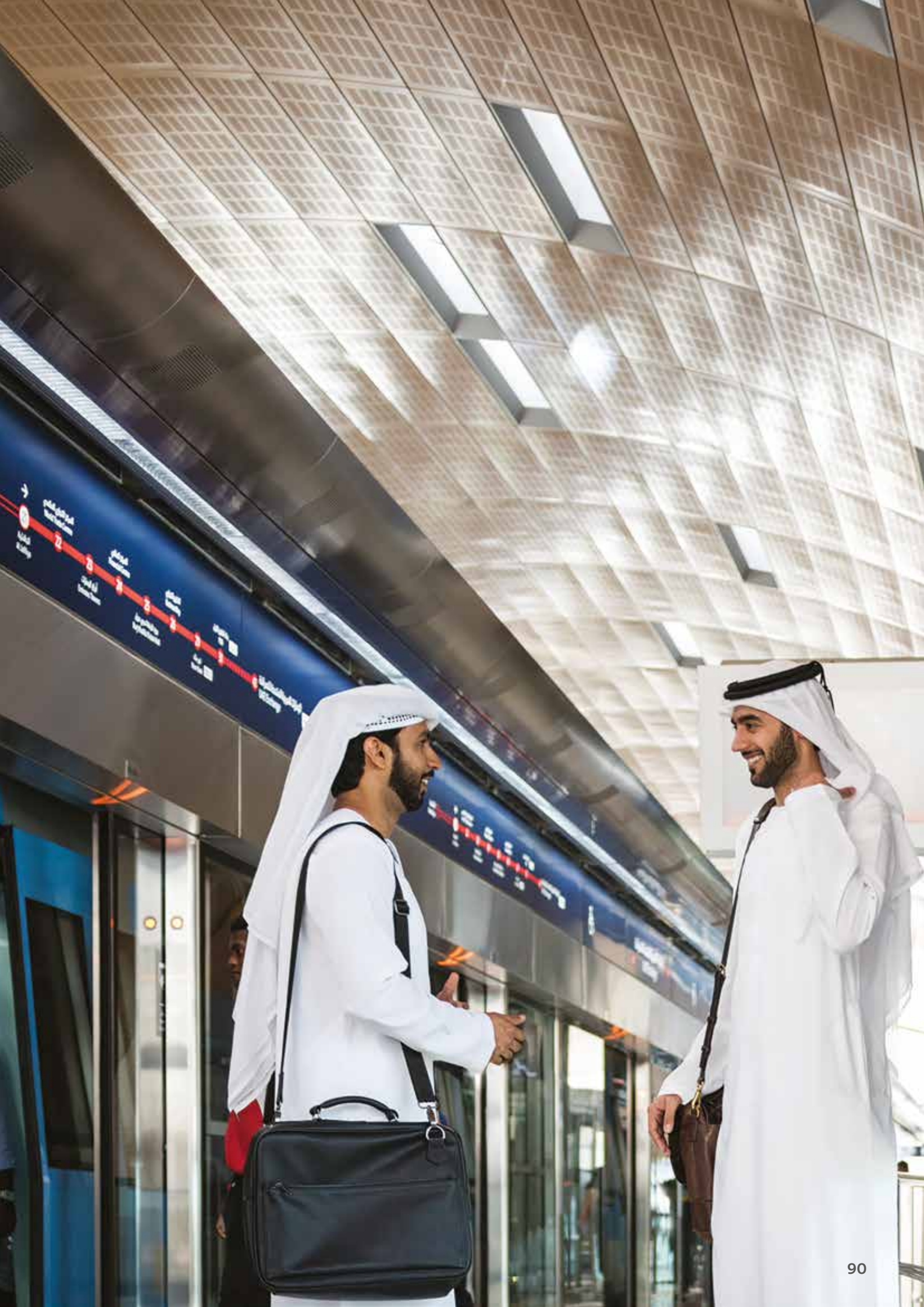
RTA Investment Strategy target to increase non fare bx revenue from the current 17% to 27% by 2030

Non-Fare Box Revenue - By business line



RTA Revenue percentage of contribution - 2017





About the Report





About the Report

We are pleased to present to you the third sustainability report of the RTA. The annual reporting cycle for this report covers our sustainability performance and achievements for the period starting on 1st January 2017 to 31st December 2017. With this report, we provide a transparent disclosure of the sustainability journey that we have undertaken as part of our commitment to the environment, our customers, strategic partners and society as a whole. This also bears testimony to our commitment towards inclusive growth and reaffirms our sincere efforts to achieve UAE Vision 2021 and Dubai Plan 2021.

This report has been prepared in accordance with the GRI Standards: Core Option. We are proud to be pioneers in adopting the GRI Standards.

Please note that we have not sought external assurance this year for our sustainability report.

The reported data on economic performance covers operations across RTA and is based on the audited financial statements by RTA's statutory auditors.

The data on environment and social performance is reported for our operations across RTA along with the four agencies, namely:

- Public Transport Agency
- Traffic and Roads Agency
- Rail Agency
- Licensing Agency.

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

- Strategy and Corporate Governance
- Corporate Administrative Support Services
- Corporate Technology Support Services
- One subsidiary which includes Dubai Taxi Corporation.



RTA Awards

Our Awards

We are proud to extend our legacy into 2017 and the upcoming years by providing safe and smooth transportation services. This is showcased through the numerous awards that we have obtained in 2017.

2017 Awards

Awards	Description of award
12 Awards in Ideas America's international contest	RTA has won 12 awards in the international contest held by IdeasAmerica; an organisation focused on innovative aspects contributed by employees of both public and private sectors. The Public Transport Agency clinched eight awards, and the Dubai Taxi Corporation received four. A delegation from the RTA received the awards at an event held in Phoenix, State of Arizona, USA.
First Government Entity to obtain BIM certification worldwide	RTA has been awarded the Building Information Modelling (BIM) certification by the British Standards Institute (BSI), rendering it the first government entity in the world to obtain the (BIM Kite-Mark PAS 1192-2:2013, BS 1192-4:2014 and BS 1192:2007).
Best Gov IT Infrastructure Project Award	Winning the (Government Award) at the local level sponsored by ITP Media Group in the Government IT Infrastructure Project of The Year category. The award recognised 'RTA's iCollaborate Project, a creative initiative focused on improving the smart interaction and communication between RTA employees. This award reflects RTA's efforts in nurturing a great environment for IT, which is considered a symbolic capital for investment in leveraging the corporate performance of the Dubai Government. This award prompts us to enhance the effective communication between RTA's staff and other parties of relevance to our business. Thus, it would assist us in taking non-conventional decisions to serve our interest in a short time span. It fits well with the Smart Government initiative aimed at ranking Dubai as the smartest city worldwide that requires adopting best-in-class techniques to enhance the government performance.
The Best Government Service via Mobile Phone worldwide in the Transport and Infrastructure Sector	RTA won the award for the Best Government Service via Mobile Phone worldwide in the Transport and Infrastructure Sector during the World Government Summit. RTA team has had the honour of accepting the award from HH Sheikh Mohammed bin Rashid Al Maktoum, Vice-President and Prime Minister of the UAE, and Ruler of Dubai, during the awards presentation ceremony attended by scores of Sheikhs and top executives from all over the globe.
Hamdan bin Mohammed Smart Government Flag	Crown Prince of Dubai and Chairman of Executive Council HH Sheikh Hamdan bin Mohammed bin Rashid Al Maktoum handed over the Hamdan bin Mohammed Smart Government Program flag to 'RTA for its "RTA Smart Bus Shelters Initiative" which won the public award category during the Hamdan Bin Mohammed Award for Smart Government.
Awards of the 20th Dubai Government Excellence Program 2017	RTA has become the entity with the most Awards from the 20th DGEP 2017. RTA swept 9 awards: 6 at the corporate levels and 3 at the individual level. RTA has won Awards of the Highest Excellence Performing. It has finished first in the Best Government Entity in the Field of Enablers. It has also seized the top honors for the Best Government Service Provider, RTA has also been named as the Best Government Entity in the field of Smart Government, the Best Government Entity in the field of Administrative and Financial Governance, and the Most Disabled-Friendly Entity.

2017 Awards

Awards

Description of award

Asian Business Leadership Forum for category The ABLF Outstanding Business Citizen Award

GCC Government HR Awards 2017 People First Leader Award

Insights Middle East Call Centre Awards

Gulf Sustainability and CSR Awards win in 3 categories (Environmental Sustainability Programs, Government Sustainability Initiative and Water Treatment and Management)

World Of Yachts and Boats Awards

IRF Global Road Achievement Awards

Sheikh Khalifa Excellence Award

IRF Global Road Achievement Awards

Our Certifications and Accreditations

S.No.

1	ISO 9001:2008 (Quality Management Systems)
2	ISO 14001:2004 (Environmental Management Systems)
3	ISO 50001:2011 (Energy Management Systems)
4	OHSAS 18001:2007 (Occupational Health and Safety Management)
5	ISO 22301:2012 (Business Continuity Management Systems)
6	ISO 27000:2013 (Information Security Management)
7	ISO 31000:2009 (Risk Management)
8	ISO 39001:2012 (Road and Traffic Safety Management Systems)
9	ISO 20000:2011 (Information Technology)
10	ISO 55001:2014 (Asset Management)
11	BS 11200:2014 (Crisis Management)
12	ISO 10001:2007 (Quality management - Customer satisfaction - Guidelines for codes of conduct for organisations)
13	ISO 10002:2014 (Quality management - Customer satisfaction - Guidelines for complaints handling in organisations)

Our Memberships and Collaborations

S.No.

1	International Association of Public Transport (UITP)
2	Land Transport Authority, Republic of Singapore, to foster strategic partnership, share expertise in all activities related to transportation
3	Easy Mile / Omnix Company to conduct test runs for first driverless vehicle with a capacity of 10 passengers customized to local climate conditions
4	Dubai Municipality for using NOL card in collecting fees for public facilities in the Emirate
5	Dubai Culture and Arts Authority detailing respective roles and responsibilities towards Etihad Museum
6	Smart Dubai Office, enabling the use of NOL card system as means of mini payments in the Emirate
7	Cooperation agreement with Careem to facilitate taxi-booking service
8	Dubai Electricity and Water Authority (DEWA) for co-organizing the Dubai International Project Management Forum (2017-2019)
9	Emaar Properties for co-organizing the Dubai International Project Management Forum (2017-2019)
10	Rail Safety Office in the UK, SMRT in Singapore



GRI Content Index for GRI Standards 'In Accordance' – Core Option

GRI Standard	Disclosure	Page Number(s) and/or URL(s)	Omission
S.NO.	Awards		
GRI 101: Foundation 2016			
GENERAL DISCLOSURES			
GRI 102: General Disclosures 2016	Organisational Profile		
	102-1 Name of the organisation	Page 5,6,7,8	
	102-2 Activities, brands, products, and services	Page 5,6,7,8	
	102-3 Location of headquarters	Page 5,6,7,8	
	102-4 Location of operations	Page 5,6,7,8	
	102-5 Ownership and legal form	Page 5,6,7,8	
	102-6 Markets served	Page 5,6,7,8	
	102-7 Scale of the organisation	Page 5,6,7,8	
	102-8 Information on employees and other workers	Page 65–68	
	102-9 Supply chain	Page 87	
	102-10 Significant changes to the organisation and its supply chain	There were no significant changes during the reporting period.	
	102-11 Precautionary Principle or approach	Page 39,40,41	
	102-12 External initiatives	Page 39,40,41,73	
	102-13 Membership of associations	Dubai Carbon Centre of Excellence, Dubai Women Establishment, Shell, Rail Accident Investigation Branch and Office of Rail Regulation.	
GRI 102: General Disclosures 2016	Strategy		
	102-14 Statement from senior decision-maker	Page 1,2	
	Ethics and Integrity		
	102-16 Values, principles, standards, and norms of behavior	Page 9,10	
	Governance		
	102-18 Governance Structure	Page 11–15	
	102-22 Composition of the highest governance body and its committees	Page 11–15	
	102-23 Chair of the highest governance body	Page 11–15	
	102-26 Role of the highest governance body in setting purpose, values and strategy	Page 11–15	
	Stakeholder Engagement		
	102-40 List of stakeholder groups	Page 19,20,21	
	102-41 Collective bargaining agreements	The UAE Federal laws does not allow the formation of trade unions.	
	102-42 Identifying and selecting stakeholders	Page 19,20,21	
	102-43 Approach to stakeholder engagement	Page 19–21	

GRI Standard	Disclosure	Page Number(s) and/or URL(s)	Omission
GRI 102: General Disclosures 2016	102-44 Key topics and concerns raised	Page 19-21	
	Reporting Practice		
	102-45 Entities included in the consolidated financial statements	Page 93	
	102-46 Defining report content and topic Boundaries	Page 93	
	102-47 List of material topics	Page 19,20,21	
	102-48 Restatements of information	Nil	
	102-49 Changes in reporting	Nil	
	102-50 Reporting period	Page 93	
	102-51 Date of most recent report	Page 93	
	102-52 Reporting cycle	Page 93	
	102-53 Contact point for questions regarding the report	Page 93	
	102-54 Claims of reporting in accordance with the GRI Standards	Page 93	
	102-55 GRI content index	Page 99-102	
	102-56 External assurance	No external assurance	
Material Topics			
GRI 200 Economic Standard Series			
Economic Performance			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	Page 83,84	
	103-2 The management approach and its components	Page 83,84	
	103-3 Evaluation of the management approach	Page 83,84	
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	Page 78,85,86	
	201-4 Financial assistance received from government	No financial assistance was obtained from the government during the reporting period.	
Responding to Changing Market Needs			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	Page 66	
	103-2 The management approach and its components	Page 66	
	103-3 Evaluation of the management approach	Page 66	
GRI 202: Market Presence 2016	202-2 Proportion of senior management hired from the local community	Page 66	
Indirect Economic Impacts			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	Page 83,84,87-89	
	103-2 The management approach and its components	Page 83,84,87-89	
	103-3 Evaluation of the management approach	Page 83,84,87-89	
GRI 203: Indirect Economic Impacts 2016	203-2 Significant indirect economic impacts	Page 87,88,89	
GRI 300 Environment Standard Series			
Climate Change and Energy			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	Page 35,36,39, 46, 53	
	103-2 The management approach and its components	Page 35,36,39, 46, 53	
	103-3 Evaluation of the management approach	Page 35,36,39, 46, 53	
GRI 302: Energy 2016	302-4 Reduction of energy consumption	Page 40-45	

GRI Standard	Disclosure	Page Number(s) and/or URL(s)	Omission
Climate Change and Energy			
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Page 40–43, 48	
	305-2 Energy indirect (Scope 2) GHG emissions	Page 48,49	
	305-3 Other indirect (Scope 3) GHG emissions	Page 48	
	305-5 Reduction of GHG emissions	Page 43,48, 49	
GRI 306: Effluents and Waste 2016	306-2 Waste by type and disposal method	Page 53	
GRI 307: Environmental Compliance 2016	307-1 Non-compliance with environmental laws and regulations	There have not been any legal complaints filed during the year 2017 on the environmental impacts against our organisation.	
GRI 400 Social Standard Series			
Employment and Emiratization			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	Page 65–68	
	103-2 The management approach and its components	Page 65–68	
	103-3 Evaluation of the management approach	Page 65–68	
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Page 69–72	
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Page 64–68	
Occupational Health and Safety			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	Page 58,59,60	
	103-2 The management approach and its components	Page 58,59,60	
	103-3 Evaluation of the management approach	Page 58,59,60	
GRI 403: Occupational Health & Safety 2016	403-2 Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities	Page 62–63	
Accessibility for People of Determination			
GRI 103: Management approach 2016	103-1 Explanation of the material topic and its Boundary	Page 65	
	103-2 The management approach and its components	Page 65	
	103-3 Evaluation of the management approach	Page 65	
People Happiness			
GRI 103: Management approach 2016	103-1 Explanation of the material topic and its Boundary	Page 64–66, 68, 76	
	103-2 The management approach and its components	Page 64–66, 68, 76	
	103-3 Evaluation of the management approach	Page 64–66, 68, 76	
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	Page 77–80	
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	Page 73,74	
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	Page 73, 74	

GRI Standard	Disclosure	Page Number(s) and/or URL(s)	Omission
Data Privacy			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	Page 75	
	103-2 The management approach and its components	Page 75	
	103-3 Evaluation of the management approach	Page 75	
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	There were no substantiated complaints regarding breach of customer privacy and losses of customer data during the reporting period.	
Risk and Crisis Management and Resilience			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	Page 58,59	
	103-2 The management approach and its components	Page 58,59	
	103-3 Evaluation of the management approach	Page 58,59	

Contact us

Mailing Address

Roads and Transport Authority

P. O. Box: 118899

Dubai, United Arab Emirates.

E-mail: ASK@rta.ae

Telephone

Toll Free. Available 24/7: 800 90 90

Overseas callers 24/7: +971 4 605 1414

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