Sustainability Report 2018

Towards a future of excellence and innovation in sustainable transportation

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

Contents

List of Tables and Figures

The following table lists the tables, graphs and illustrations used throughout the report.

List of Graphs   **Page number**

List of Graphs   **Page number**

List of Tables   **Page number**

Message 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

Dear Esteemed Stakeholders,

It is with great pleasure that we present you with RTA's fourth annual Sustainability report, covering the fiscal year of 2018. This report provides a summary of how we integrate and progress sustainability across our business strategies and operations. It also reinforces our current and future commitments towards sustainable development through contributing to local and federal strategies as well as the United Nations Sustainable Development Goals.

Our vision at The Roads and Transport Authority for the Emirate of Dubai, is to deliver 'Safe and Smooth Transport for All'. We manifest our vision by providing innovative transportation systems and solutions that respond to our stakeholders' shifting demands and environmental concerns. We also achieve this through leveraging a sustainable infrastructure that supports Dubai's prosperous future plans and ambitions.

In 2018, we developed a sustainability framework that marks a key milestone in advancing our sustainability journey. It recognises the legitimate interests of our stakeholders and promotes sustainable actions in alignment with local and federal commitments. By doing so, we ensure sustainability considerations are mainstreamed along with our strategic planning, policies, governance and operations. All our employees have a key role to contribute towards achieving our sustainability framework and ambitions.

From an economic perspective, we continue to create in–country value by building and expanding the transportation infrastructure, establishing public-private partnerships and agreements and investing in our locally based suppliers. In line with our strategic objective of attaining financial sustainability, we managed to exceed our 2018 cost optimisation target by 14% and 2018 revenue maximisation target by 5%. We also implemented several value engineering projects during the year, which contributed 57% of our total cost savings.

All these contribute towards the UAE's vision of diversifying the economy and creating a strong knowledge-based economy. With innovation and excellence being our focus, we expanded our use of artificial intelligence to increase the efficiency of our systems, ease traffic and congestion and enhance responses to emergency events.

From a social perspective, we continue to uphold the happiness of our customers, employees, and surrounding communities. In 2018, we spent approximately AED 5 million on 85 Corporate Social Responsibility initiatives and collaborated with public and private entities to impact more than 300,000 beneficiaries from different parts of our society. We also continued to support RTA's Foundation, which was launched in 2017 to focus on social responsibility and honouring His Highness Sheikh Khalifa Bin Zayed Al Nahyan's spirit of charity and community service.

In line with our strategic goal of 'Advance RTA', we continued to prioritise our focus on the professional development of our employees in 2018 and provided approximately 71,000 training hours during the year to our employees across different functional levels. Our focus on employee welfare and happiness is aligned with our objective of fostering an environment of quality, excellence and innovation in RTA by improving our employees' skills, efficiency and effectiveness.

We are committed to ensuring the highest Occupational Health and Safety (OHS) standards in Dubai's transportation services to achieve the Dubai's visions and strategies and to ensure a prosperous future for future generations in the emirate. In 2018, we launched a health and safety competency assurance programme, 'RTA Smart Safety Licensing (S2L) Programme', covering 3,000 contractor employees in 2019, at no additional cost to contractors. In 2018, we had no cases of major occupational illnesses or diseases.

From an environmental stewardship perspective, we recognise the importance of conserving our environment across business operations for the many generations to come. We maintain a resilient, efficient and sustainable infrastructure by managing and monitoring our carbon emissions and resource consumption.

In 2018, we managed to reduce our Scope 2 emissions by 1.71% in comparison with 2017 through introducing energy saving initiatives, which included replacing lights with LED technology and installing solar panel systems across our operational sites. Through increasing our collaboration with recycling vendors and contractors, we managed to divert 65% of our generated waste from going to landfill and recycled 86 tonnes of aluminium sourced from vehicle license plates.

With this, I present to you RTA's Sustainability Report for 2018, one more step in our road to excellence, and welcome you to join us on our sustainability journey.

Best Wishes,

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

Safe and smooth transport for all

About this Report

This is the fourth sustainability report issued by the Roads and Transport Authority (RTA). The report demonstrates RTA's socio-economic and environmental performance, progress and initiatives from January 1st to December 31st, 2018.

Towards a future of excellence and innovation in sustainable transportation

RTA plays a key role in shaping the future of Dubai by transforming the landscape to reach new heights and ambitions. This is largely defined by how RTA delivers an integrated transport network that is seamless and smooth for all stakeholders. This year's report presents how RTA leverages technology and a sustainable transport infrastructure to drive the movement of people, services and products towards a future of excellence and constant innovation.

Information covered

The report's sections and content are aligned with RTA's eight strategic business goals and sustainability framework elements. The core sections include RTA's efforts and commitment towards Sustainable Economic Growth and Participation, Sustainable Well-being and Happiness, and Sustainable Mobility. Details on RTA's future commitments and targets are provided where available.

Reporting framework

This report has been prepared in accordance with the GRI Standards: 'Core' option. GRI is the most widely used and recognised global reporting framework. This report was submitted for external assurance (reasonable level) to an independent assurance provider in accordance with the International Assurance Standard 3000 (ISAE 3000).

Material topics

RTA engaged with stakeholders to identify the sustainability topics that influence their assessment and decisions of RTA; and those that were of significant impact across RTA's business operations in 2018. The most material sustainability topics form the focus of RTA's 2018 sustainability report.

Reporting topic boundaries

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

Feedback and suggestions

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

About Us

👁 Our 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 legislation, adopting technologies and innovations, and implementing world–class practices and standards.

🚀 Our vision

Safe and Smooth Transport for all

🏠 Headquarters location

Umm Ramool, Street 5, Marrakech Street, Dubai

👥 Total number of employees

6,673

RTA was established in 2005 under the government decree No. (17) as the public authority responsible for planning and providing the requirements of transport, roads and traffic in the Emirate of Dubai. The authority maintains transportation networks and services ranging from marine to land transport, roads and traffic. RTA is responsible for planning and providing the requirements of transport, roads and traffic in the Emirate of Dubai, and between Dubai and other Emirates of the UAE and neighbouring countries.

RTA's Responsibilities

🚌	Buses	🚢	Marine Transport
🚕	Taxis	📱	Commercial Ads on the Right of Way
🚆	Inter–city Transport	🚏	Public Buses
🛣	Roads Engineering	🌳	Roads Beautification
A 00	Registration & Licensing	🅿	Roads & Parking
🚇	Rail Projects (Dubai Tram & Dubai Metro networks)		

Our corporate values

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

Corporate Reputation

Our credibility and corporate reputation are honest reflections of transparency and reliability in our work.

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 reinforcement of teamwork.

Happiness and Positive Energy

Our pioneering and constant seeking to make people happy indulge us in a sense of optimism and positive energy.

Innovation and Creativity

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

Our strategic goals and objectives

RTA has set eight strategic business goals and 28 corresponding objectives to provide the direction needed to ensure that RTA delivers on its commitments to Dubai as a city and its community. Our goals have been developed to meet and adapt to emerging market changes and consider economic, environmental and social dimensions to ensure alignment with local and federal development plans.

01 Smart Dubai

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

02 Integrated Dubai

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

03 People happiness

- Pioneering in people happiness
- Ensure harmony with customer

04 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 legislation for transport, roads and traffic

05 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

06 Financial sustainability

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

07 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

08 Assets sustainability

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

Our Business Operations and Model

RTA's follows a sector and agency-based business model that helps simplify the distribution of responsibilities and targets as well as facilitate decision-making processes. Our business operations are comprised of three corporate sectors, four agencies and one subsidiary (Dubai Taxi). Sectors are responsible for RTA's overall corporate management, performance and monitoring, as well as for providing and managing commercially viable services to the people of Dubai, such as nol card services, and Smart Apps among others. Agencies are responsible for delivering on-ground operations and services. Each sector/agency is chaired and managed by an appointed Chief Executive Officer (CEO), responsible for managing the respective business operations.

Illustration 1: RTA's business operations and model
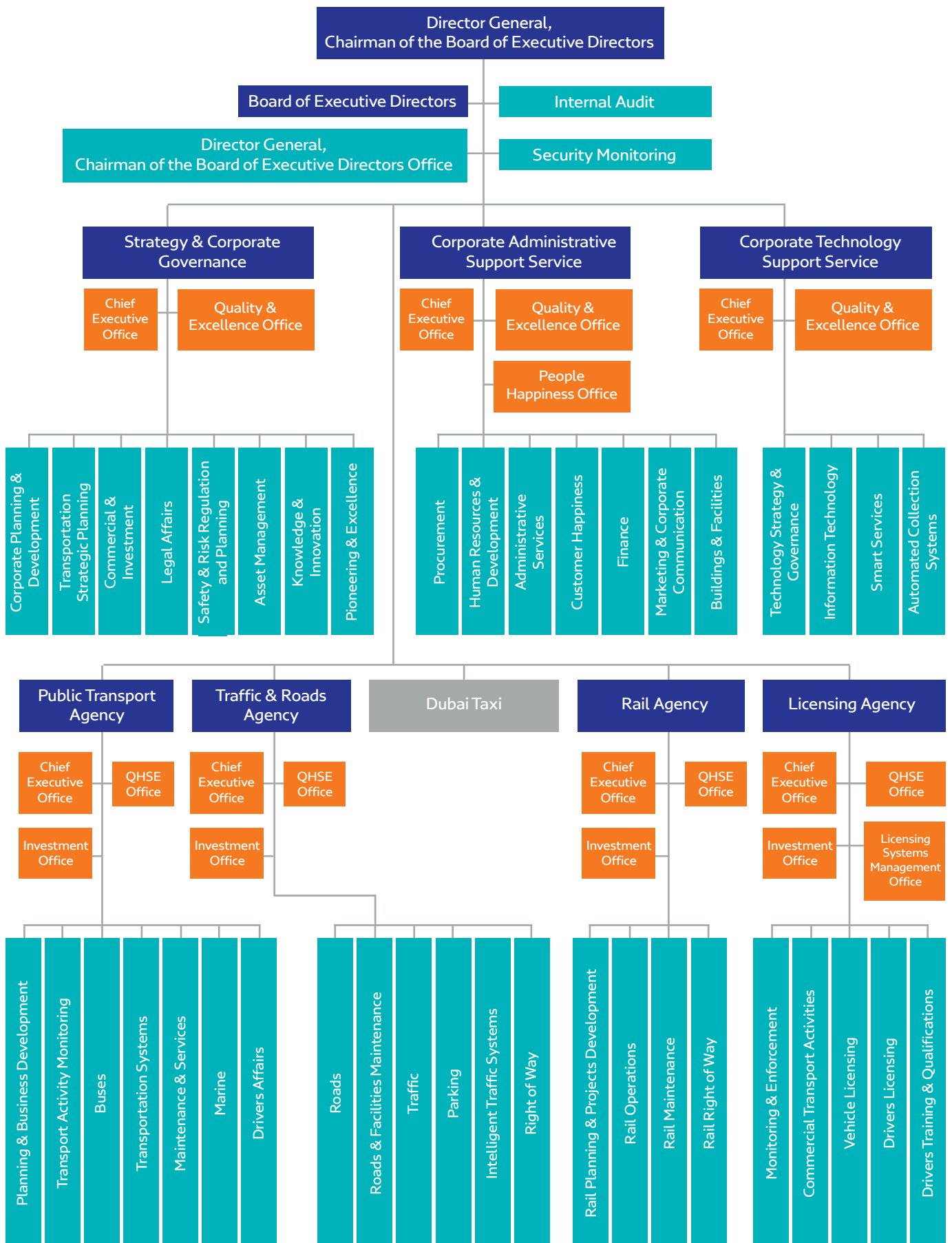
Roles and Responsibilities of RTA's Sectors and Agencies

RTA's Sectors

Strategy and Corporate Governance Sector (SCG)

Prepares, implements and monitors strategies, policies, studies, and regulatory compliance requirements, and long-term plans for the roads and transport systems to ensure integration between the different transportation modes, supporting the urban and economic development plans of Dubai. This, while disseminating a culture of quality, knowledge management and organisational excellence across all business operations and activities.

Corporate Administrative Support Services (CASS)

Ensures the provision of effective services to RTA staff, employees and customers to the approved standards, and provides support to RTA sectors and agencies. This includes developing the competencies and qualifications of the employees and attracting the best-available talent, as well as facilitating the procurement related aspects for different departments and agencies.

Corporate Technology Support Services (CTSS)

Ensures the provision of effective technical support to all sectors and agencies within RTA. This includes the development and monitoring of strategies, manuals and frameworks for all technical systems within RTA, and the management of electronic and smart services for 'Smart Mobility Management'. CTSS also provides support for all technical systems and infrastructure across RTA and ensures the availability of the latest technologies for the effectiveness of RTA automated collection systems.

RTA's Agencies and subsidiary

Public Transport Agency (PTA)

Meets Dubai's needs related to public transportation services, including licensing of public transport lines and vehicles, and management of all concession agreements, requirements and strategic plans for the integration of public transportation services. PTA also provides smart transportation systems and programmes, conducts regular follow-up and maintenance inspections, and trains and monitors drivers in accordance with global best practices.

Traffic and Roads Agency (TRA)

Meets Dubai's road infrastructure needs and requirements by planning, designing, implementing, monitoring and maintaining all public road networks in Dubai, developing policies and awareness programmes related to traffic safety education, and conducting traffic-related studies to ensure the efficiency and readiness of traffic regulations. TRA also monitors the implementation of smart traffic systems and development plans and follows-up parking-related projects and public parking services.

Rail Agency (RA)

Meets Dubai's Metro and Tram infrastructure needs by ensuring the effective planning, development, implementation and operation of rail transport systems to facilitate Dubai's public transportation plans. This includes the development and implementation of corrective and preventive maintenance plans for the rail systems and infrastructure, in line with the highest level of approved global safety standards.

102-2

A|00   **Licensing Agency (LA)**

Ensures increased effectiveness and safety in the provision of registration and licensing services for vehicles and drivers by developing policies and technical standards for accreditation of licensing centres, conducting regular field inspections for service providers and monitoring policies and compliance requirements to regulate the business activities and services related to commercial transport.

Dubai Taxi Corporation (DTC)

As a subsidiary of RTA, with financial and administrative independence, DTC provides all types of taxi services, comfort means, and customer care that meet the highest levels of transportation quality standards. DTC services include public and airport taxis, taxis to and from Hatta, taxis for ladies and families, luxury vehicles, and taxis adapted for the comfort of people of determination, as well as taxi rental services and Mashaweer, which offers the service of fully trained and competent drivers.

RTA's Certifications and Awards

Our efforts towards Excellence, Innovation and Sustainable Transportation have been recognised by the UAE as well as internationally. In 2018, we were bestowed with a total of 44 awards and accreditations on an international, regional and national scale. RTA recognises the value of partnerships and collaborations in our success, such as our recent e-hail company established with Careem to provide efficient online booking services and increased the happiness of our customers.

One of the major highlights of the year was RTA winning several international awards at Ideas America Awards for excellence in performance across several areas within RTA's business operations. RTA was also recognised for its endeavours in the sustainability and green realm and won awards in "Clean Energy", "Energy Conservation" and "Green Innovation" categories.

Graph 1: RTA's 2018 awards recognition by source

- Locally
- Regionally
- Internationally

18%
30%
52%
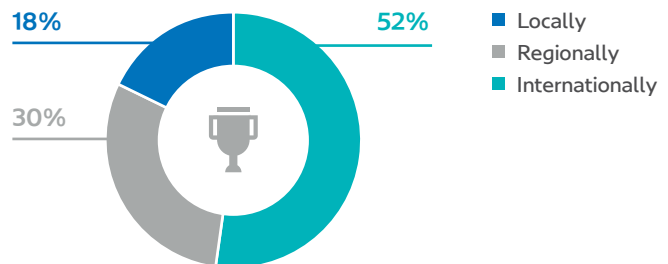
Table 1: A selection of RTA's key 2018 awards

Awards	Category name/ Idea name	Type
Continual Improvement & Innovation Symposium 2018	Kaizen for Vehicle Inspection Committee e-Improvement	International
EGI Awards	"Excellence in GIS Implementation" at gisworx 2018	International
Energy Management Insight Award	Clean Energy Ministerial	International
Enterprise Asia	Organisation & Culture the "Idea Management System is Our Innovation"	International
Entrepreneur Magazine Award	Digital Transformation	International
Global Benchmarking Network	Global Benchmarking Awards 2018	International
Ideas America Awards	Honourable mention in the "Idea of the Year" category, the "Innovation" category and the "Green" category	International
Ideas America Awards	Honourable mention in "Green Initiatives & Energy Conservation in Road & Facilities" category	International
MEED Projects Awards	Dubai Tram – Transport Project of the Year	International
MicroStrategy Incorporated	Innovation in Big Data	International

Award	Category name/ Idea name	Type
🏆 ROSPA	Gold Fleet Safety Award	International
🏆 Sword & Globe of Honour Awards	Globe of Honour, Safety and Environmental Awards	International
🏆 Bronze medal in Dubai Lynx Awards	RTA Smart Moves	Local
🏆 Carbon Ambassador 3rd Cycle – Organised by DEWA	Environmental Awards	Local
🏆 Emirates Ideas Awards	Innovation in Green Environment	Local
🏆 Hamdan bin Mohammed	Best Smartphone Applications on Mobile Phone (Dubai Drive)	Local
🏆 Hamdan bin Mohammed	Best Website (rta.ae)	Local
🏆 Sheikh Khalifa Excellence Award	Services – Gold	Local
🏆 Dubai Government Excellence Programme Award	Unknown Solider	Local
🏆 Customer Experience Excellence Awards	Best Use of Technology for Customer Engagement	Regional
🏆 IDC Middle East – Smart City Awards	Intelligent Transportation	Regional
🏆 INSIGHTS Middle East Call Centre Awards	Best Large Outsourced Contact Centre (70–300 seats)	Regional
🏆 INSIGHTS Middle East Call Centre Awards	Best Outsourced Account Manager – Anas Derham	Regional
🏆 ITP Media Group – Network Middle East Innovation Awards	Storage Implementation of the Year	Regional
🏆 ITP Media Group – Network Middle East Innovation Awards	Fixed Networking Implementation of the Year	Regional
🏆 ITP Media Group – Network Middle East Innovation Awards	Best Innovator in Transport & Logistics	Regional
🏆 Service Olympian Award – STAR - ETHOS	Best Use of Technologies to Benefit Customers	Regional
🏆 TahawulTech.com Future Enterprise Awards – Future Enterprise Awards	Future Enterprise Awards	Regional
🏆 Best Government Award	Government Procurement Programme	Local

Key Certifications and Accreditations

Table 2: Key certifications and accreditations

Accreditation provider's name	Accreditation/Certification
British Standard	BS 11200: Crisis Management, Guidelines and Good Practice
International Organization for Standardization	ISO 14001: Environmental Management
International Organization for Standardization	ISO 14064: Greenhouse Gases
International Organization for Standardization	ISO 31000: Risk Management
International Organization for Standardization	ISO 22301: Societal Security
International Organization for Standardization	ISO 50001: Energy Management
International Organization for Standardization	ISO 26000: Social Responsibility
International Organization for Standardization	ISO 10001: Quality Management–Customer Satisfaction
International Organization for Standardization	ISO 10002: Quality Management–Customer Satisfaction
International Organization for Standardization	ISO 20000: Information Technology Service Management
International Organization for Standardization	ISO 27001: Information Security Management Systems
International Organization for Standardization	ISO 9001: Quality Management
Occupational Health and Safety Assessment Series	OHSAS 18001: Occupational Health and Safety Management Certification
Publicly Available Specifications	PAS 1192–3: Specification for Information Management for the Operational Phase of Assets Using Building Information Modelling
Publicly Available Specifications	PAS 1192–5: Specification for Security-minded Building Information Modelling, Digital Built Environments and Smart Asset Management

Driving Excellence through Sustainable Governance

We are dedicated to operating in an ethical manner that safeguards the interests of our stakeholders. Our corporate governance structure is managed by the Board of Executive Directors, which upholds RTA's integrity and accountability towards stakeholders.

The Board of Executive Directors, 'The Board', is appointed by a decree issued by Highness Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE and Ruler of Dubai. The Board forms the highest vested authority at RTA and its members meet on a regular basis to oversee the implementation of RTA's tasks and responsibilities. The Board is formed of ten members from RTA's agencies and sectors, and chaired by the Director General and Chairman H.E. Mattar Al Tayer. The Board also oversees RTA's intellectual, financial and technical affairs, adopting strategies and policies aimed at providing the necessary support to the executive body of RTA, and taking the appropriate decisions and actions to achieve its purposes and objectives.

The Chairman of the Board of Executive Directors ensures that RTA's strategic vision is realised, including the implementation of the decisions and polices issued by the Board, preparing RTA's annual budget and presenting it to the Board of Executive Directors, approving the work agreements between RTA and the different agencies and sectors. The most important tasks for the Board members, amongst many others, are to review and approve the executive plans for all the departments of the organisation, which include objectives and performance indicators, programmes and operational initiatives, and to raise regular performance report updates to the Chairman.

405-1

Board of Executive Directors

H.E. Mattar Al Tayer
Director General and
Chairman of the Board of
Executive Directors

**Mohammad Obaid
Al Mulla**
Board Member of the
Board of Directors

Eng. Maitha Bin Adai
Chief Executive Officer
of the Traffic and
Roads Agency

**Abdul Mohsin
Ibrahim Younes**
Chief Executive Officer
of the Rail Agency

Ahmed Bahrozyan
Chief Executive Officer of
the Public Transport Agency

**Abdulaziz Essa Ahmed
Harib Alfalahi**
Chief Executive Officer of
the Corporate Technology
Support Services Sector

Youssef Ahmed Al Redha
Chief Executive Officer of
the Corporate Administrative
Support Services Sector

Abdulla Yousef Al Ali
Chief Executive Officer
of the Licensing Agency

Nasser Bu Shehab
Chief Executive Officer of
the Strategy and Corporate
Governance Sector

Ahmad Al Kaabi
Executive Director of the
Finance Department

**Shehab Hamad
Bu Shehab**
Director of the Legal Affairs
Department

405-1

RTA's risk management approach

Sound risk management practices ensure that RTA anticipates and responds to risk threats in a timely and efficient manner. RTA's Enterprise Risk Management (ERM) framework and procedures are set at an enterprise-wide level to ensure that data gathered, sorted, assessed, and reported are relevant to RTA's objectives.

All employees have a role to play in achieving RTA's objectives, by setting risk priorities and using the ERM in their day-to-day working environment.

Sustainability focus within RTA's governance

RTA's sustainability governance approach seeks to embed sustainability considerations, such as social, environmental and economic aspects, within its day-to-day operations and business practices.

In 2018, we introduced a sustainability governance structure as part of RTA's newly developed sustainability framework and policy. A Higher Sustainability Committee was formed, with representatives from RTA's executive level, to instil awareness on RTA's sustainability topics, ensure ownership and the effective implementation of the Sustainability Framework. The Higher Sustainability Committee also provides inputs and recommendations to the Board of Executive Directors on their progress on sustainability initiatives.

RTA's newly introduced sustainability governance takes into consideration the following requirements within RTA's organisational structure:

- In 2018, RTA introduced a new sustainability function to drive the Sustainability Framework across RTA and to oversee the day-to-day implementation of the sustainability measures by the concerned Departments that are defined in RTA's Sustainability Framework
- The central focal unit is supported by the Higher Sustainability Committee (chaired by CEO level) and reports to the Director General and Chairman of the Board of Executive Directors
- The departments which provide the most substantial contribution towards the sustainability pillars in RTA (Social, Economic, and Environmental) are the main operational focus area of RTA for all sustainability-related activities

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

Illustration 2: Organisational structure

Coordination between
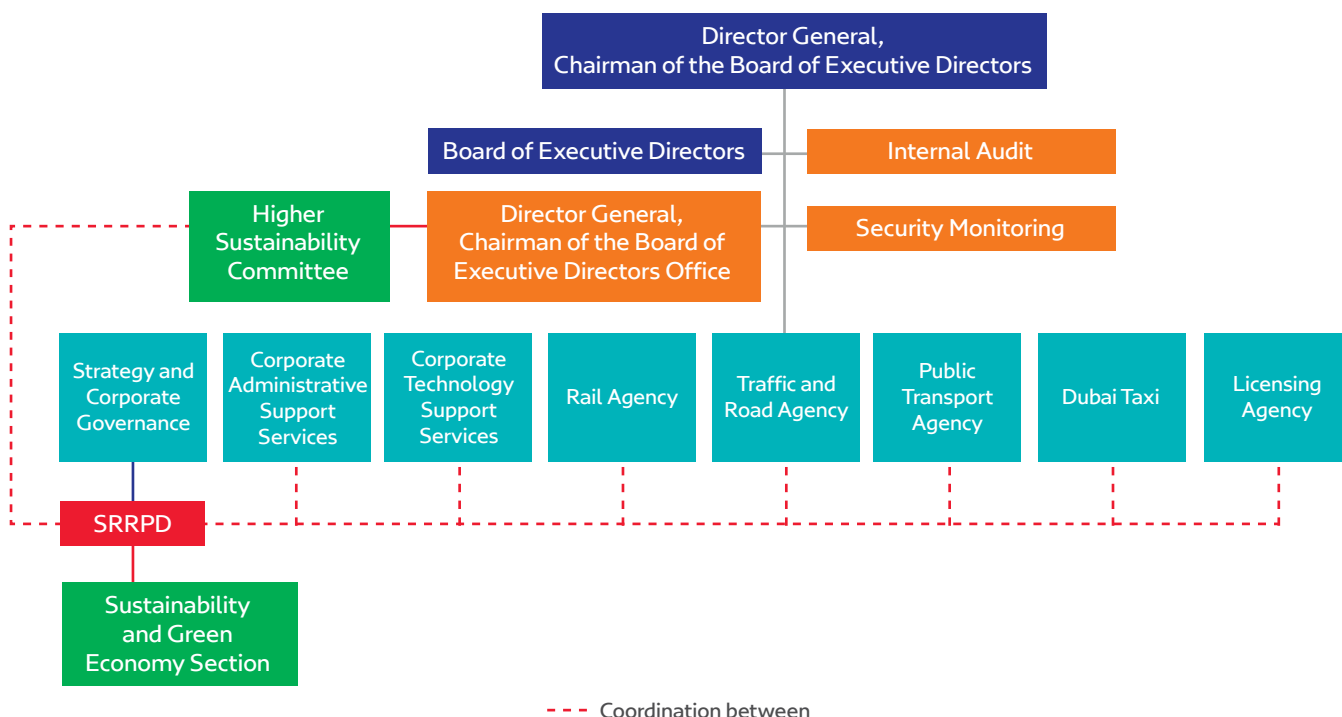
Our Approach to Sustainability

The UAE leadership's commitment to sustainability has been manifested through signing on to global mandates, such as the United Nations Sustainable Development Goals (UN SDGs), and Conference of Parties (COP21) as well as developing national visions and strategies.

Transportation forms one of the main and notable sectors mentioned in the UAE National Innovation Strategy, through fostering innovation across seven priority sectors. RTA plays a leading role in driving and achieving those commitments through transitioning to a sustainable smart city model, which supports a sustainable transport system. We achieve this through adopting the latest innovative approaches in the transportation sector and creating efficient ways for delivering our services.

We communicate our sustainability progress by publishing annual sustainability reports. In 2018, we developed a Sustainability Policy and Framework with three strategic themes and key performance indicators in line with 'Sustainable Mobility', 'Sustainable Well-being and Happiness', 'Sustainable Economic Growth and Participation'. To further formalise our commitment, we created the Higher Sustainability Committee that coordinates with the Sustainability and Green Economy Section to manage and oversee our sustainability performance and initiatives at the C-suite level.

RTA's Sustainability Framework

Our sustainability framework helps us formalize our alignment with international, federal and local strategies' sustainability ambitions, create a sustainability governance structure and raise awareness on sustainability practices across all employees. Ultimately, we seek to advance our sustainability performance by continuously monitoring, evaluating and improving our practices.

Through our sustainability framework and its key pillars, we seek to formulate and maintain long-term sustainability ambitions that consider the environmental, economic and social impacts within everything we do.

Illustration 3: RTA's sustainability framework
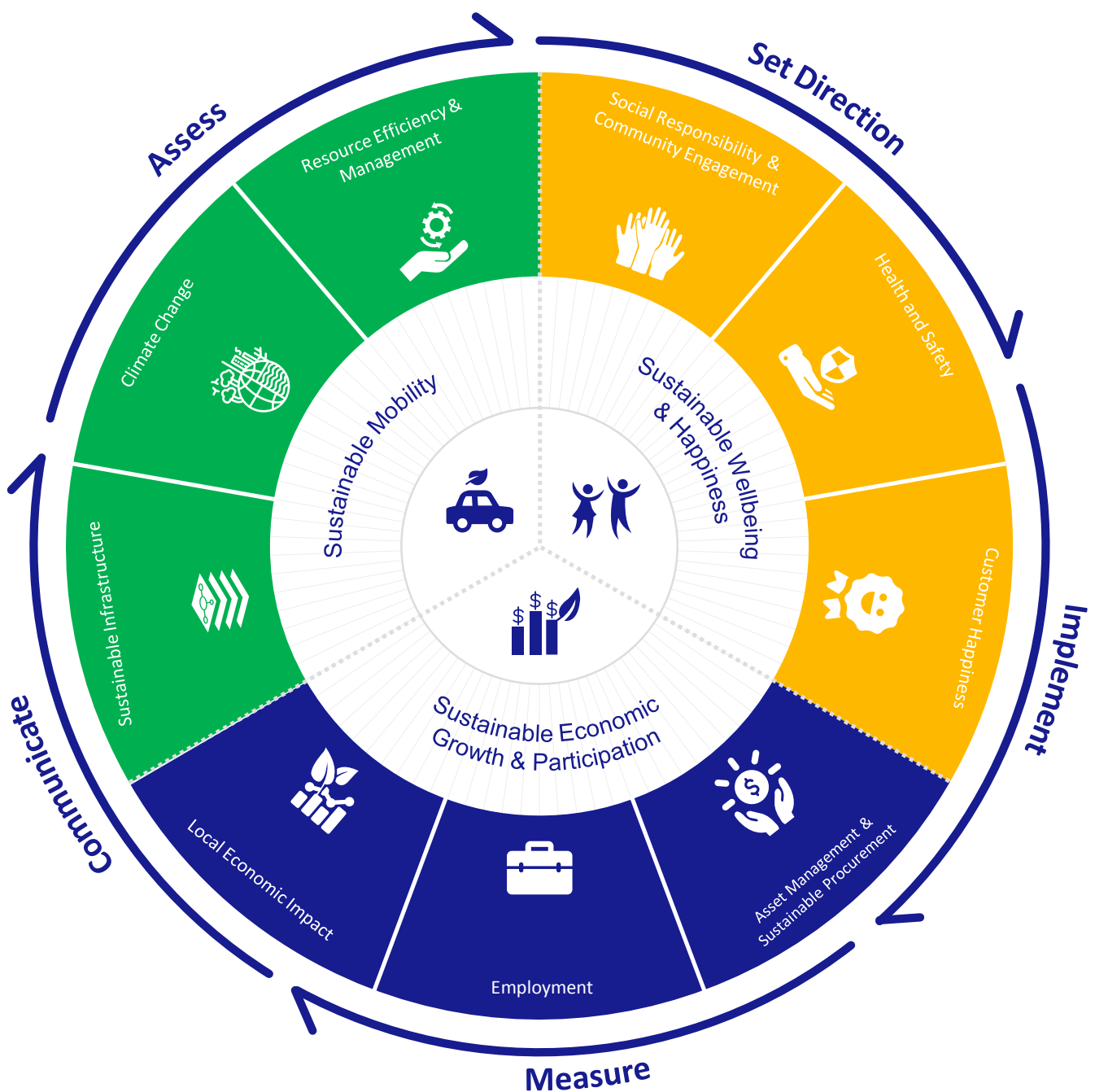
RTA's Sustainability Policy

Our sustainability policy expresses our intent to advance sustainable development through our services and practices, we seek to achieve this by:

- ☑ Embedding sustainability principles into our strategies
- ☑ Enhancing the quality of life for the community
- ☑ Providing pioneering services
- ☑ Being resilient to climate change risks
- ☑ Setting and achieving sustainability targets

- ☑ Reporting our sustainability performance annually
- ☑ Raising sustainability awareness within our people
- ☑ Contributing to the sustainability agendas of Dubai and the UAE
- ☑ Safeguarding occupational health and safety
- ☑ Ensuring happiness amongst our stakeholders (internal and external)

Stakeholder Engagement and Materiality Assessment

A stakeholder-driven sustainability approach is an effective and important mechanism to ensure an organisation continues to remain aware of the changing market needs and the needs and requirements of the community.

Our stakeholders, internal and external, are our top priority and we work closely with them every day to foster trusting and long-lasting relationships. Engaging regularly with our stakeholders enables us to identify, understand and respond effectively to their needs and expectations, creating value and placing people at the centre of everything we do.

Our stakeholders are at the core of our eight strategic goals, established to ensure that our activities and operations are driven by what matters most to them, and contributing towards meeting the 'People Happiness' objective embedded within our national charters.

Stakeholder engagement process

Our stakeholder engagement process identifies and prioritises those groups that can reasonably impact or become impacted by RTA's activities and operations. Through different levels and platforms of on-going communication and engagement with our stakeholders, we have identified four groups of stakeholders as key for RTA and we engage with them on five levels, highlighted below, depending on the nature of our relationship with a given stakeholder group.

Table 3: How we engage with our stakeholders

Stakeholder group	What matters to our stakeholders	How we respond	Frequency of engagement
Employees	• Better work environment • Career growth • Quality training programmes	• Within boundaries of Dubai Government HR Law • Quarterly HR Open Day • Regular communication on updates to policies, Code of Conduct, and roles and responsibilities • Satisfaction survey • Benefits like nursery, health club, gym • Establishment of a dedicated Training Centre • Whistle-blowing scheme and grievance mechanism • Employee service centre that facilitates the process of performance appraisals, feedback and any other matter related to RTA's HR Services	• Yearly • Quarterly • As and when required
Vendors	• Improved communication	• Open communication channels (dedicated email, helpline and help-centre) • Online services • Streamlined process for payment and documentation • Launch of the e-tendering system • Automated process for pre-qualification on sustainability criteria • Training on RTA's procurement systems and procedures • Workshops and tendering processes targeting SMEs	• Ongoing
Customers	• Timeliness & responsiveness • Accessibility & availability • Security & privacy • Service quality	• Establishment of a Qmatic System at the Customer Happiness Centres and implementation of Service Level Agreements with Customers, Customer Service Charter, Multi-Channel Service Delivery Options • Implementation of 24/7 functional Smart Centres, Call Centre, IVR, Chatbot, Smart Apps, Self-Service Kiosks, Valet Services at the Customer Happiness Centres • Implementation of international standards & best practices (i.e., ISO 27001 Information Security Management System) • Implementation of the Service Quality Framework and Service Excellence Standards	• Ongoing
Strategic Partners*	• Enhance partnership in relation to strategic directions • Execution of shared initiatives * Dubai Police * Dubai Municipality * Dubai Electricity & Water Authority * Federal Transport Authority – Land & Marine * Land Department * Department of Finance * Ministry of Interior	• Coordination with strategic partners to identify roles and responsibilities and level of contribution of each entity in achieving joint strategic objectives. • Inputs on material topics for RTA through online digital tools	• Quarterly • Semi-Annually • Annually • Ongoing

102-40, 102-43

Level of engagement

Inform	Consult	Involve	Collaborate	Empower
	• Employee happiness survey • Satisfaction surveys during events	• Face to face meetings • Access to an employee service centre for all HR services		
Communication channels include: • Vendor Support Office • Email "ask procurement" • RTA Portal • Prepaid meetings • One to One meetings	• Vendor satisfaction survey	• Awareness workshops • Opening day event • Periodic meetings with Vendors	• Long-term collaboration with service providers (e.g. Serco company by an RTA Agency)	• Support to SMEs • E-tendering system to facilitate tender submissions • App that tracks pre-qualification status & invoices
Communication channels include: • Social Media (Twitter, Facebook, YouTube, Instagram) • Other Electronic Media (Corporate Website, Mobile Apps, Emails, SMS, Radio, TV) • Print Media (Newspaper, brochures, roll-up banners) • Local & International Forums & Conferences	• Customer Surveys • Focus Groups • Customer Council • User Acceptance Testing	• Customer Happiness Meters • Customer Council • Focus Groups	• Mystery Shopping Studies • User Acceptance Testing • Customer Council • Focus Groups	• Reception and consideration of Customer Suggestions and feedback • Response to address Customer Complaints
• Emails	• Annual surveys • Short surveys	• Partners open day • Annual gathering	• Meetings • Government conferences	• Partners Majlis

Materiality assessment for 2018

In 2018, we decided to re-assess the key areas of focus for our stakeholders and to respond to any changes in the local market needs by conducting a materiality assessment exercise with our stakeholders. It also served as opportunity to identify the progress made so far in our sustainability journey and ensure alignment with the existing market practices in the region.

For the materiality assessment exercise, we identified a list of potential material topics, for RTA and our stakeholders, based on the current market trends, past performance and observations from the stakeholder engagement exercises.

RTA invited its internal and external stakeholders to participate in the workshops facilitated by an online digital tool that records and consolidates feedback from stakeholders anonymously and instantaneously.

The results from the stakeholders' prioritisation exercise were presented in a materiality matrix to outline the topics that were most material to our stakeholders. They were then further validated by RTA's Higher Sustainability Committee to ensure their alignment with the top management's decision-making considerations.

Our materiality assessment gives us an understanding of our stakeholders' priorities, and their feedback informs our strategic objectives. Each strategic objective addresses a key aspect of RTA's operations and, collectively, they address our highly material topics in service of our key stakeholders.

Illustration 4: Materiality matrix

Table 4: Material topics

	Sustainability element	Material topics	Boundaries	Page reference
1	Social	**Occupational health and safety**	Within RTA	Page 102
2	Environmental	**Energy and emissions**	Inside and outside RTA	Page 70–73, 78–81
3	Social	**Innovation**	Inside and outside RTA	Page 86–89
4	Social	**People happiness**	Inside and outside RTA	Page 57–63, 92–97
5	Economic	**Responding to changing market needs**	Inside and outside RTA	Across the report
6	Economic	**Compliance**	Inside and outside RTA	Across the report
7	Economic	**Economic performance**	Inside and outside RTA	Page 40–46
8	Economic	**Anti-corruption practices**	Inside and outside RTA	Page 48, 52, 55, 64
9	Social	**Customer privacy**	Inside and outside RTA	Page 34, 93, 96
10	Social	**Training and education**	Within RTA	Page 34, 52, 58, 60–63, 73, 105
11	Social	**Diversity and equal opportunity**	Within RTA	Page 54–64
12	Economic	**Procurement practices**	Inside and outside RTA	Page 48–52, 72, 76
13	Environmental	**Effluents and waste**	Inside and outside RTA	Page 69, 74–76
14	Social	**Employment**	Within RTA	Page 54–64
15	Economic	**Indirect economic impacts**	Inside and outside RTA	Page 42–47
16	Economic	**Market presence including local content**	Inside and outside RTA	Across the report
17	Environmental	**Water**	Inside and outside RTA	Page 74–77
18	Environmental	**Biodiversity**	Inside and outside RTA	Page 69, 77

01

Sustainable Economic Growth and Participation

Sustainable Economic Growth and Participation

Developing the public transportation system creates in-country value to the Emirate of Dubai and the UAE. This is largely achievable by building and expanding the transportation infrastructure, creating unique public-private partnerships and agreements, investing in locally based suppliers and developing the UAE's national talents. All these contribute to the UAE's vision of diversifying the economy and creating a strong knowledge-based economy.

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

The 'sustainable economic growth and participation' pillar discloses our objectives and efforts towards managing and progressing local economic contribution, employment practices, procurement and overall supply chain management, and RTA's impact and contribution to the local economy.

Our most material sustainability topics

| Innovation | Responding to changing market needs | Economic performance | Anti-corruption practices | Training and education |

103-1

Local Economic Impact

Mr. Ahmed Al Kaabi
Executive Director of the Finance Department

"We understand that RTA is one of the largest government agencies in the Emirate of Dubai and our performance is classified across the multiple transport and related services we provide to the people here. We, thereby, also understand the need to continuously develop and enhance our financial systems to contribute to cost efficiency for internal processes and also achieve financial sustainability through increased economic impact on the society at large."

RTA's strategic plan is aligned with the UAE Vision 2021 and Dubai Plan 2021, and all investment decisions within RTA are based on their impact on the national economy. Financial Sustainability is one of the eight key strategic goals for RTA and all investment plans, strategies and targets are developed or reviewed based on three main performance indicators:

1. Enhancing financial efficiency
2. Maximising and diversifying revenues
3. Fostering partnerships with the private sector

RTA conducts regular budgeting meetings (monthly and quarterly) with the concerned internal stakeholders to ensure compliance with the financial budgets set at the start of RTA's financial year. RTA aims to increase its revenues to AED 10 billion in 2019 to attain increased financial independence and reduce dependence on government funds to implement transport related infrastructure projects. Any variations in the planned investments are analysed to identify measures to balance the variations, in line with the mandates and requirements of the Department of Finance (DoF).

Table 5: RTA's local economic impact updates for 2018

Key objectives	Alignment with key material topics to RTA for 2018	Key highlights from 2018	Future commitments
Sustainable financial management to drive efficiency and utilisation	• Economic performance • Responding to changing market needs • Innovation • Indirect economic impacts • Procurement practices	• Implemented automated cost accounting system • RTA financial management and costing system acknowledged as 'best practice' by DoF • Achieved the highest rank as per IFAC requirements for optimal cost-allocation processes • Value re-engineering programme – maximum cost savings achieved	• Increase RTA revenues to AED 10 billion in 2019 • Finance EXPO projects worth AED 17.1 billion • Implement e-hail Careem joint venture • Business engagement summit roll out in partnership with French Business Council • Continue 'Into Professionalism' programme (get CMA – IFRS certified) • Achieve public transportation service break-even (Tram and marine transportation 2025)
Contributing to financial innovation and excellence	• Economic performance • Responding to changing market needs • Innovation • Indirect economic impacts • Procurement practices	• Launched easy payment services for RTA vehicle fines • Satisfaction rate of 91% from the local small and medium-sized enterprises	• Deploy multi-level car parking public–private partnership (PPP) • Launch smart street lighting programme • Transfer 50% of taxi fleet to hybrid vehicles by 2021
Financial reliability through investment diversification	• Economic performance • Responding to changing market needs • Innovation • Indirect economic impacts • Procurement practices	• Established Investment Offices within each agency • 14% of total revenue contribution from non-fare box revenue streams • 1 joint-venture and 1 PPP signed and 6 PPPs under consideration	• Increase the Investment Offices' capacity and align with Investment strategy objectives • Implement Metro advertisement partnership • Increase the Investment Office's capabilities • Support private sector partnerships through 14 projects worth AED 17 billion

Alignment to the national charters and UN SDGs

UAE Vision 2021	Dubai Plan 2021	SDGs
Competitive Knowledge Economy	A Pioneering & Excellent Government / A Pivotal Hub in the Global Economy	8 DECENT WORK AND ECONOMIC GROWTH · 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE · 11 SUSTAINABLE CITIES AND COMMUNITIES

103-2, 103-3

Sustainable financial management to drive efficiency and utilisation

RTA is committed to enhancing its financial management practices and achieving cost efficiency by implementing various innovative initiatives. RTA's long-term plans to achieve and maintain financial sustainability include managing an efficient financial system, supporting green economy projects and public–private partnerships, attaining professional certifications to efficiently utilise the available financial resources, among others.

RTA acknowledges the need to develop and implement sophisticated financial systems to achieve process cost efficiency and financial sustainability. In 2018, RTA completed the final phase of implementing an automated cost accounting system. However, the system will be regularly reviewed and updated by RTA to incorporate the latest upgrades for the system. This system aims to capture and develop financial and statistical performance statements for RTA's operational activities.

The implementation of such cost accounting systems also aligns with RTA's efforts to contribute towards Dubai Plan 2021's aim to maintain Dubai as a city with sustainable economic growth and increased labour and capital productivity.

RTA has developed and implemented a financial management framework in line with the objectives underpinning its eight business strategy goals. The framework aims to optimise revenue capturing avenues through investments in innovative projects and identifying diversified commercial revenue sources.

Furthermore, RTA is in the process of developing and approving its investment strategy that defines the key programmes to achieve financial and asset sustainability in the long term (2030).

In 2018, RTA's financial management and costing system was acknowledged as a 'best practice' in terms of the methodology adopted for calculating the cost of government services by the Department of Finance (DoF) amongst all government entities. Furthermore, RTA achieved the highest rank in accordance with the International Federation of Accountants (IFAC) requirements for optimal cost-allocation processes amongst all government entities in Dubai in 2018.

Illustration 5: RTA's financial management framework

01

RTA Strategic Plan, Number 1 City in the World		
Long (2030)	Medium (5 years)	Short (1 year)
RTA strategic goals and objectives (8 goals & 28 objectives)	Financial strategic plan 2017–2021 (15 main specialised strategies)	Annual budget execution plans in OPMS

02

Implementation, Monitoring & Follow-Up		
Reporting	Financial Systems	Operations
Adherence to budget	Costing system	Rationalising costs & maximising revenues
Activities costing reports	Hyperion financial management	Break-even point
External auditors	nol automated fare collection	Sources of finance
Financial sustainability	RMS revenue	Energy saving
Future journey	GRP assets management system	Cost saving
	Corporate management	Contract cost
	Smart Finance initiative	Value engineer
		Organisation structure

03

By Law & Others Committees & Teams	Quality & Management Systems Audit	Internal & External Audit	Review Section

Financial KPI

Efficient utilisation of financial resources is one of the key objectives underpinning RTA's financial sustainability goal. RTA has implemented a number of strategic initiatives to achieve this objective, including optimising and streamlining sourcing, tendering and structuring of contracts for capital projects as well as other operations contracts, to achieve cost reduction.

RTA sets an annual target depending on market conditions for cost reduction and revenue generation initiatives. Cost rationalisation is a reorganisation of a company's revenue and costs in order to increase its operating efficiency (e.g. increase revenue and decrease costs).

Performance metric	Target	Actual	
Revenue maximisation	4% increase from approved budget	5% increase from approved budget	▲
Cost rationalisation	10% from approved budget	14% from approved budget	▲

Table 6: Overview of RTA's strategic KPIs, targets and results for 2018

Performance indicator	Target	Achieved	
% Increase in RTA revenue	2.2%	2.4%	▲
% Adherence to planned OPEX budget	97-100%	99%	▲
% Adherence to planned CAPEX budget	97-100%	99%	▲
% Operational surplus attained	56%	56%	
% Assets managed effectively and efficiently	98%	101%	▲
% Assets that achieved performance targets	98%	101%	▲
% Value of optimised assets	98%	99%	▲

To further drive RTA's commitment towards cost optimisation, RTA implemented new cost-reduction initiatives in 2018 focused on value re-engineering, maintenance expenditure optimisation and operational expenditure optimisation. RTA reviews its cost reduction initiatives every year and the targets against each initiative are updated accordingly. For 2018, the maximum amount of cost savings was recorded from the initiatives under the value re-engineering programme, equivalent to 57% of the total cost savings.

Contributing to financial innovation and excellence

RTA has been increasing automation and digitalisation across its existing financial processes and systems, thereby contributing to Dubai Plan 2021 aim of making Dubai a 'Smart, Integrated, and Connected' city.

RTA has been declared as the first governmental entity in Dubai to use Hyperion system for resource planning and financial management. It is also the first governmental entity to implement technical development programmes for accountants, such as International Financial Reporting Standards (IFRS) since 2011. RTA's Smart Teller initiative has been declared as the first amongst all government entities to be providing smart payment solutions for more than 100 RTA services[1].

Case Study
Easy payment services for RTA vehicle fines

In 2018, RTA launched a new service that enables customers to pay RTA fines, for all vehicles registered under the federal traffic system across the UAE, through easy instalment plans using credit cards over a period of one year without incurring bank interests. Furthermore, the service is offered to all vehicles in the UAE without a limit on the fines due with RTA, unlike the other conventional process of payment through cheques for only specific fine amounts accumulated by individuals or companies. This initiative aims to maximise fines collection and reduce cases of defaults or late payments, while also facilitating customers' ease of handling fine payment.

Financial reliability through investment diversification

RTA remains committed to monitoring, driving and supporting innovative and value added strategic programmes aligned with RTA's financial and asset sustainability goals through effective implementation and adherence to its investment strategy.

RTA's investment strategy incorporates the financial performance indicators required to drive Goals (6) and (8), namely, Financial and Asset Sustainability, respectively, of RTA's overall strategic pillars. These performance indicators are developed and reviewed as required to achieve the targeted commercial revenue growth and diversification of the funding base across all RTA operations and business activities.

In 2018, the overall financial sustainability position measured for RTA business operations resulted in a net positive cash–flow position. The performance measures monitored for this included re–prioritisation of projects, enhanced revenue generation and cost optimisation opportunities.

The Key Performance Indicators (KPIs) for strategic financial and investment are cascaded from the corporate strategy to the RTA operational agencies for compliance with these indicators while developing individual investment plans for the year.

In 2018, RTA established Investment Offices within each agency, and a central department is responsible for driving their performance through continuous monitoring of the agency's commercial business plans, supporting them with effective implementation of the strategic initiatives and incubation of new commercial opportunities. RTA's aim for 2019 is to further build the capacity of the Investment Offices and enable them to effectively deliver the RTA investment strategy objectives and overall strategic pillars.

Investment Vision
Smart investments for sustainable transportation growth

Investment Objectives

Optimise investments

Increase contributions from operations

Balance funding mix

Graph 2: RTA revenue stream percentage contribution in 2018

14%

38%

48%

- Fare box revenue
- Non–fare box revenue
- Statutory revenue

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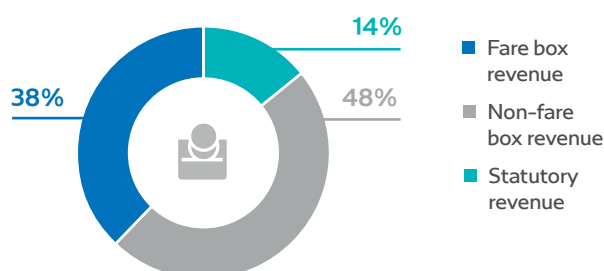
[1] As a government entity, RTA is not mandated to disclose on its annual financial performance as a part of its sustainability report.

103–1, 103–2, 103–3, 201–1, 203–1

Case Study
RTA–Careem e-hail joint venture

In 2018, RTA formed a company with the existing ride-hailing app in the UAE, Careem. The joint venture was agreed upon and signed in 2018, whereas the operations under the joint agreement are planned to commence in 2019. The new company will allow passengers to book taxis through a mobile application and RTA intends to have a phased inclusion of a full taxi fleet of 10,000+ taxis under this agreement.

The other joint ventures / Public-Private Partnerships approved in 2018 by RTA include:

Multi-level car parking (MLCP): Three plots to be developed into multi-level car parks

Smart street lighting: Replacement of existing streetlights with LED lights

Union Oasis: Revision to Union Oasis transit-oriented development

Parking lots

AC Bus shelters

Pedestrian bridges

Procurement Practices

RTA is committed to supporting local businesses and small and medium-level enterprises (SMEs) in the region. To achieve this commitment, RTA gives preference to major contractors / vendors who support local businesses or SMEs by hiring them as sub-contractors during their work on RTA projects. In 2018, RTA achieved a satisfaction rate of 91%, compared to the targeted 81%, from the SMEs that it was involved with across various projects and operations.

RTA's Procurement Department uses three major systems for managing contract and procurement aspects for RTA's business operations: 1) 'Maximo' for contract management, 2) GRP for inventory and purchasing management, and 3) e-prequalification (EPQ) for supplier life-cycle management. RTA ensures that all activities conducted across the three systems are managed in line with the overall business code of conduct and strategic objectives of the organisation.

Table 7: RTA's procurement practice updates for 2018

Key objectives	Alignment with key material topics to RTA for 2018	Key highlights from 2018	Future commitments
Sustainable procurement practices	• Compliance • Procurement practices	• Launched e-prequalification (EPQ) and e-tendering system • Embedded sustainability criteria within EPQ • Awarded the best government entity supporting the Government Procurement Programme	• Plan to nominate a department coordinator for handling online procurement systems • Get BSI assessment done for the sustainable procurement strategy • Continue compliance with UAE Green Agenda 2015-30
Managing impact across procurement life-cycles	• Innovation • Procurement practices • Market presence including local content • Indirect economic impact	• Launched a mobile-application for monitoring pre-qualification and invoicing • 95% automation across all systems and processes • 90% reduction in invoicing turn-around time • 100% of suppliers were screened against a list of environmental and social criteria	• Increase process automation • Increase % spend on local SMEs • Complete implementation of sustainable procurement requirements and best practices • Automation of Vendor Position Model (VPM) • Obtain CIPS international accreditation
Supplier labour and human rights compliance	• Compliance • Procurement practices • Anti-corruption practices	• Zero supplier labour and human rights complaints received • Achieved 91% SME satisfaction rate against 81% target	• Continue monitoring number of supplier complaints received • Continue monitoring supplier satisfaction

Alignment to the national charters and UN SDGs

UAE Vision 2021	Dubai Plan 2021	SDGs
Sustainable Environment and Infrastructure	A Pioneering & Excellent Government / A Smart & Sustainable City	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE · 11 SUSTAINABLE CITIES AND COMMUNITIES · 12 RESPONSIBLE CONSUMPTION AND PRODUCTION · 17 PARTNERSHIPS FOR THE GOALS

Sustainable procurement practices

RTA has implemented a 'Code of Vendor and Investor Conduct', to ensure streamlining of all vendor and investor behaviour and conduct and principles mandated by RTA for these external parties. RTA launched an e-prequalification system in 2018 as an initiative to promote its focus on increased digitisation and innovation across its business practices.

> In 2018, RTA was awarded as the best government entity supporting the Government Procurement Programme under the Mohamed Bin Rashid Award for Young Business 2018.

Furthermore, RTA is currently in the process of streamlining its process of embedding sustainability-focused criteria in its procurement practices. This is to ensure that all suppliers, vendors and other third-party contractors working with RTA are selected based on their social and environmental performance and are in line with RTA's sustainability objectives.

Some of the significant changes made to the procurement practices within RTA in 2018 also include:

Introduction of 'Planning and Performance' section to further streamline procurement processes

Establishing supplier support offices

Launching the e-tendering system

Operational modifications (breakdown of existing 17 processes into 34 processes to allow effective micro-level checks at each stage of the procurement process and reduce possibility of errors / non-compliance)

Managing impact across procurement life-cycles

RTA's code of conduct for vendors and investors mandates all such third-party contractors to be aligned with all related local and federal laws and regulations applicable and also to all related amendments and provisions enacted thereafter. The code further provides supplier performance requirements in line with the below values that RTA considers important to its business practices:

Supplier performance excellence

Fairness and honesty

Integrity and accountability

Health and safety

Environmental, sustainability and green procurement leadership

Social responsibility

Ethical labour and human rights practices

Furthermore, all RTA third-party contractors are mandated to comply with the overall RTA Code of Conduct and self-monitor their performance against the same throughout the procurement and project life-cycle. In case of any non-compliance or violation with the code, RTA requires the suppliers to report the same using the dedicated functional e-mail address or facsimile number communicated to all such external parties.

RTA has a sustainable procurement policy in place, which is in line with the Dubai Government objective of promoting sustainable initiatives and adopting the best practices for all such projects and initiatives as per the UAE Green Agenda 2015-30. RTA mandates all its departments and operational agencies to adhere to these objectives and ensure all suppliers are assessed against the same while hiring them for any sourcing, buying, material use, or project services' related works.

When procuring materials, RTA's Procurement Department ensures the following:
- Seek vendor certifications for green products and services and take this into consideration during the pre-qualification stage. For example, but not limited to, the vendors' ability to:
  - provide sustainable and eco-friendly materials,
  - demonstrate evidence of reducing waste and promoting recycling,
  - rationalise the use of various materials to avoid a negative impact on the environment.
- Incorporate a vendor's existing performance on sustainability aspects (including solutions such as green products and services) to recommend and award a contract
- Require vendors to perform their obligations under the RTA agreement to avoid any breach with applicable legislations or policy

Focus on process digitisation and innovation

In line with RTA's commitment to the UAE National Innovation Strategy, we aim to constantly identify areas of innovation and increased digitisation across our operations, including our procurement processes. In 2018, we worked towards automating our pre-qualification and vendor evaluation systems and also incorporated sustainability criteria within the digital systems. Such automation initiatives allow all suppliers and vendors to be screened against their sustainability performance aspects during the pre-qualification stages and ensure the effectiveness of the overall procurement life-cycles. We also launched a mobile-application based tracking system in 2018 for effective monitoring of the different pre-qualification stages and also the invoicing and billing aspects of the procurement cycle.

The new EPQ system has now been mandated by RTA as the only channel approved for receiving and processing vendors' pre-qualification applications and documents, thereby further streamlining the processes and increasing efficiency.

In 2018, RTA further increased its specific focus on green procurement practices and also embedded HSE criteria in its automated pre-qualification and evaluation process.

In 2018, as a part of the initiative to embed sustainability criteria within the vendor pre-qualification system, specific vendor reviews were also conducted for green procurement and health, safety and environmental performance aspects of the vendors submitting applications to RTA, resulting in a more effective and stringent screening of suppliers on their sustainability performance aspects.

95%
automation achieved across all its procurement systems and processes.

90%
reduction in the turn-around time achieved for invoice payments to vendors through the automated systems.
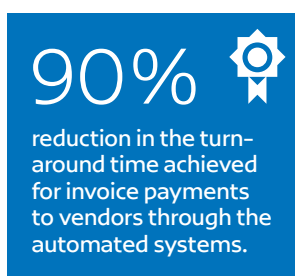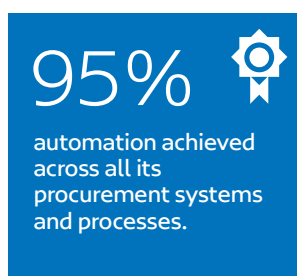
RTA has a concrete mechanism in place to qualify and assess vendors on their performance even after awarding the contracts. In case of any non-compliance identified, RTA holds the right to take stringent actions as required and also terminate the contract or remove the vendor from the RTA list

of qualified suppliers, in extreme cases. In 2018, RTA provided recommendations and improvement suggestions to several contractors who were identified as non-compliant to RTA standards and performance requirements after awarding the contract.

Graph 3: Percentage of new suppliers that were screened using social criteria

- ■ Total number of new suppliers
- ■ New suppliers screened
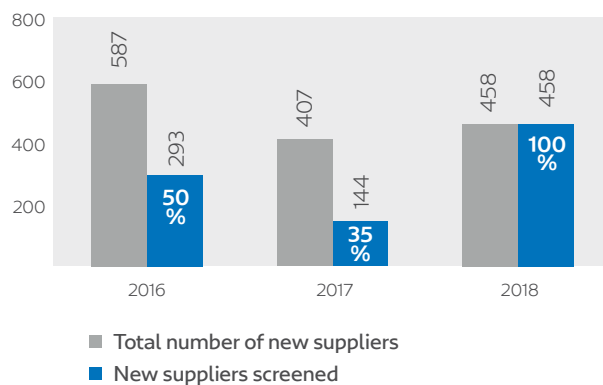
Graph 4: Percentage of new suppliers that were screened using environmental criteria

- ■ Total number of new suppliers
- ■ New suppliers screened
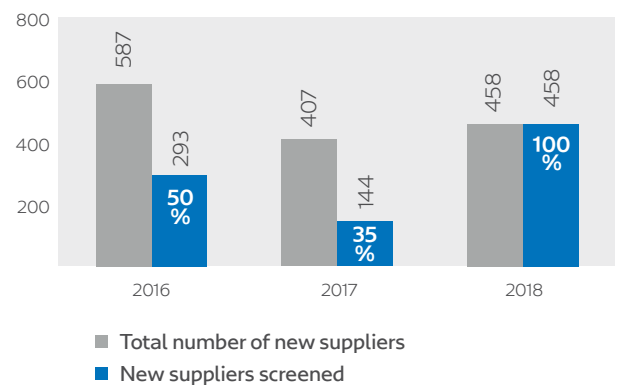
Supporting local businesses

As a Dubai Government entity, we understand our role towards supporting the growth and development of the local businesses and other SMEs in Dubai. We have embedded a strong system within our procurement processes that allows us to support the local businesses and select them as vendors / contractors / sub-contractors for different RTA projects wherever feasible.

To further support the SMEs, who have a valid certificate from 'Dubai SME', we have incorporated the following exemptions within our procurement practices:

Graph 5: Percentage of procurement budget spent on local suppliers in comparison with the total budget spent[2]
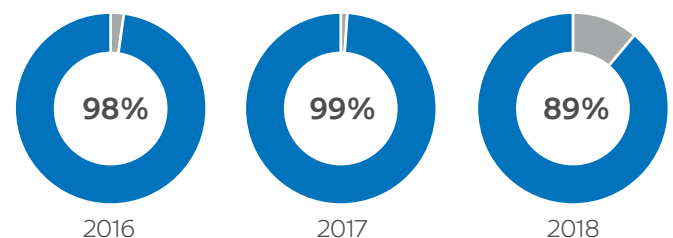
Exemption from submitting bid bonds for tender values below AED 500,000

50% reduction in tender document fees

Prioritise allocation of non-critical projects to SMEs only

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

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

Formation of SME Committee within RTA's Procurement Department

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

[2] The local supplier spend mentioned here is the spend on suppliers locally, other than the small and medium enterprises.

Ensuring supplier labour and human rights compliance

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

- Ensure legal access for all supplier workers and employees to the UAE
- Maintain records of the supplier's employees in accordance with local and federal regulations
- Provide work environment in line with safety and health laws and regulations
- Use voluntary labour only

- RTA shall hold the rights to take strict actions / terminate or blacklist contractors in case of any misconduct, inappropriate behaviour or incidents related to corruption, bribery or child labour
- Maintain proper employment contracts as per the requirements of Dubai Government and the UAE Ministry of Labour

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

Supplier non-compliance, feedback and grievance mechanism

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

During the pre-qualification stage, vendors participating in the tendering process can contact RTA for any queries or issues through a dedicated email, helpline or the help-centre in the RTA headquarters.

Once the contract has been awarded, the official communication protocol is communicated to the selected vendor through the signed letter of agreement and any issues, suggestions or queries are communicated with the nominated point of contact in RTA during the course of the project.

RTA's Procurement Department has been assigned the responsibility of developing, regularly reviewing and updating awareness and educational programmes for tender-related procedures, vendor qualification processes, as well as financial claims of third parties such as government and quasi-government companies. RTA submits periodic reports to the Director General on the functioning of the Tendering Committee and the supplier participation proportion and financial claims, if any, for all tenders and bids released by RTA.

102-9, 103-2, 103-3, 412-1

Employee Happiness and Productivity

Mr. Mansour Alfalasi
Director of the Human Resources and Development Department

"At RTA, we are committed to adopting the best techniques and practices to keep our employees motivated and happy. Our objective is to utilise the skill sets of our employees in the most competent manner to achieve RTA's goals and objectives while also serving and meeting the personal expectations of employees from RTA as an employer of choice."

As a Government of Dubai entity, RTA is committed to attracting, developing and retaining local talents, providing an inclusive diversified working environment that keeps all employees motivated and productive. RTA is also committed to implementing an ethical framework that empowers its employees to act in a manner that aligns with the social values embedded within the UAE's culture.

Table 8: RTA's employee happiness and productivity updates for 2018

Key objectives	Alignment with key material topics to RTA for 2018	Key highlights from 2018	Future commitments
Fostering employee happiness and productivity	• People happiness • Compliance • Employment	• Revisions made to the HR department organisational structure – to reflect changes in the roles and responsibilities and the new value-adding activities • Developed a unified HR policy to streamline all HR provisions, issues and procedures • Spend on employee relations' activities – AED 2,625,000 • 99% of both male and female employees were retained after 12 months of parental leave • Mandate to include specialist trainings for people of determination in the annual training plan	• Estimated budget for employee relations programmes to be launched in 2019 – AED 2,640,000 • Implement flexible working environment framework • Implement the 2019 planned initiatives for people of determination
Nurturing local talent	• People happiness • Employment • Market presence including local content	• Launched 4th cycle of Qiyadi programme in 2018 • UAE nationals in the executive and senior management positions increased from 3.47% in 2017 to 3.56% in 2018	• Continue alignment with UAE nationalisation policies • Further increase number of UAE nationals in the RTA workforce
Training and development	• Responding to changing market needs • Training and education	• 70,000+ training hours delivered across 1,543 male and 402 female employees • 88% of planned number of employees to be trained achieved against targeted 70% • 100% of employees received career and performance review	• Continue training university graduates for hiring them within RTA operations • Increase specialised trainings for people of determination
Creating an environment of ethical practices	• Compliance • Anti-corruption practices • Diversity and equal opportunity • Employment	• Zero incidents of any corruption related activities, fraudulent incidents or any misconduct behaviour	• Continue stringent implementation of the code of conduct principles across all RTA employees • Continue monitoring any potential misconduct activities reported through Al Harees programme

Alignment to the national charters and UN SDGs

UAE Vision 2021	Dubai Plan 2021	SDGs
Competitive Knowledge Economy First-Rate Education Systems	A Pioneering & Excellent Government A City of Happy, Creative & Empowered People	4 QUALITY EDUCATION 5 GENDER EQUALITY 10 REDUCED INEQUALITIES 16 PEACE, JUSTICE AND STRONG INSTITUTIONS

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

RTA is currently in the process of reviewing and updating its existing code of conduct to further align it with the latest RTA Administrative Resolutions and Circulars and any UAE legislations issued in this respect.

| Corporate reputation | Distinction and success | Leadership and teamwork | Strategic partnerships and quality | Customer service |

In 2018, RTA developed a unified Human Resources (HR) policy, aiming to streamline all RTA provisions, issues and procedures related to human resource management and to foster a culture of teamwork across all employees[3].

Graph 6: Total number of nationalities

	2016	2017	2018
	50	52	51
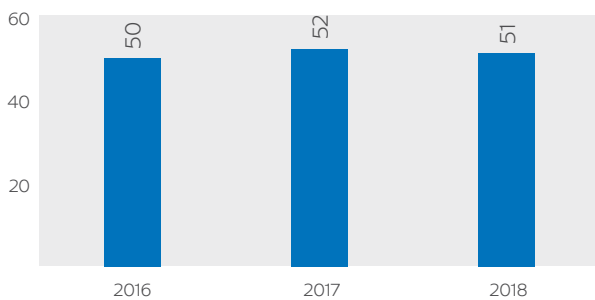
Graph 7: Total number of new employees hired during the reporting period

	2016	2017	2018
Male	367	403	484
Female	87	107	120
Total	454	510	▲604

■ Male ■ Female
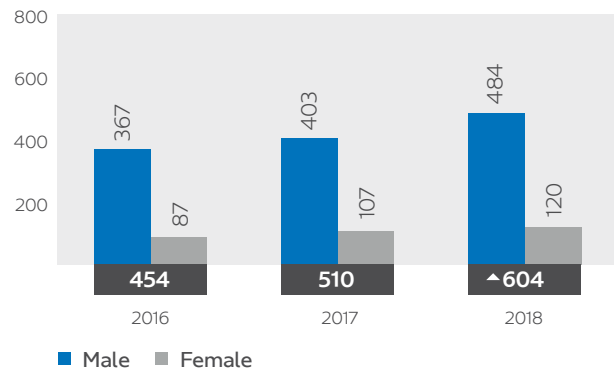
Graph 8: Total number of full-time employees

	2016	2017	2018
Male	5,606	5,700	5,858
Female	704	749	815
Total	6,310	6,449	▲6,673

■ Male ■ Female
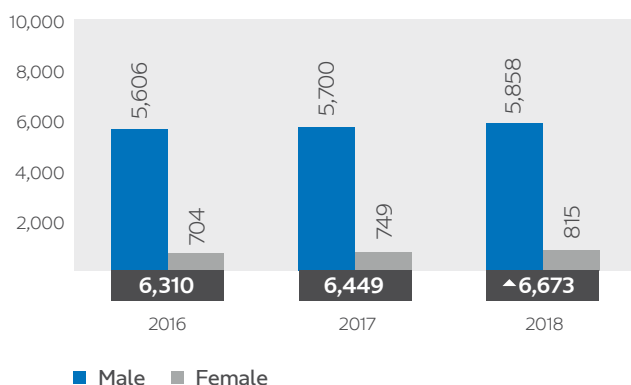
Graph 9: New employees hires by age

	2016	2017	2018
Under 30	155	205	242
30–50	295	299	350
Over 50	4	6	12

■ Under 30 ■ 30–50 ■ Over 50
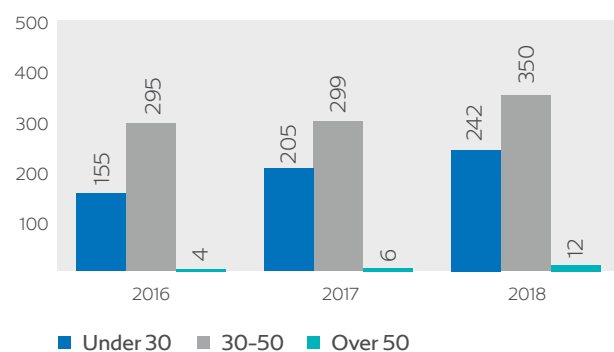
[3] RTA would like to clarify that some of the employee statistics for 2016 and 2017 may appear different than that reported in the 2016 and 2017 sustainability reports. This is owing to the change in the cut-off date for retrieving the employee data in 2018.

102–8, 103–3, 401–1, 405–1

Fostering employee happiness and productivity

'Employee Happiness' is a key strategic objective under the 'Advance RTA' strategic goal and we are continuously working towards a culture of positivity that keeps all our employees motivated. We recognise the importance of creating an environment that fosters productivity and work efficiency and attributes to the success of our organisation across all our business operations. Some of the benefits that are provided to the full-time employees to RTA include:

- Life insurance
- Health-care benefits, including disability and invalidity coverage
- Parental and maternity leave
- Retirement provisions
- Nursery benefits to employees with children
- Medical clinic and pharmacy provisions
- Gym facilities
- Employee discounts for various retail options
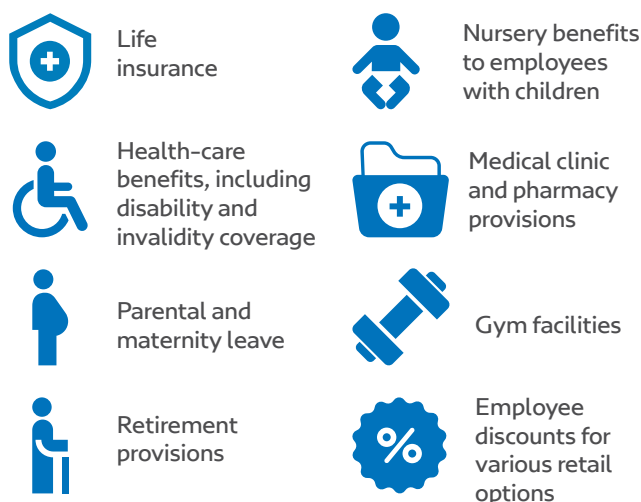
Furthermore, RTA launched a number of initiatives in 2018, to align with the objectives under its 'Advance RTA' Strategic Goal. These initiatives were also in line with the objectives of the UAE Vision 2021 'Competitive Knowledge Economy' and 'Cohesive Society and Preserved Identity', and Dubai Plan 2021 'People' pillars, focused on developing a society of educated, cultured, productive and happy individuals.

Some of the happiness initiatives and events conducted for RTA employees during 2018 include:

Employee Engagement Initiatives
- Organising a cultural and entertaining trip for all the employees and their families
- Providing recognition awards for our long-serving employees (10, 15, 20, 25 years)
- A health awareness programme to raise the employees' understanding and conscious decision making on health, food and lifestyle
- Celebrating Labour Day with RTA's drivers and technicians by distributing thank you cards and gifts
- A day away leisure event with RTA's drivers

Some of the employee happiness initiatives and programmes planned by RTA for 2019 include the following; some of these initiatives are regular programmes implemented for RTA employees:

Initiative Name
- Recreational and educational trips for RTA staff children
- 'I love RTA' annual event for employee loyalty appreciation
- 'Happiness Week' activities and initiatives as per government guidelines
- 'Certificates of Excellence' annual ceremony to honour staff members
- 'Gift Programme' to increase employee participation and social cohesiveness (celebrating marriage / baby showers / promotions etc.)
- Monthly surprise activities and happiness plans

Estimated Budget by RTA AED 2,640,000

RTA is currently in the process of developing a framework focused on encouraging a flexible working environment, increasing transparency and impartial behaviour at work, with a more detailed breakdown and clarity on the individual roles and responsibilities around this initiative.

RTA is further committed to providing parental leave benefits to its employees in line with the local regulatory requirements. All permanent female employees, eligible to take maternity leave, are provided 60 calendar days of leave with full salary pay. In addition, male employees are entitled to receive up to three days of paid paternity leave.

For employees returning to work after taking parental leave, RTA aims to provide a flexible working environment to retain employees in the workforce.

99% Both female and male employees, who took a parental leave, returned to work at the end of their leave and remained employed with RTA twelve months after their return to work.

This is a significant increase from the 2017 figures, 93% of male employees and 86% of female employees continued to work with RTA twelve months after their parental leave. RTA commits to providing the best possible work environment for its employees and working towards their happiness across all spheres of its influence.

Graph 10: Total number of RTA employees entitled to parental leave

	2016	2017	2018
Male	4,957	5,010	5,089
Female	408	748	467
Total	5,365	5,758	▼5,556
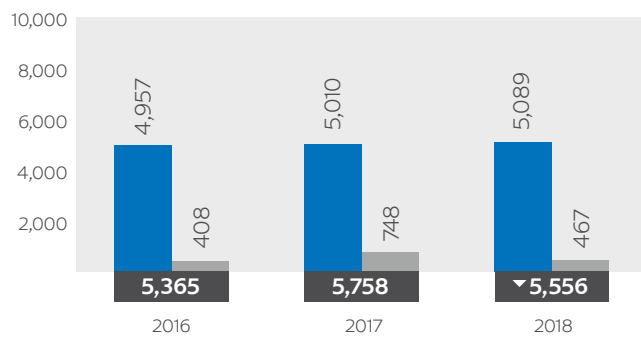
Graph 11: Total number of employees that returned to work after parental leave

	2016	2017	2018
Male	134	144	169
Female	65	59	78
Total	199	203	▲247
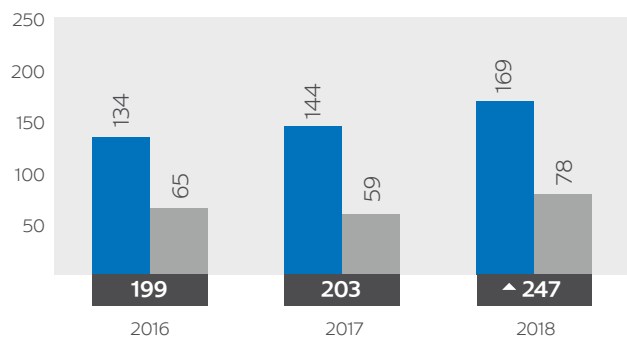
Graph 12: Total number of employees that took parental leave

	2016	2017	2018
Male	150	155	171
Female	79	69	79
Total	229	224	▲250
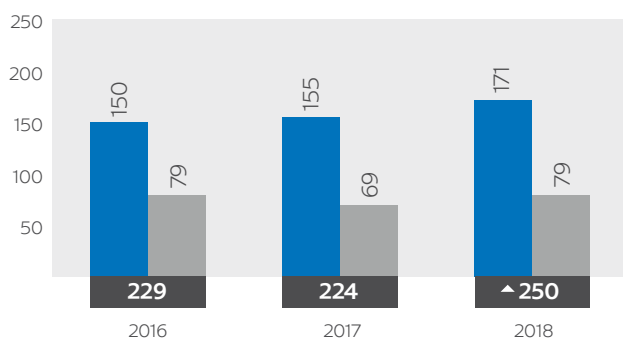
Graph 13: Total number of employees that returned to work after parental leave ended that were still employed 12 months after their return to work

	2016	2017	2018
Male	134	144	169
Female	65	59	78
Total	199	203	▲247
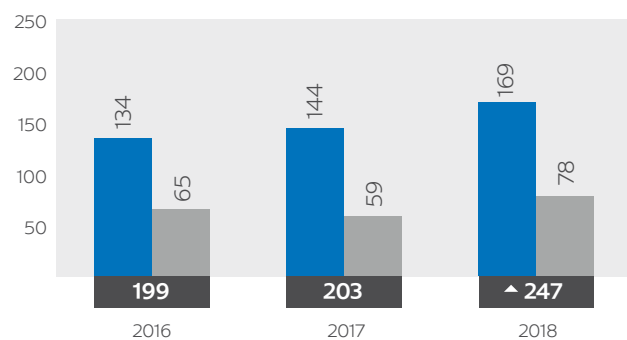
■ Male   ■ Female

People of Determination (PoD)

RTA develops its services, operations and business activities with the consideration of increasing inclusion and accessibility for the PoD, within and outside of the organisation.

RTA highlights its efforts towards meeting the needs and requirements of the people from this social segment of the UAE by providing an enabling work-environment that supports the PoD's integration within the society and empowering them. As a part of the latest unified HR policy being implemented by RTA, the following clauses have been incorporated for hiring employees within the 'people of determination' category:

Hiring employees within the PoD category
- Select applicants of people of determination in job vacancies, as applicable, and in accordance with the laws and regulations, or upon the instructions of RTA's Director General
- All concerned organisational units should ensure the provision of tools and equipment for people of determination
- Include specialist training for people of determination in the annual training plan, based on the training needs and requirements
- Protect people of determination from all forms of discrimination or abuse, neglect or exploitation
- Promote respect for the dignity of people of determination

RTA is constantly striving to improve its operations and activities to become more aligned with the requirements of all people of determination and has started working towards some of the following objectives and programmes for 2019 and also for the longer term:

Objectives and programmes for 2019 for PoD
- Include new PoD categories such as autism and other intellectual disabilities, in line with the national policies, within all RTA processes and policies
- Develop innovative and smart services that offer ease of access to the people of determination at their places of residence and work
- Conduct brainstorming sessions with all RTA stakeholders to gather ideas for pilot initiatives to further support people of determination
- Provide a special card to PoD allowing them access to all means of transport without requiring any additional communication from them
- Increase the number of training sessions for employees of RTA who are PoD and also increase their number in the coming years in the workforce
- Organise action-oriented job fairs dedicated to hiring people of determination
- Include survey questions dedicated specifically to the issues and needs of PoD employees

Nurturing local talent

In line with the UAE's national visions and ambitions, RTA is committed to aligning its recruitment policies and processes with the federal laws and decrees and has implemented a number of programmes and initiatives to attract, hire and develop talented UAE nationals.

RTA has designed an integrated PoD approach to ensure uplifting its employee capabilities in line with its strategic goal of 'Advance RTA'.

RTA's people development approach has four levels:
- **CEO's Capabilities Development Programme**: focusing on enriching the CEOs organisational transformation knowledge
- **2nd Leadership Line Programme**: focusing on developing Directors' leadership capabilities
- **3rd Leadership Line Programme**: focusing on developing and qualifying section managers for future senior roles
- **HiPo Programme**: focusing on revealing RTA's talented UAE youth, developing and retaining them

RTA has further embedded its plans for recruiting and developing the UAE nationals within its strategic objective 'Advance RTA', which focuses on developing and improving the human resources within RTA as one of its key pillars. RTA's Human Resources and Development Department is developing a more holistic nationalisation plan, through which the nationalised positions in RTA shall be identified and updated on the list of job-posts periodically.

RTA initiatives for UAE nationals
- Summer training programme
- Eadad
- Ajyal
- Scholarship programmes
- New manager programme
- Tamkeen
- Qiyadi (4th cycle in 2018)
- Work placement programmes

Graph 14: Employees by nationality

UAE Nationals: 2016 – 1,848; 2017 – 1,951; 2018 – 2,137
Other Nationalities: 2016 – 4,462; 2017 – 4,498; 2018 – 4,636

■ UAE Nationals   ■ Other Nationalities
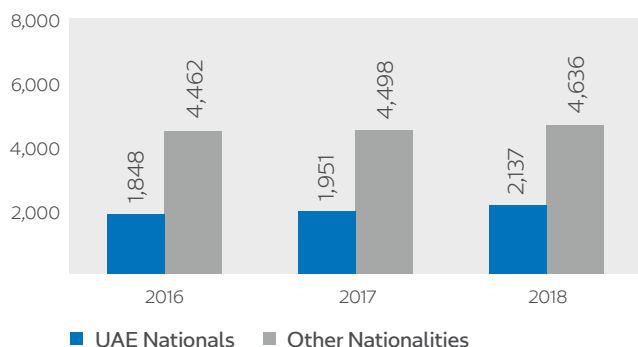
Graph 15: Number of RTA employees in executive and senior management positions that are UAE nationals

2016 – 227; 2017 – 224; 2018 – 238
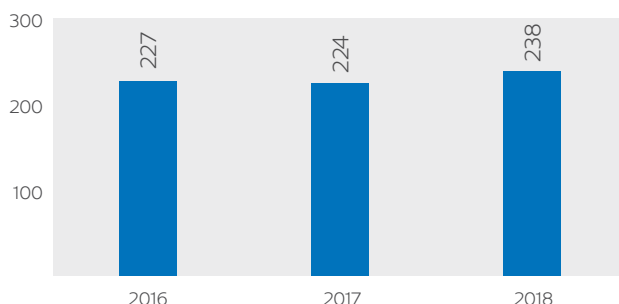
The percentage of UAE nationals in the RTA workforce in the executive and senior management positions increased from 3.47% in 2017 to 3.56% in 2018. This highlights the success of different initiatives and programmes that RTA has in place to nurture and develop the local talent.

Case Study
Reinvesting employee competency through internal career event

In 2018, RTA held the first edition of Internal Career event, aimed at uplifting the career progression of Emirati employees and enhancing their retention policy through providing them with alternative job prospects compatible with their ambitions and abilities.

The event was eligible for UAE nationals with a diploma or above and who have completed two or more years of service. The event had speakers discussing the need of nurturing a happy work environment and also had the American University of Sharjah, Dubai University and Wollongong University participating in the event. The universities offered valuable scholarships to the UAE nationals interested in pursuing their academic studies.

RTA had identified 160 vacancies as a part of this event and interviewed 110 male and female employees, out of more than 187 applications received, to screen their career ambitions and professional competencies.

The event aimed at supporting RTA's Emiratisation plan for 2016–18 by hiring local nationals in suitable placements that makes the best use of their skills and competencies.

Training and development

RTA places a significant level of interest and focus on the training and professional development of all its employees and suppliers, vendors and other third-party contractors, as required.

RTA's strategic goal 'Advance RTA', prioritises developing and implementing comprehensive policies and procedures aimed at improving internal capabilities of employees at core functions and also implementing measures for advancing RTA employees' skills and competencies.

RTA provides technical and comprehensive training programmes to its operational staff members, while RTA's executive-, senior-, and mid-management employees receive capacity-building sessions focusing on leadership and management skills.

Graph 17: Average hours of training for RTA employees*

	2016	2017	2018
Average hours of training	21	29	25
Male	20	27	24
Female	26	33	30

■ Average hours of training ■ Male ■ Female
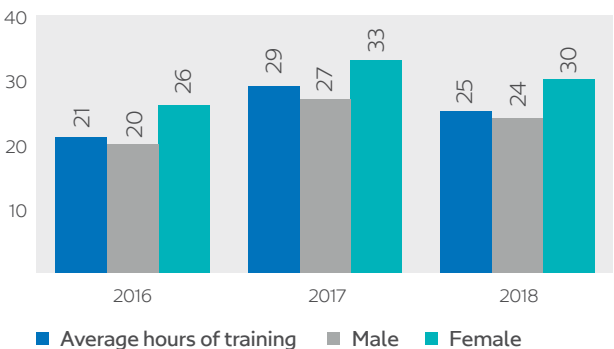
*RTA would like to clarify that some of the training statistics for 2016 and 2017 may appear different than that reported in the 2016 and 2017 sustainability reports. This is owing to the change in the cut-off date for retrieving the employee data in 2018.

Graph 16: Total number of training hours

2016	2017	2018
41,679	49,940	70,809
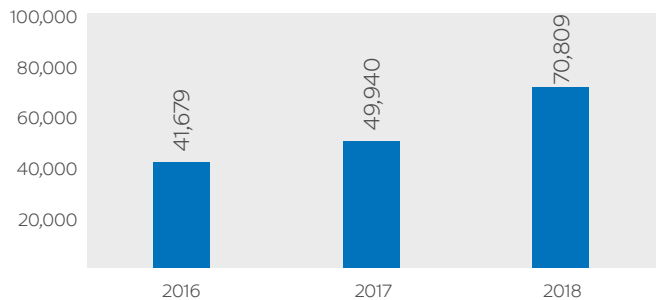
Graph 18: Employee training hours by employment level

	2016	2017	2018
Staff (professional, operational and administrative)	36,015	44,967	64,734
Middle management	4,620	3,699	4,912
Executive & senior management	1,044	1,274	1,180
Total	41,679	49,940	▲70,826

■ Staff (professional, operational and administrative)
■ Middle management ■ Executive & senior management
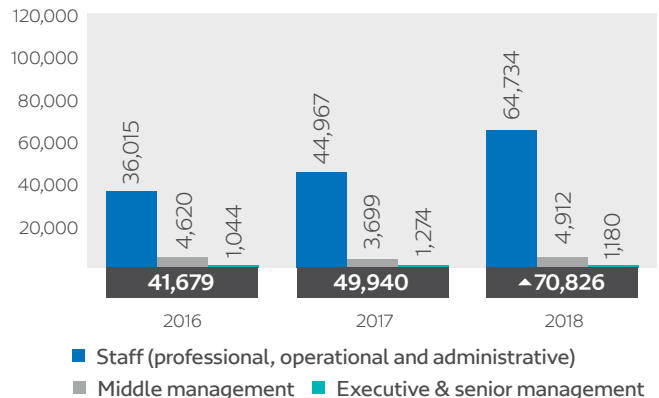
RTA conducts regular training needs analyses and develops an annual training plan based on the requirements of each RTA sector, department, agency during the year. In addition, departments or agencies can raise a request during the year for any specific professional skill set and training requirement identified as specific to any project or activity being managed by the concerned teams.

Table 9: Annual training targets and performance by agency

Agency / Sector	Number of employees eligible for training in 2018	Number of employees trained (actual)	% of employees to be trained (target)	% of employees trained (actual)
Office of the Director General & Chairman of the Board of Directors	82	72	70%	88% ▲
Corporate Administrative Support Services	518	405	70%	78% ▲
Corporate Technology Support Services	152	128	70%	84% ▲
Strategy and Corporate Governance	182	163	70%	90% ▲
Licensing Agency	363	334	70%	92% ▲
Public Transport Agency	737	657	70%	89% ▲
Rail Agency	173	154	70%	89% ▲
Traffic and Roads Agency	985	897	70%	91% ▲

RTA graduate trainee programme

RTA has implemented a training programme, Edaad, for recent UAE national graduates from universities and Higher Colleges of Technology. The programme is aimed at providing a combination of theoretical training and practical experience to the graduates, required for them to work across RTA related business operations and activities.

The programme spans over a period of 24 months and the participant is awarded the title of 'Graduate Trainee' at the end of the programme. A bespoke training and development plan is developed for each participant at the beginning of the programme, tailored to suit the target functional area, including relevant training courses and fieldwork experience.

Once the trainee is identified to have successfully completed all programme requirements, he / she receives a designation as considered appropriate for the agreed area of work.

Performance review and career progression within RTA

Performance monitoring and competency management for all employees is given utmost importance in RTA, as it is an important requirement to maintain employee satisfaction and happiness rate. RTA has an annual performance review and appraisal cycle, during which it assesses the performance of employees across all functional levels and provides career advice and appraisals, as required. In 2018, 100% of RTA employees received performance and career development review.

Graph 19: Employees who received performance and career development review
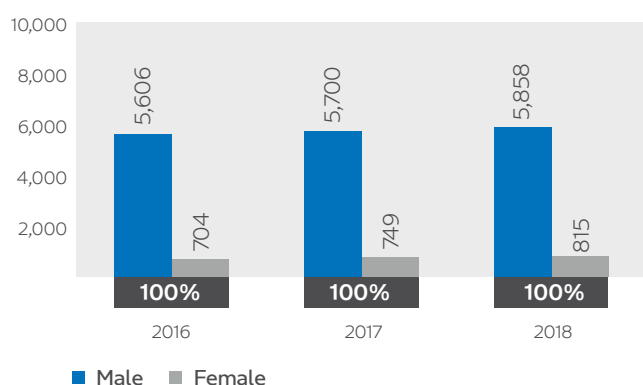
Graph 20: Employee career and performance review by employment level

Employee attrition within RTA

Graph 21: Total employee turnover (number of employees)
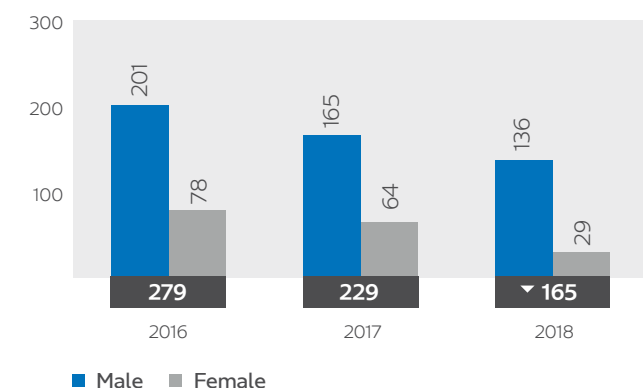
Graph 22: Employee turnover by age (number of employees)
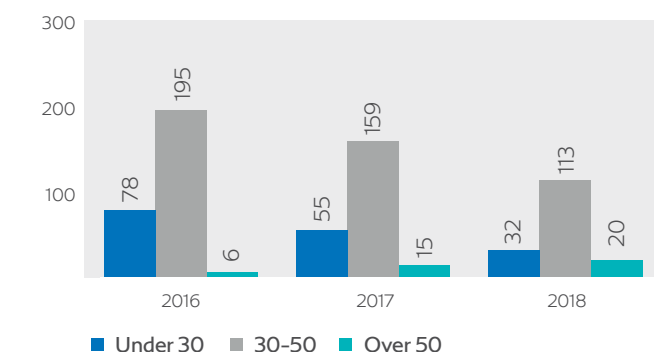
Creating an environment of ethical practices

RTA has implemented a code of conduct in place that provides crucial principles and standards that are required to be followed by all RTA employees, governing their behaviour and ethical conduct within the organisation and towards other external stakeholders.

The code includes the following principles as an ethical framework required to be adhered to across all activities and operations:

Integrity

Accountability

Professionalism

Responsiveness

Impartiality

Fairness and equity

Mutual respect

Employee relations and professional behaviour

RTA is committed to providing a workplace that is free from unethical practices and treats everyone with mutual respect and integrity. In case of any harassment or unethical behaviour observed by RTA, including that related to any conflict of interest, RTA has a process in place to take disciplinary action against such misconduct. Furthermore, all employees are also encouraged to report any inappropriate behaviour or incident to their respective line managers immediately through filling in the applicable forms.

Employees are further expected to abide by regulatory controls in all RTA business areas, projects and activities and limit the possibility of any potentially fraudulent activities. Employees are expected to report any cases of fraud or questionable practices through dedicated channels such as the Al Harees programme.

In 2018, RTA did not receive complaints or face any issues related to any human-rights or labour practices related discrimination, corruption-related incidents or any fraudulent activities and misconduct of any manner. RTA stays committed to regularly review and update all its human resource policies as per the Dubai Government Human Resources Management Law No. (27) of 2006 and its amendments.

Case Study
RTA Al Harees Programme

RTA has implemented Al Harees programme to provide a secure and confidential channel to the RTA staff and users of its services. The RTA employees and other stakeholders can provide reports of any violations related to corruption or any inappropriate activity or behaviour, anonymously, through this channel.

It aims to:
1. Combat all sorts of corruption and financial fraudulence
2. Maintain RTA assets and properties
3. Nurture a model business environment
4. Achieve integrity and fidelity
5. Secure the confidentiality of the reporter's identity

Al Harees boxes are placed across all RTA premises. Stakeholders can also submit their complaints through RTA PO Box 118899, Dubai, with the notification addressed to Al Harees programme.

02
Sustainable Mobility

Sustainable Mobility

Eng. Nada Jasim
Director of the Safety, Risk, Regulation and Planning Department

"Our leadership towards adopting energy efficiency initiatives is key to avoiding CO_2 emissions, alongside energy conservation and low-carbon energy sources."

At RTA, we embrace our key role as enablers of Dubai's development in the transportation sector. Through our sectors and agencies, we strive to provide reliable, innovative and high-quality transportation services to meet the local and federal strategic directions.

Our commitment is to provide an excellent public transportation service to the people of Dubai while ensuring sustainable and environmentally-responsible performance across all operations and services. We ensure the alignment of RTA's strategic objectives with the goals of Dubai and the UAE, as well as

compliance towards all environmental regulations applicable. No fines or instances of non-compliance to environmental regulation were reported in 2018.

This Sustainable Mobility Pillar discloses on three key areas of focus:

1. Managing resources efficiently
2. Taking proactive measures to mitigate and adapt to climate change
3. Developing innovative and future-proof infrastructure and services.

Together, these areas of focus ensure that our planning and execution are coherent with our strategic objectives while taking into consideration the macro- and micro-level risks and opportunities due to various socio-economic and environmental trends.

Our most material sustainability topics

Energy and Emissions

Table 10: RTA's resource efficiency and management updates for 2018

Key objectives	Alignment with key material topics to RTA for 2018	Key highlights from 2018	Future commitments
Management of energy	• Energy and emissions	• All sectors and agencies achieved their energy targets • Saved 22 GWh though efficient street lighting	• Gradual deployment of Euro 6 diesel engines • Increased proportion of electric and hybrid vehicles in the fleet • Retrofitting of building for energy efficiency
Management of water	• Water • Compliance	• Sectors and agencies achieved their water targets for 2018 • DTC and PTA recycled 90%–100% of the water used for washing and cleaning of vehicles	• Increase in waste–water recycling • Reduction of water consumption per person through water–saving taps
Management of waste	• Effluents and waste • Compliance	• Diverted 65% of the generated waste from going to landfill • Recycled 86 tonnes of aluminium from license plates	• Increase percentage of waste diverted from landfill through collaboration with vendors and contractors
Biodiversity	• Biodiversity	• Included biodiversity in the sustainability framework	• Further develop biodiversity measures in RTA

Alignment to the national charters and UN SDGs

UAE Vision 2021	Dubai Plan 2021	SDGs
Sustainable Environment and Infrastructure	A Smart & Sustainable City	6 CLEAN WATER AND SANITATION · 7 AFFORDABLE AND CLEAN ENERGY · 13 CLIMATE ACTION · 14 LIFE BELOW WATER · 15 LIFE ON LAND

RTA's environmental and energy commitments

Carbon Abatement Strategy (CAS) 2021 as regulated by Dubai Supreme Council of Energy (DSCE)

RTA achieved all environmental commitments

Green Mobility as directed by DSCE Directive No. 1 / 2017

RTA increased the share of Hybrid and Electric Vehicles in RTA fleets

Demand Side Management (DSM) Strategy 2030 along with Dubai Municipality, owner of the Programme No. 6 for Outdoor Lighting

RTA achieved the target for 2018

Energy & Water Audits as directed for Government buildings by Directive No. 1 / 2015

RTA contributed to the 20% aimed reduction of energy & water consumption by 2021 compared to 2014 level

Dubai Climate Change Adaptation Plan as developed by Dubai Municipality and supported by the Dubai Executive Council

RTA contributes to the execution of local and federal policies and future plans

103-1, 103-2, 303-4

Resource Efficiency and Management

As a public entity under the government of Dubai, RTA actively embraces the values of Dubai's leadership by striving for excellent environmental performance through innovation and efficiency in our core activities.

Our corporate-level Safety Risk Regulation and Planning Department works along with our sectors and agencies to monitor the environmental performance of our operations and steer RTA's environmental stewardship. Our Green Economy strategy covers all RTA projects, initiatives, targets, and KPIs tailored according to the corresponding services and operations.

The Green Economy strategy provides a guiding framework for the sectors and agencies to implement projects and initiatives and monitor their performance in line with the overall RTA sustainability objectives.

Across the three sectors and five agencies, RTA conducted 74 initiatives during 2018 to further improve its environmental performance and strive to reduce its negative environmental impact on the emirate of Dubai.

RTA's target areas, as covered by the RTA Green Economy policy

Fuel Efficiency	Energy Efficiency	Water Efficiency	Renewable Energy Use	Waste Management	Avoidance of GHG Emission

Graph 23: Our overall environmental performance as a percentage of achievement against our 2018 targets

- 92% Electricity Savings (kWh)
- 95% Water Savings (IG)
- 126% Fuel Savings (litres)
- 114% Avoided Emissions (t CO_2e)

103-2, 103-3
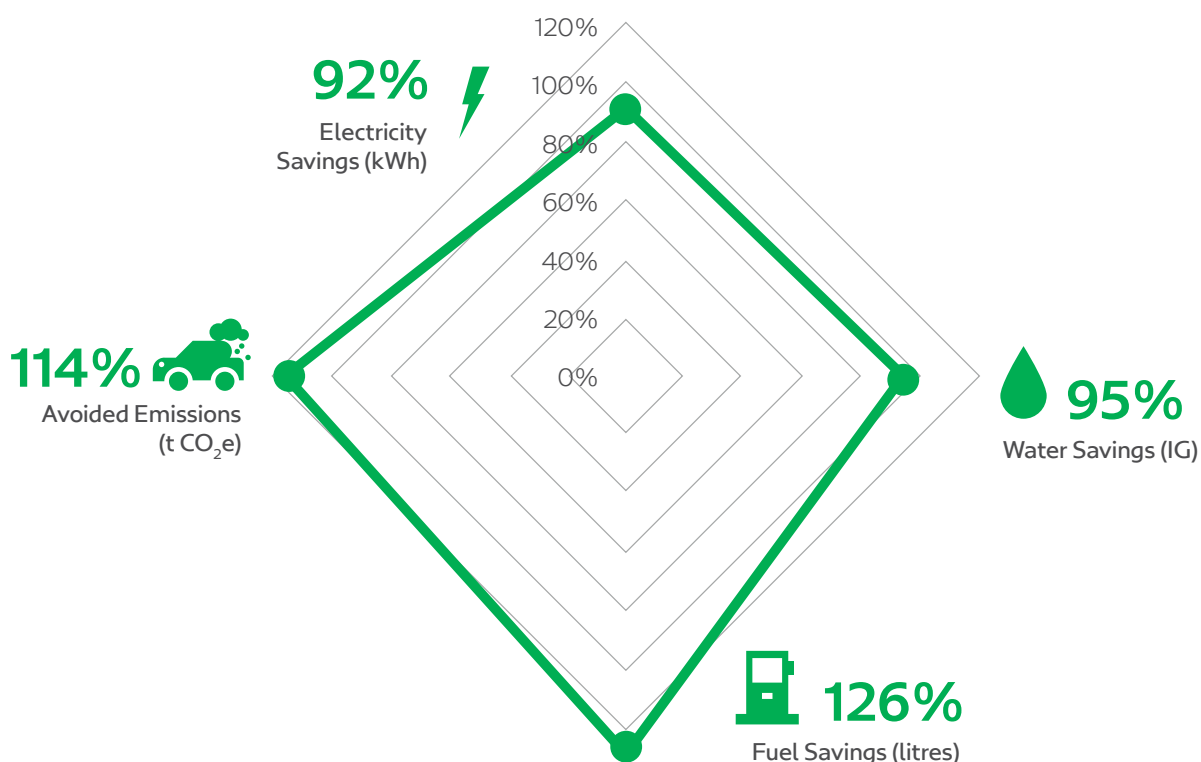
Graph 24: Total resource savings and avoided emissions from sustainability initiatives in 2018 (by parameters)

Electricity savings (kWh)

	2016	2017	2018
Value	19,761,602.16	22,947,442.76	32,764,797

Water savings (megalitres)

	2016	2017	2018
Value	78	144	107

Fuel savings (litres)

	2016	2017	2018
Value	8,443,990.35	12,999,288.47	19,252,297

Avoided emissions (tCO$_2$e)

	2016	2017	2018
Value	35,423.94	47,718	69,974
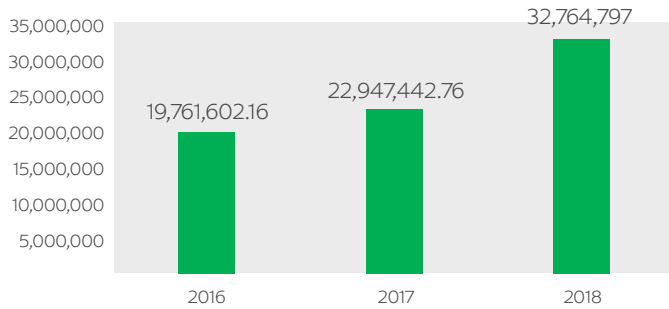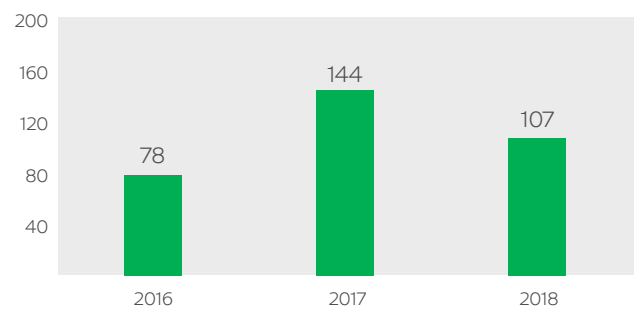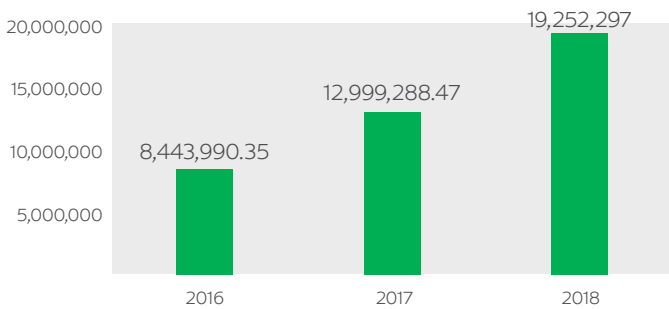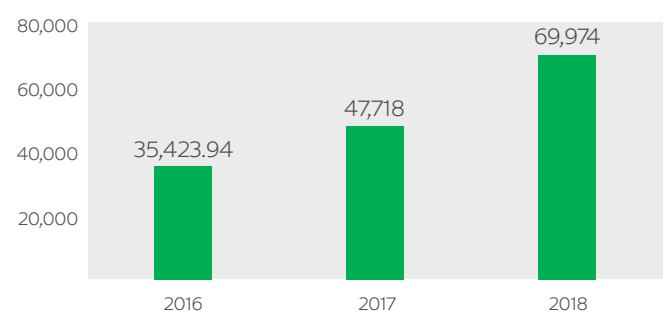
Graph 25: Resource savings achieved by sectors and agencies

RAA PTA LA TRA DTC CASS CTSS

Electricity Savings (kWh) / Agency

- 27%
- 6%
- 1%
- 66%
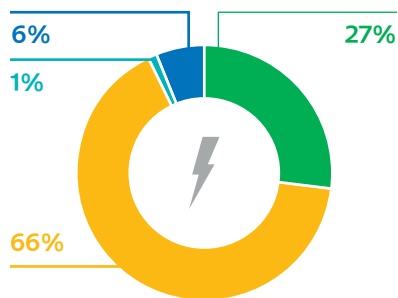
Water Savings (megalitres) / Agency

- 20%
- 80%
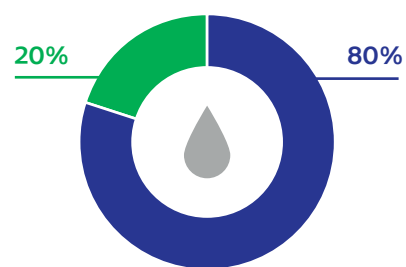
Fuel Savings (litres) / Agency

- 3%
- 38%
- 60%
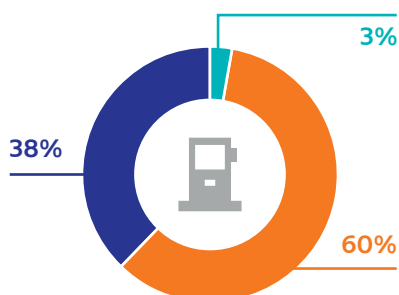
tCO$_2$e Savings / Agency

- 6%
- 3%
- 41%
- 14%
- 25%
- 1%
- 10%
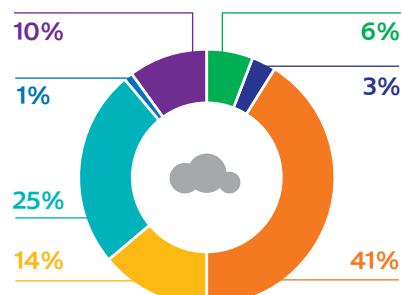
Energy

As a transportation sector entity, we are aware of our energy intensity across our various business activities and operations. We are committed to reduce our overall energy consumption across our operations, increase the use of cleaner energy, and implement more energy efficient options to reduce our negative environmental footprint.

Table 11: Total fuel consumption from non-renewable sources

Total energy consumption from non-renewable sources	2016	2017	2018
Total (TJ)	7,670	7,757	7,751
Diesel	2,968	3,013	3,013
Petrol	4,702	4,744	4,738
Indirect energy consumed (electricity)	2,575	2,654	2,606

RTA observed a significant reduction in total petrol consumption during 2018 due to the increase in hybrid taxis and electric cars (Tesla) in Dubai Taxi Corporation's operations. Furthermore, in 2018, the major reduction in overall electricity consumption resulted due to the implementation of various energy optimisation initiatives by all the sectors and agencies in RTA.

After becoming the first transportation authority in the MENA region to implement ISO 50001:2011[4] Energy Management System in 2013, RTA continues to align with this and other international environmental standards such as ISO 14001:2015[5]. This systematic approach to energy consumption has allowed us to increase the reach of our services without significantly increasing our energy needs.

Considering the diversity of services within RTA, specialised targets are jointly developed to ensure that sectors and agencies address those areas in which they have the most significant impact, to collectively contribute to RTA's common environmental ambitions. With this approach, RTA ensures that sectors and agencies actively pursue initiatives to reduce the energy consumption of their activities, while adhering and contributing to the strategic objectives of RTA as a whole.

Energy efficiency and renewable energy initiatives carried out by sectors and agencies during 2018

RA
- Replacement of lights in Dubai Metro & Tram stations with LED technology
- Installation of a solar PV system in Al Qusais car park

TRA
- Partial switch-off of street lighting in residential areas and roads when not detrimental to the users' safety
- Installation of solar-powered traffic signs
- Replacement of street lights with LED technology

PTA
- Use of mobile fuel station for buses
- Trial run of the first Hybrid Abra

CASS
- Installation of a solar PV system at the RTA HQ car park
- Installation of Dubai Lamps in RTA premises
- Installation of lighting control systems (occupancy sensors) in RTA offices

DTC
- Trial of hydrogen fuel cell vehicles
- Increase in the share of electric vehicles (Tesla) in the operational taxi fleet, going from 50 vehicles in 2017 to 89 in 2018
- Expansion of the hybrid vehicle fleet to 1,461 vehicles in 2018

LA
- Increase in the number of non-face-to-face channels to access licensing services, avoiding customer trips and the associated CO_2 emissions

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[4] ISO 50001:2011 on Energy Management Systems: Requirements for the implementation of a systematic approach to the improvement of energy performance.
[5] ISO 14001:2015 on Environmental Management Systems: Requirements for an environmental management system that an organisation can use to enhance its environmental performance.

302–1

Looking forward: Our plans for 2019 and beyond

RA
- Installation of a solar PV system on the rooftop of Al-Qusais car park on the Green Line of the Dubai Metro
- Further installation of LED lighting in Dubai Metro & Tram stations

TRA
- Delivery of 10 training sessions to project teams on energy efficiency

PTA
- Installation of solar PV panels in bus depots
- Gradual deployment of public buses with Euro 6 diesel engines, to replace the existing Euro 5 fleet.
- Plan for the trial of electric buses

CASS
- Plan to assess the feasibility of smart building systems for RTA Assets
- Further installation of solar PV systems in RTA buildings and facilities

DTC
- Installation of 1,000 KW of capacity from clean energy sources
- Retrofit of DTC buildings to decrease electricity consumption by 20%
- Continue expansion of hybrid vehicles in Dubai Taxi to reach 50% target by 2021
- Continue trial for fuel cell vehicles in Dubai Taxi
- Continue expansion of electric taxis in Dubai Taxi fleet

Case Study
A new light: Replacing street lighting with LED to save 22 GWh in 2018

After saving 12.6 GWh of electric power in 2017 through a pilot project that replaced conventional high-intensity discharge (HID) street lights by LED lights, RTA decided to undertake this project on a larger scale, given the important benefits of this technology for Dubai. Besides reducing energy costs, this replacement greatly contributes to local and national efforts to reduce the energy needs of the city, as well as to RTA's strategic objective of nurturing a sustainable environment.

In October 2018, RTA fully launched this initiative in several areas of Dubai and within its first year, the project saved nearly 22 GWh of energy and avoided the emission of nearly 9,500 tonnes of CO_2e.

Case Study
Cruising to the future: Launching the first 20 - seat hybrid Abras to navigate Dubai

As part of RTA's mission to develop integrated and sustainable transportation systems for our stakeholders, RTA implemented the first hybrid Abra in 2018, which preserves the authentic design and features of the traditional Abra while reducing its noise and carbon emissions. The Abra has a 20KW electric motor which is powered by solar panels, batteries and a standby generator.

In addition to its light weight and reduced noise, the hybrid Abras have 87% lower carbon emissions than petrol-powered Abras due to a significant reduction in fuel use. Furthermore, their maintenance costs are, on average, 83% lower.

Future plans include the construction of 11 new marine transit stations in Dubai over the period of 2018-2020, thus raising the number to 58 marine transport stations in Dubai by 2020. It also encompasses the manufacturing of 11 boats to bring the total number to 61 boats by 2020.

Water management[6]

At RTA, we place utmost importance on using water responsibly and reducing our impact throughout our supply chain and services. In line with this objective, we embed water and waste-water reuse initiatives across our most water-intensive processes, as well as treat and recycle the waste-water in all our facilities.

Some of the key areas of water use in RTA

RTA Buildings
For offices and customer touchpoints. Water management is centralised by the Buildings and Facilities Department

PTA
For washing and cleaning of the bus fleet

RA
For cleaning and maintenance of the Metro and Tram stations, as well as washroom and ablution facilities

Jumeirah Jogging Track
For cleaning and maintenance

DTC
For washing and cleaning of the taxi fleet, as well as for the accommodation of drivers

TRA
For road operations such as cleaning and washing

Our first step towards water stewardship at RTA includes the reduction of water consumption across all possible business areas. In 2018, we managed to introduce and further improve our water management practices, systematically addressing RTA's most intensive water uses.

Graph 26: Water withdrawn and consumed by RTA (megalitres)[7]

	2016	2017	2018
megalitres	1,011	1,056	1,032

Our second layer of water stewardship is our effective water treatment practices. RTA receives water from the local water utility, and sectors and agencies are encouraged to recycle 100% of their water after use. Therefore, water used in RTA activities undergoes waste-water treatment, after which water is reused internally or sent to Dubai Municipality for further treatment and use.

Looking forward: Our plans for 2019 and beyond

PTA
Plans to become the first ZERO waste-water discharge bus depot in UAE

DTC
Installation of a water-saving tap system to reduce the water consumption per person

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Case Study
Saving water at the source: How DTC and PTA implement good practices in their core operations

Providing safe and clean taxis and buses is the priority for DTC and PTA as it is their every-day commitment to offering excellent transport alternatives to Dubai's residents.

These strict hygiene standards demand constant attention from the agencies, which regularly and thoroughly clean and wash the vehicles that our customers use every day. This process may consume large amounts of water and use cleaning products that may cause pollution.

To tackle this risk, DTC and PTA have made considerable investments to capture, treat and recycle waste-water. The agencies have installed closed-cycle systems that allow them to recycle 90-100% of the water captured through the system. When water can no longer be reused, it is disposed of through the sewer or through tankers, always in compliance with Dubai Municipality's technical guidelines.

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[6] Unless stated otherwise, RTA's data management system monitors water use and sets the corresponding targets using Imperial Gallons (IG) as the unit.
[7] Please note that the water-related KPIs and targets set by RTA are established in 'Imperial Gallons' units; however, RTA has reported on GRI-required disclosure information in units as per GRI Standards requirements, i.e., in megalitres.

103-1, 103-2, 103-3, 303-1, 303-2, 303-3, 303-4, 303-5

Waste management

Waste management is a globally acknowledged challenge that affects the quality of land and water ecosystems alike. RTA's approach to waste management follows the 'waste hierarchy', intended to ensure that all available alternatives are considered to prevent waste from reaching landfill to the maximum extent possible.

Based on this principle, RTA designed a waste management system to appropriately manage hazardous and non-hazardous waste.
At RTA, we implement a hierarchy approach to waste management.

Illustration 6: Waste management hierarchy
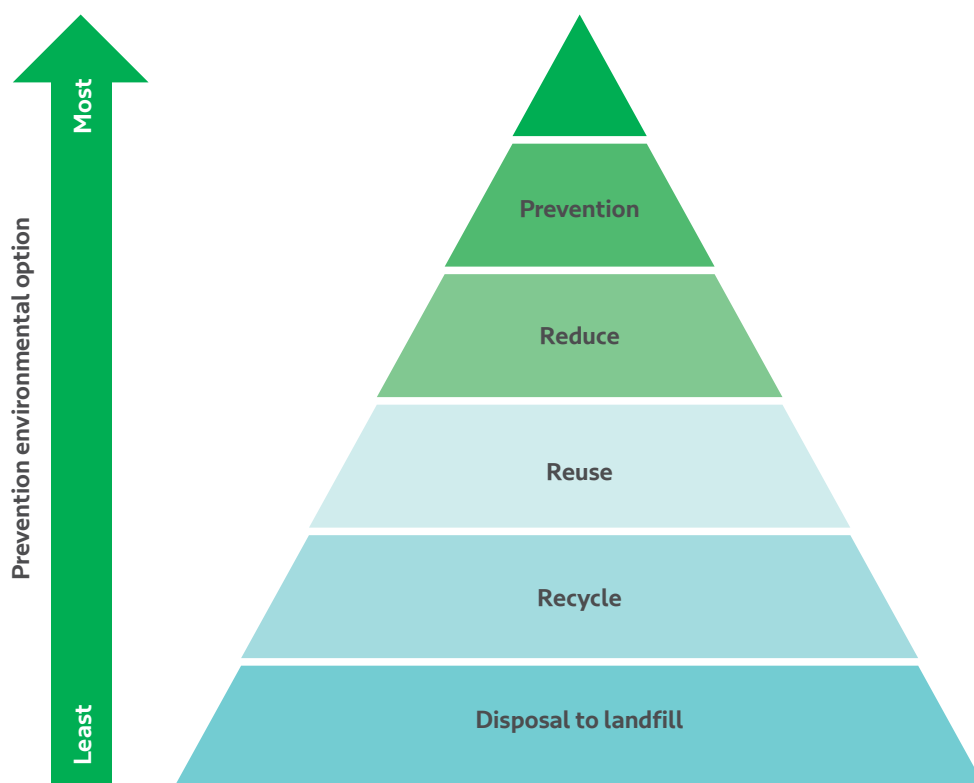
In 2018, this approach allowed the diversion of 55% of the 971,997 tonnes of waste generated from reaching landfill through reuse and recycling. Unlike in previous reports, RTA is not reporting waste-water as a waste stream in 2018, as part of our efforts to communicate our environmental performance more clearly.

Construction and demolition waste represents the largest proportion of RTA's non-hazardous waste, which increased significantly (121%) in 2018 due to the increase in construction activities for the Route 2020 Metro project. To address this critical waste stream, TRA has developed a process to collect and reuse the material produced at drilling and building sites in the construction phase of road projects.

To complement this initiative, RA has introduced a contractual requirement to recycle 95% of the construction waste produced in the Route 2020 Metro project, contributing to the LEED certification of the new Metro stations.

Through the coordination and collaboration between projects and the implementation of several initiatives to relocate surplus material, RTA reused and recycled 54% of its construction and demolition waste, preventing it from reaching landfill and avoiding the environmental impacts of extracting new material and disposing of surplus. This approach has also proven effective with other construction materials, such as asphalt used for road pavement.

In 2018, hazardous waste represented less than 1% of the total waste generation, compared to 7% in 2017. This reduction is attributed to the implementation of green procurement guidelines and the delivery of training to employees and contractors on material use and waste management.

During 2019, RTA intends to increase the percentage of diverted waste by improving the screening process at the procurement level and promoting waste and surplus exchange among contractors.

Graph 27: Total waste generation at RTA by waste type (tonnes) [8]

- 395,730
- 44,582
- 440,312
- 960,557
- 11,441
- 971,997

2017   2018

■ Non-hazardous waste[8]   ■ Hazardous waste
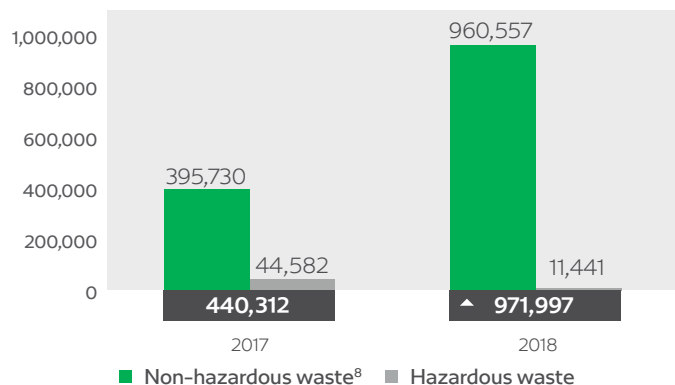
Graph 28: Total waste generation at RTA by disposal type (tonnes) [9]

- 209,206
- 231,106
- 440,312
- 433,527
- 538,470
- 971,997

2017   2018

■ Waste sent to landfill
■ Waste diverted from landfill (reused + recycled)
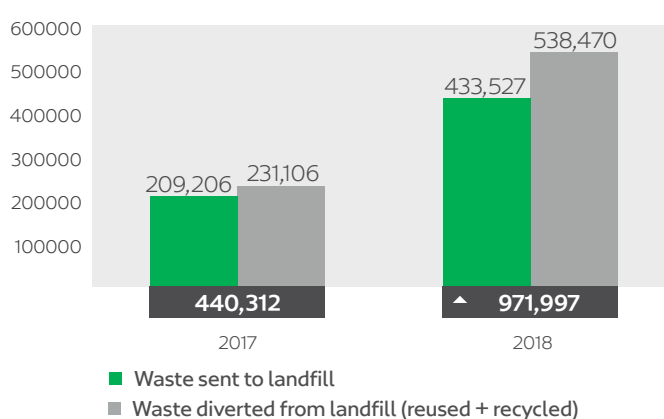
Graph 29: Breakdown of recycled waste by type in 2018

- 9.13%
- 0.56%
- 1.90%
- 6.41%
- 82.00%

■ Construction & demolition waste
■ Hazardous industrial waste
■ Industrial waste
■ Municipal waste
■ Tyres
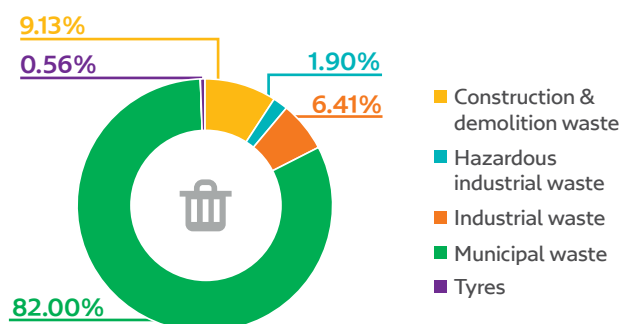
Graph 30: Breakdown of waste sent to landfill by type in 2018

- 0%
- 0.06%
- 11.44%
- 0.99%
- 87.51%

■ Construction & demolition waste
■ Hazardous industrial waste
■ Industrial waste
■ Municipal waste
■ Tyres
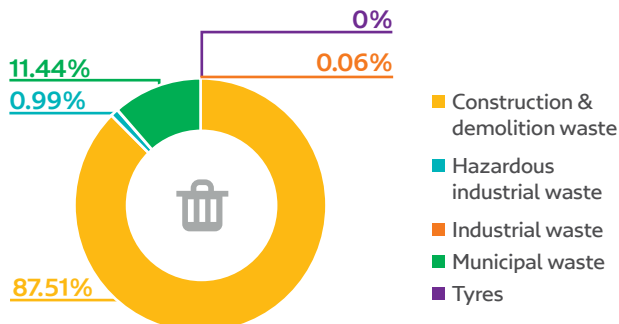
How we monitor waste

Appropriately monitoring waste management data across sectors and agencies is now a more accurate and comprehensive process.

Baseline set in 2017 following a streamlining process in the data collection

Reported data comprises waste generation of RTA and contractors for RTA-managed projects

Study conducted in 2018 on RTA's waste streams and generation patterns, including recommendations for the upcoming years.

[8] Non-hazardous waste includes: Construction and demolition waste, industrial waste, municipal waste, and tyres
[9] RTA would like to clarify that the wastewater generated as a result of our cleaning operations was removed from our waste calculation as per the latest guidance from GRI 303: Water and Effluents 2018 Standard. Therefore our waste figures shall appear different from our previous reports.

306-2

Sustainability sits at the core of our strategy and we continuously focus on embedding this principle in key operational activities, such as the issue of license plates.

With this in mind, RTA Licensing Agency (LA) committed in 2018 to recycle the aluminium waste generated from the renewal and discard of license plates. In 2018, LA succeeded to recycle 86 tonnes of aluminium waste by collecting and recycling the discarded license plates. LA also developed a new KPI for waste recycling, to ensure that this successful initiative continues to be carried out and improved throughout the years.

This initiative is part of a 2018–2022 environmental plan developed by LA during 2018, which seeks to streamline and channel the environmental efforts of the agency in the upcoming years. The plan includes 12 major initiatives, compared to 5 that were carried out in 2017.

All of RTA's sectors and agencies work tirelessly towards achieving RTA's strategic objectives and providing a cleaner and better service to all of Dubai.

Biodiversity

Biodiversity has been embedded as a key element in the recently established RTA sustainability framework and we have started identifying measures and steps to reduce our negative impact on the environment.

To counteract the risk of affecting the ecosystems, agencies in RTA that are responsible for infrastructure development request contractors to comply with the environmental guidelines provided by Dubai Municipality.

RTA adopts several measures to protect the flora and fauna within areas of operations. We avoid operational noises that may disturb the wildlife and report on any wildlife incident to the Dubai Municipality through the Natural Resources Conservation Section (NRCS). In 2016, RTA reported the presence of endangered species called the 'Persian Wonder Gecko' at Route 2020 during the project's development. Immediate action was taken to relocate the endangered species to a designated wildlife sanctuary.

We aim to incorporate more details on our contribution and performance against the biodiversity-management targets and initiatives currently being undertaken by us, in our next reporting cycles.

Resilience to Climate Change and Management

Climate resilience[10] refers to the capacity to withstand the effects of climate change and adapt and evolve to become better prepared for its future impacts. At RTA, we prepare for climate change by incorporating energy-efficient solutions, including clean and renewable energy sources into our operations wherever possible, and developing smart solutions to future-proof our activities and contribute to our sustainable performance objectives.

Table 12: RTA's resilience to climate change and management updates for 2018

Key objectives	Alignment with key material topics to RTA for 2018	Key highlights from 2018	Future commitments
Resilience to climate change	• Emissions • Responding to changing market needs • Innovation	• Upgrading of the RTA Dubai mobile application and the corporate services mobile application	• Install additional solar capacity
Emissions management	• Emissions	• Increase in the overall avoided CO_2 emissions per passenger	• Assess the feasibility of smart building for RTA Assets

Alignment to the national charters and UN SDGs

UAE Vision 2021	Dubai Plan 2021	SDGs
Sustainable Environment and Infrastructure Competitive Knowledge Economy	A Smart & Sustainable City A Pioneering & Excellent Government A City of Happy, Creative & Empowered People	7 AFFORDABLE AND CLEAN ENERGY 13 CLIMATE ACTION

In line with the UAE Vision 2021 and the Green Growth Strategy, the Dubai Integrated Energy Strategy (DIES) 2030 was developed by the Dubai Supreme Council of Energy (DSCE) to support Dubai's vision of leadership in energy security and efficiency. The Dubai Clean Energy Strategy 2030 targets an increase in the share of renewable electricity produced to 1% by 2020 and 5% by 2030.

RTA has a 'Climate Change Adaptation Plan' that is in line with Dubai Municipality's (DM) requirements, which identifies and addresses the key climate change risks for the next 50 years (e.g. sand or dust contamination, flooding, heavy rainfall and high temperatures).

[10]Resilience: The emergence of a perspective for social-ecological systems analyses (Carl Folke, 2006).

103-1, 103-2

Adaptation plans and precautionary measures are taken into consideration to withstand extreme weather events. Specific requirements are included within RTA's design and development of traffic and roads, key mega-projects such as Route 2020 and an 'Extreme Weather Precautions and Emergency Response' document is enrolled to prepare for extreme weather events.

Climate change mitigation at RTA takes into consideration renewable energy projects across operations. RTA is installing solar arrays of various sizes and capacities to power services at all scales, from traffic signs to office buildings, including bus shelters and Salik gates. In 2018, RTA installed two new solar PV systems in RTA's Headquarter building and Al Qusais car park, which add up to a capacity of 10kW.

To future-proof our activities, we proactively identify and test new technologies to optimise our services and better prepare for potential disruptions. This includes the use of artificial intelligence (AI) in the design and operation of our transportation systems, improving their efficiency and making our networks less vulnerable to climate change. Currently, RTA uses AI to optimise a myriad of services:

- Dubai Metro, the world's longest unmanned Metro, detects obstacles and anomalies in the route
- Smart sensors and cameras monitor traffic movement and detect emergencies
- Smart traffic signals detect pedestrians and give right-of-way at the safest and most efficient moment.

Innovation for environmental excellence: RTA's mobile applications

Our customers use RTA's public transport services for day-to-day activities, including additional services such as paying for a fine, renewing a driver's license, and applying for a nol card.

For these and many more purposes, RTA has made available 8 mobile apps through which customers can make use of RTA's multiple services. This innovative approach prevents customers from commuting to RTA touchpoints to access vital services, preventing the associated carbon emissions, as well as turning many services paperless. In 2018, the RTA Dubai App and the Corporate Services App were upgraded to improve their coverage and accessibility.

Paperless services are available for customers anywhere and anytime, reducing RTA's impact on the environment and making our customers happier.

 RTA Dubai
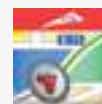
 Smart Drive

 Public Transport

 Smart Salik

 Dubai Drive

 Wojhati

 Corporate Services

 S'hail

Case Study
Powering our every-day activities: 867 new solar panels to be installed at the RTA HQ in Umm Ramool

RTA identified the potential for solar generation at the roof of the parking building located at RTA Headquarters and decided to make use of this potential. This initiative is an example of RTA's efforts to lead by example in the use of clean and renewable energy.

The initiative comprises a solar energy system with a capacity of 300 kW, helping to reduce the monthly electricity bill of the parking building by more than 50% and preventing over 170 tonnes of carbon emissions every year.

Emissions Management

Our emission management scope and boundary covers the fuel used for our core activities, such as the powering of vehicles, as well as emissions from supporting activities such as facility management, fire safety, air conditioning, and services for our workforce. We follow the ISO 14064 standards for Greenhouse Gas (GHG) accounting and verification to measure, monitor and report on our GHG emissions and removals.

In 2018, Scope 3 emissions increased significantly due to the increase in RTA's project development and construction through service providers, this includes the energy-intensive operations for developing the construction works for the Route 2020 project. Despite an overall increase in Scope 1 GHG emissions (0.19%), emissions related to fuel consumption declined by 0.13% due to an increase in the use of electric and hybrid vehicles in taxi fleets and reduced use of petrol.

Graph 31: RTA's total greenhouse gas emissions (tCO$_2$e)

	2016[11]	2017	2018
Scope 1	535,665	541,651	542,665
Scope 3	318,987	328,840	323,214
Scope 2	312	15,286	69,446
Total	854,964	885,777	▲ 935,325

- ■ Scope 1[12] (Direct) GHG emissions
- ■ Scope 2[13] (Indirect) GHG emissions
- ■ Scope 3[14] (Other indirect emissions not included in Scope 2)

Deviation
+0.19%	
-1.71%	
354%	
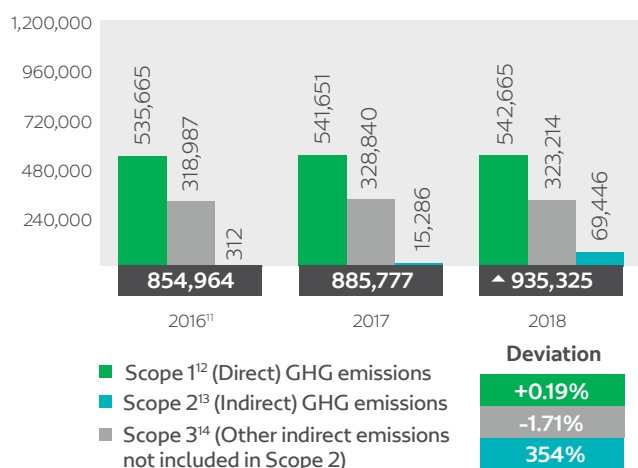
Graph 32: Total emissions by source (tCO$_2$e)

Fuel (Petrol)	Electricity	Fleet (Diesel)	Generators (Diesel)	Waste	Water	Others[15]
322,294	317,610	219,072	41,783	16,163	6,616	5,616

Contribution to RTA's overall emissions %

34.7%	34.2%	23.6%	4.5%	1.7%	0.7%	0.6%
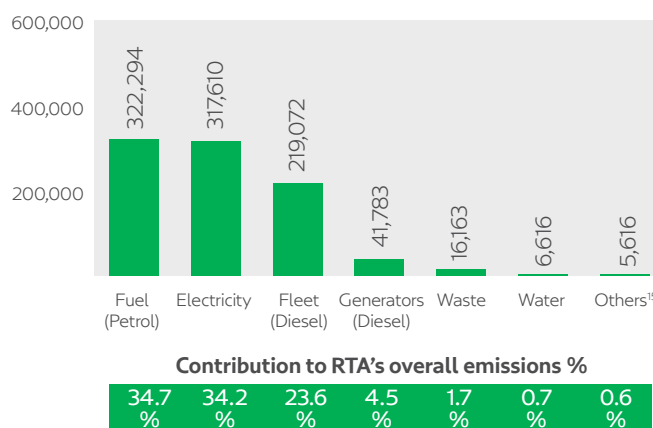
In 2018, the majority of RTA's total carbon emissions (93%) were associated with the use of petrol, electricity and diesel. Public Transport Agency and Dubai Taxi Corporation contributed largely to Scope 1 emissions with taxi and bus operations forming the main consumers of fuel. In addition, the Rail Agency was the largest contributor to Scope 2 emissions in 2018 due to the electricity requirements for Dubai Metro and Dubai Tram operations. In addition, the year-on-year increased electricity consumption and demand is associated with the increase in ridership.

Graph 33: Total emissions by agency/sector (tCO$_2$e)

SCG	CASS	CTSS	PTA	TRA	DTC	RAA	LA	Office of the Director General
26.40	31,104.63	21.50	212,389.90	90,376.60	331,245.40	263,972.81	6.50	10.90

Total: 929,154.64

- 28.41%
- 3.35%
- 22.86%
- 9.73%
- 35.65%

- ■ CASS
- ■ PTA
- ■ TRA
- ■ DTC
- ■ RAA
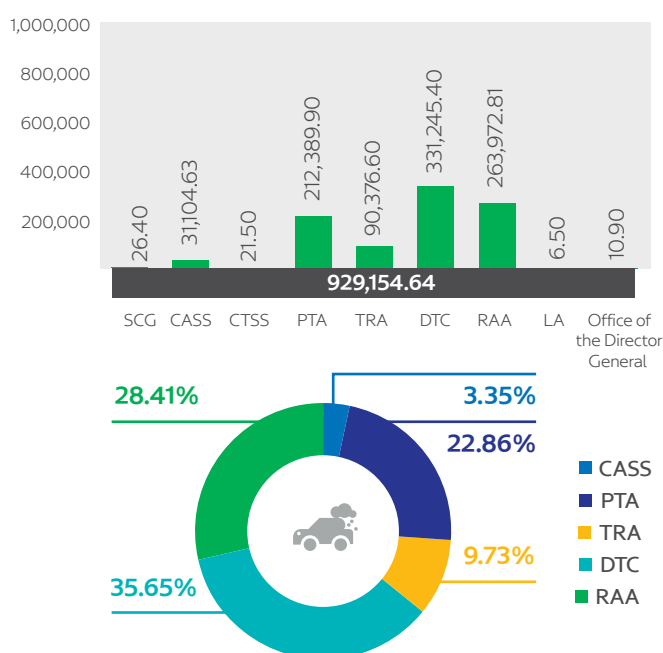
Graph 34: Emissions avoidance due to initiatives undertaken by sectors and agencies (tCO$_2$e)

2016	2017	2018
35,423	47,718	69,974

Deviation 47%

103-3, 305-1, 305-2, 305-3, 305-5

In addition to our emission avoidance initiatives throughout our operations, we encourage customers to shift to public transportation, which helps avoid emissions and contributes to RTA's strategic objective of nurturing a sustainable environment.

We aim to constantly improve our service offerings to our public transport riders and were able to achieve a daily ridership of 577,500 passengers across our Dubai Metro and Dubai Tram networks. In 2018, our efforts to promote public transportation contributed to the avoidance of 642,000 tonnes of CO_2e.

Graph 35: Estimated carbon emissions removed from Dubai roads as a result of shifting to public transport (Dubai Metro, Dubai Tram and Buses) (tCO$_2$e/year)
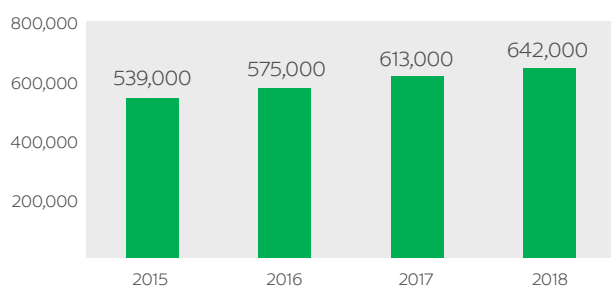
Our emissions management approach reflects our journey towards sustainable mobility, acting as an indicator of the effectiveness of our efforts towards energy efficiency, responsible water use, and appropriate waste management.

At RTA, we are deeply committed to maintaining a strong environmental management system and continue to implement sustainability initiatives, aimed at achieving operational and sustainable excellence for our customers and our surrounding environment and communities at large.

Case Study
Towards a greener future: Planting trees to mitigate our carbon emissions

At RTA, we have implemented several technologies and operational improvements to manage our emissions, and we are determined to continue in this path of innovation and excellence. We consider it our responsibility to evaluate all available effective mechanisms for emission management, including natural alternatives such as trees.

In addition to mitigating the carbon emissions generated by the taxi and bus fleets through operational improvements, RTA has undertaken the initiative of compensating these emissions through tree planting. Employees from PTA and volunteers from all over the city have participated in this effort, through which RTA has planted 1,500 trees in bus depots and expects to plant 1,000 more in 2019. In addition to compensating part of the emissions of PTA's activities, trees improve the landscape of the bus depots and offer shelter for birds and other animals.
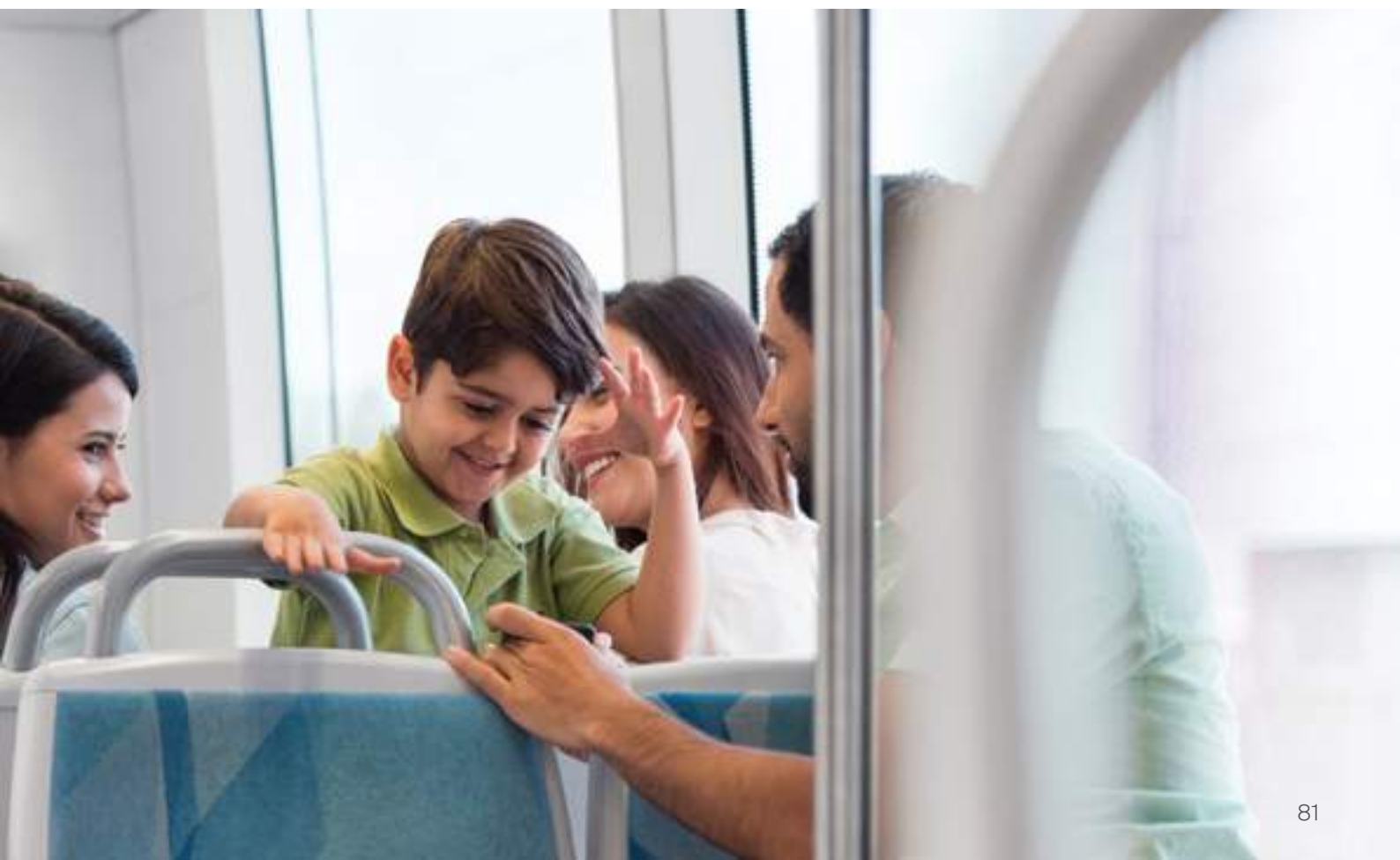
Sustainable Infrastructure

As the Emirate of Dubai's public transport services entity, we seek to create a smart, innovative and climate-safe city. We deliver on our commitment by planning, designing and operating all our infrastructure and assets[16] in a sustainable manner.

Table 13: RTA's sustainable infrastructure updates for 2018

Key objectives	Alignment with key material topics to RTA for 2018	Key highlights from 2018	Future commitments
Resilient infrastructure	• Energy and emissions • Innovation	• Committed to developing AED 15 billion worth of roads and infrastructure projects under Route 2020	• Test-run the new Route 2020 Metro stations • Target achieving LEED Gold certification for the 7 new Metro stations under Route 2020
Innovation and technology	• Responding to changing market needs • Innovation	• 2019-21 update made to the Innovation strategy • Implementation of 85 ideas through the Idea management system • Active participation in innovation events like the UAE Innovation Month and GITEX	• Strengthen collaboration with academic institutions • Solidify partnerships with the private sector for Research and Development (R&D)
Integrated transportation	• Responding to changing market needs • Innovation	• Unveiling of several initiatives like the Hyperloop Pod, driverless vehicles in Sustainable City, and the Bus on Demand trial • Launch of a AED 590 million smart and integrated traffic system	• Expand the CCTV monitoring system to all taxis in Dubai • Reach optimal capacity utilisation of the Enterprise Command and Control Centre (EC3)

Alignment to the national charters and UN SDGs

UAE Vision 2021	Dubai Plan 2021	SDGs
Sustainable Environment and Infrastructure Competitive Knowledge Economy	A Smart & Sustainable City A Pioneering & Excellent Government A City of Happy Creative & Empowered People	7 AFFORDABLE AND CLEAN ENERGY 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE 11 SUSTAINABLE CITIES AND COMMUNITIES 17 PARTNERSHIPS FOR THE GOALS

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[16] Infrastructure and assets includes all transport modes, buildings, vehicle fleets, and any other tangible assets owned and / or managed by RTA.

Resilient infrastructure

At RTA, our decisions are driven by the existing and forecasted needs of our current and future customers, appropriate modelling of transport traffic volumes and public transport ridership is key to our infrastructure development. Our Transportation Strategic Planning Department is responsible for refining and updating our forecast models regularly and informing RTA's prioritisation of infrastructure projects and innovative solutions.

In line with the government's directive of creating a safe and resilient-built environment in Dubai, our aim is to increase public transport ridership, reducing travel time and improving efficiency by incorporating innovative technologies such as artificial intelligence, autonomous mobility, and shared mobility.

Table 14: Public transportation ridership statistics for 2018

Ridership statistics		Public transport ridership figures in passengers for the following modes of transportation
		Quantity (million passengers)
1	Public transport ridership in Metro	204.41
2	Public transport ridership in Tram	6.40
3	Public transport ridership in public buses	167.93
4	Public transport ridership in marine transport	14.14
5	Ridership in Dubai Taxi & Hala Taxi Dubai	77.45
6	Ridership in franchise taxis	96.32
7	Shared mobility ridership (e-hailing and car sharing)	22.16

We also strive to accomplish resilience in our infrastructure by investing in highly sustainable projects that are resource-efficient and adaptive to changing environments. The development of infrastructure for Expo 2020 bears testimony to this commitment. RTA supports this national milestone through the Route 2020 plan to develop AED 15 billion worth roads and infrastructure projects, including seven new Metro stations that are aimed to be LEED[17] Gold certified green buildings.

Case Study
The new stations for Route 2020 are proud to be classed as LEED Gold green buildings

As part of our Route 2020 plan to prepare for Expo 2020, we are building 7 new stations that connect Dubai with the Expo site. RTA intends to utilise this opportunity to showcase Dubai's drive towards excellence and sustainability by ensuring that our new infrastructure is up to the highest international standards. Some of the key sustainability features of the new stations include:

- No use of chlorofluorocarbons (CFCs) for air conditioning
- Expected to use 22% less energy compared to ASHRAE[18] baselines and prevent the emissions of 2,485 tonnes of CO_2 per year.

- Equipped with several water-saving features such as waterless urinals and low flow faucets.
- Demonstrated 95% waste segregation rate during the construction phase.
- Have highly reflective roofs to minimise the heat island effect.
- Use of native plants for 30% of the landscape design.
- Provision of shaded bicycle parking areas and are linked to bicycle networks.
- Constructed using sustainable materials with Environmental Product Declarations (EPDs).

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[17] LEED: Leadership in Energy and Environmental Design.
[18] ASHRAE: American Society of Heating, Refrigerating and Air-conditioning Engineers.

Furthermore, our Enterprise Command & Control Centre (EC3) also demonstrates our involvement with developing resilient and advanced infrastructure that prepares our transportation network for its future needs and challenges. In addition to being LEED Gold certified, the EC3 uses smart technologies to centralise and integrate Dubai's transportation network, making it more efficient and improving its response capacity to disruptions such as accidents and climate events.

The Enterprise Command and Control Centre (EC3):
A cornerstone of the Dubai Government's Smart City initiative

The EC3 is one of the largest and most modern control centres in the world. What sets it apart is the use of intelligent technologies and its ability to achieve integration and control of all means of public transportation. This includes Dubai Metro, Dubai Tram, Taxis and Traffic Systems Control Centres.

Start-up Maturity

This is where RTA was on Day 1 of EC3 operations. The Centre is staffed by representatives from all agencies and to monitor the entire transportation network and coordinate operations within Dubai. All the specified systems are available but with some limitations regarding operational data/CCTV interfaces.

Partial Maturity

This is an enhancement stage to EC3 where additional functionality was added to EC3 as other associated agency and sector functions, full back-up capabilities, and external stakeholders were into the operational environment.

Full Maturity

This is envisioned as the end stage, with full functionality, integration of operations with external agencies, and true ability to perform crises and special event management, all from one location. This level of operations is expected to be in place as Expo 2020 commences.

Innovation and technology

At RTA, we have always strived to incorporate innovation and creativity across all our business operations to provide advanced solutions to all our stakeholders.

In 2018, we reviewed our existing Innovation strategy to align with UAE's recent strategy developments as well as reflect our stakeholders' needs and market changes. During our review process, we involved multiple stakeholders across RTA, identified and analysed future trends in the transportation industry, and benchmarked our performance against global and regional organisations.

Our Innovation strategy is based on five pillars to foster ideas across six thematic focus areas:

Focus Areas

What we innovate

- Advanced Mobility
- Financial Innovation
- Social & Environment Sustainability
- Smart Infrastructure
- Operational Innovation & Internal Efficiencies

Future Technology

Pillars

How we innovate

- Innovation Governance
- Innovation Culture
- Innovation Talent
- Innovation Process
- Foresight
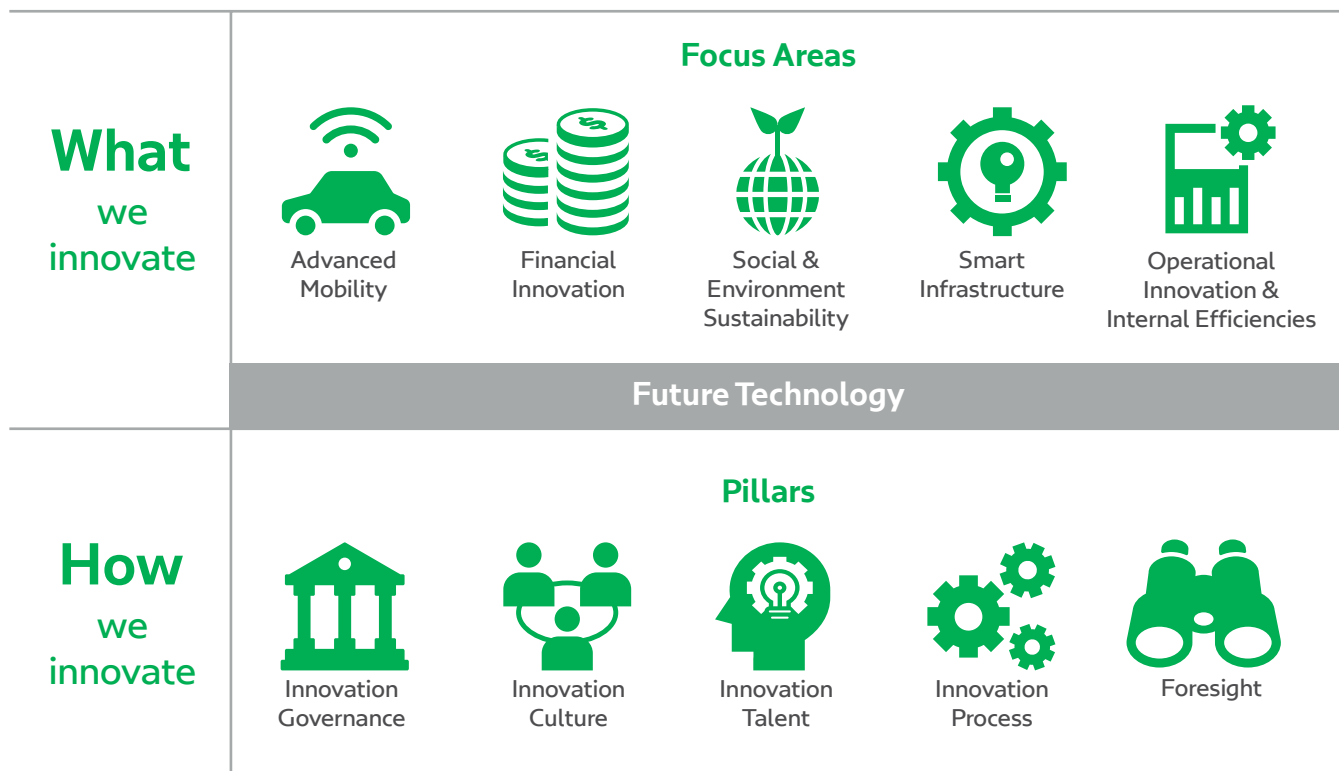
Furthermore, we conduct regular activities to foster an environment of innovation across RTA and Dubai, such as Knowledge Week, the Internal Research Awards and 8 annual Innovation Labs (28 initiatives in total).

We are also committed to contributing towards the government-declared UAE Innovation Month every year and participate in the same during the month of February. In addition, we conduct regular annual meetings with our strategic partners, and actively contribute to the Smart Dubai strategy. Throughout the years, RTA has launched several initiatives like Dubai X, the 'iknowvation Café' and the RTA Hackathon, as well as established multiple Public–Private Partnerships and worked closely with private companies and start–up ventures to strengthen collaboration and adapt to the latest market trends. These partnerships allow us to extend innovation beyond technological advances and apply it to our future mobility projects through innovative funding solutions for the benefit of our stakeholders.

RTA also embraces the UAE Vision 2021 ambition of becoming a 'Knowledge-Based and Highly Productive' society, by making knowledge management a priority. Our Knowledge Management strategy is currently being executed and is our roadmap to make RTA a prolific environment for learning and a hub for sustainable growth. Through strong governance, clear performance indicators and targeted initiatives, we aim to produce reusable, actionable and accessible knowledge that accelerates RTA's development and informs its decision making.

We have also established an Idea Management system for garnering inputs and ideas from our stakeholders, and support innovative submissions right from the development phase to implementation. Ideas are submitted to RTA by internal stakeholders from our agencies and sectors, as well as by external stakeholders like customers, partners, and start–up organisations. The ideas are assessed for business feasibility by RTA top management and by sectors and agencies for technical feasibility and are then approved for implementation, based on the results of the feasibility studies.

Illustration 7: Idea management system in 2018

12,057
Ideas submitted

764
Ideas approved

309
Ideas implemented
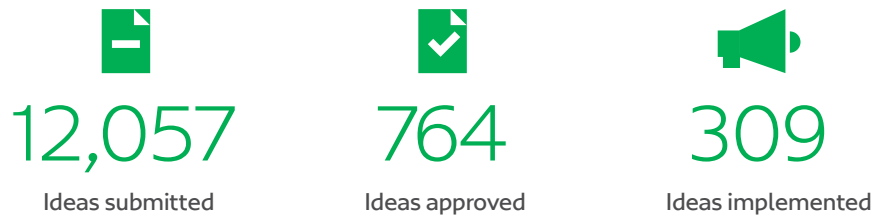
Illustration 8: Number of ideas approved in 2018 per topic

42
Increase Financial Efficiency

42
Increase Efficiency of Security, Health or Safety

10
Leadership Ideas

314
People Happiness

372
Performance Improvement
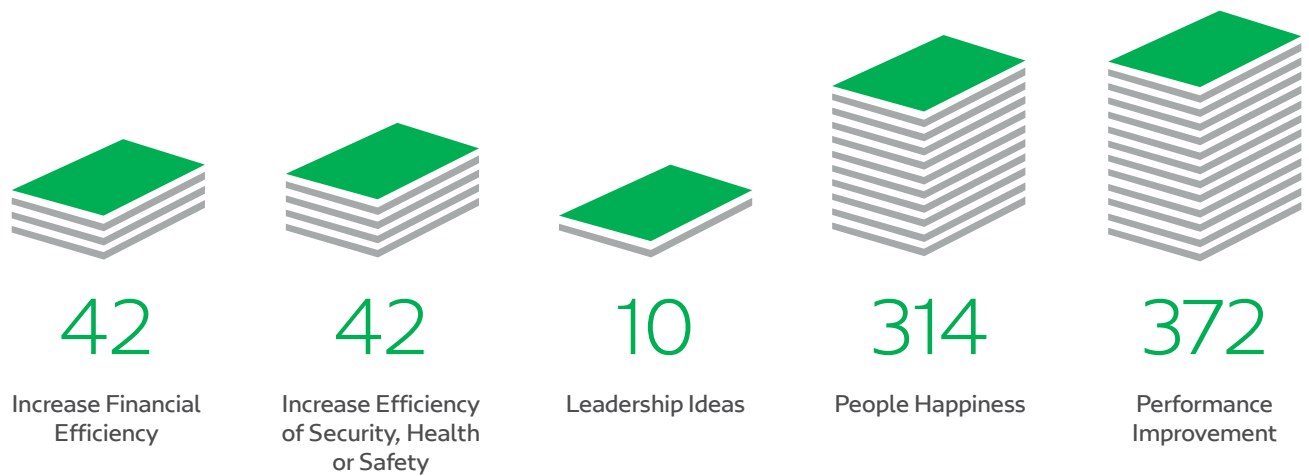
At RTA, we recognize the importance of collaboration and developing new and valuable ideas. We have ongoing partnerships with more than nine universities and educational institutes. These partnerships are aimed at strengthening our relations with the academic sector and providing opportunities to develop new ideas and test new advancements in practical scenarios.

Case Study
Fast-travelling to the future: RTA prototypes the Hyperloop train

Innovation is a joint effort between the support provided by the public sector and the integrated technology and knowledge-based spirit of the private sector.

RTA values this perspective and seeks to collaborate with the private sector as much as reasonably possible. In cooperation with Virgin, RTA unveiled the Hyperloop Pod as part of Dubai Future Accelerators during the UAE Innovation Month. The prototype, which has 19 luxury seats, is 18 meters long, 4 meters wide and 4.5 meters high and is powered by electromagnetic propulsion accelerated through a vacuum tube to up to 1200 km/h. The Hyperloop Pod could travel from Abu Dhabi to Dubai in 12 minutes and transport approximately 10,000 passengers per hour.

We were early supporters of the Hyperloop Pod and we are eager to take the project to the next phase. In addition to the Hyperloop Pod, RTA exhibited several innovative initiatives such as Autonomous Pods, High-Frequency Express Buses, and the Urban Mobility Innovation Index (UMii), a global index that collects data and provides recommendations to foster innovation in urban mobility services.

Case Study
Collaboration for impact measurement:
RTA and the University of Reading evaluate the economic impact of the Dubai Metro

RTA's Green and Red Metro Lines move Dubai and connect it with other emirates, having a significant impact in the economic dynamic of the city and its surroundings. Using internationally recognised economic indicators such as Benefit–Cost Ratio, RTA and the University of Reading analysed the direct and indirect economic impacts of the Metro and calculated its benefits.

The analytical economic model evaluated aspects like the appreciation in the value of properties within a 500m radius from Metro stations, tariff revenues, increase in operational jobs and material benefits such as the increase of consumer surplus of Metro users, raised foreign investment, reduced mobility costs, prevention of carbon emissions, decrease in traffic accidents, and reduction in road maintenance costs.

Within its first seven years (2009–2016), the Metro accumulated benefits of AED 66 billion compared to accumulated capital and operational costs of about AED 41 billion, reaching a 1.6 Benefit–Cost ratio. According to the study, this ratio is expected to reach 2.5 in 2020 and 4.3 in 2030, yielding returns for Dubai's economy of AED 4.3 for every dirham invested on the Metro.

The study was conducted in cooperation with the academic sector and received the support of entities like Dubai Land Department, Dubai Municipality, Dubai Statistics Centre, Department of Economic Development, Department of Tourism & Commerce Marketing, and the main shopping centres.

Integrated transport

Our mission at RTA is to develop and manage integrated and sustainable transportation systems at a world-class level, creating a seamless experience for our users and contributing to their quality of life. Our purpose at RTA is to identify, develop and integrate all available modes and systems of transportation to improve efficiency across travel time, cost, safety, accessibility and convenience for all our stakeholders.

Illustration 9: Integrated transport

RTA integrates modes of transport by incorporating strategic bus, taxi and water transport feeder points, with flexible and user-friendly Metro and Tram stations, supported by taxis and access roads for vehicles. Decision making in RTA is integrated as well, streamlining transport planning to benefit our users.
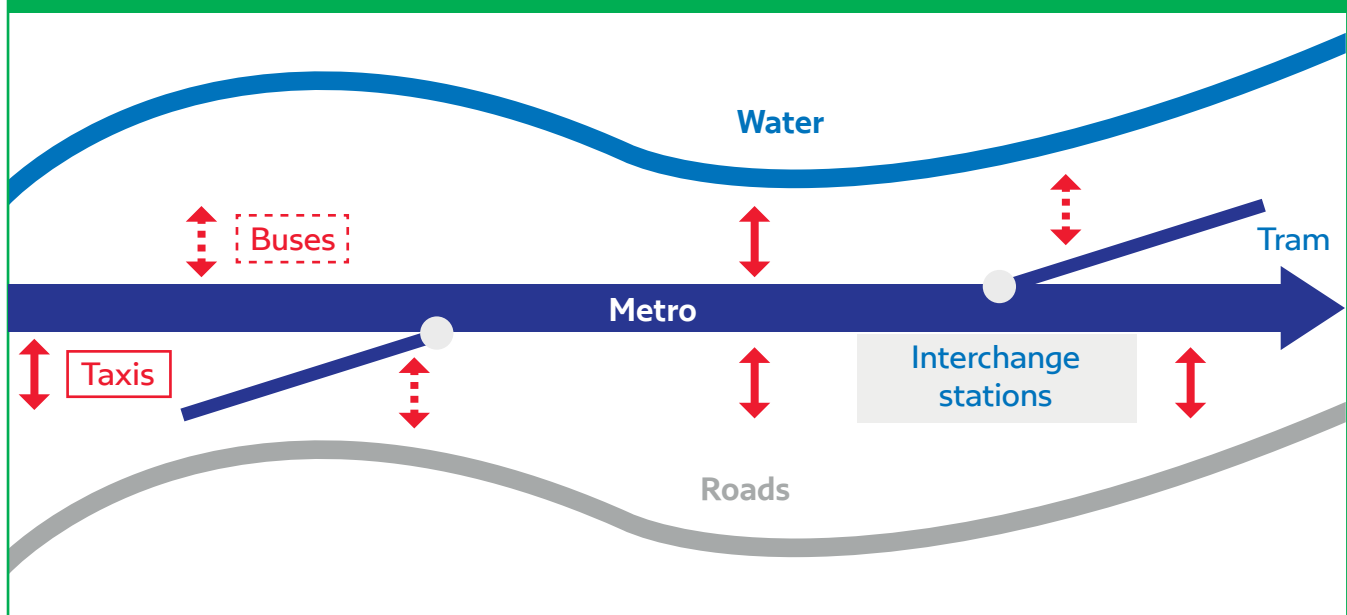
We continue to remain focused on providing an integrated digital experience to all our stakeholders and to the public in Dubai in general. Our smartphone apps, smart traffic systems, and automated services like 'Mahboub', our AI-based assistant on the RTA website, are some of our latest advancements, highlighting our commitment towards a seamless digital experience that eases our users' movement around Dubai and minimises the need for manual intervention to access RTA services.

Integrated transport requires high-quality traffic management to ease its integration with public transport. In 2018, RTA undertook a AED 590 million project with that purpose, a key deliverable of RTA's Innovation Lab. The project, which includes a new Traffic Control Centre along with integrated smart infrastructure across Dubai, improves RTA's smart system coverage from 11% to 60% through accident detection systems, real-time messaging to users via smart apps and SMS, variable messaging signs, and reduced response time to incidents.

Illustration 10: Our 5-phase smart traffic project

01 Data collection systems	02 Communication with users	03 Infrastructure	04 Advanced Central Traffic System	05 Traffic Control Centre
• Installation of traffic monitoring & data capturing systems • Includes cameras, vehicle detection sensors, Bluetooth devices and weather sensors, among others	• Information mechanisms such as dynamic messages or information signs • Installation of 112 sign boards providing instant information to drivers about road conditions	• Supporting infrastructure for smart services, such as civil works, fibre optic lines, and electricity distribution network • 400-km extension of existing lines	• Interconnection with other traffic centres and operation sites, as well as with on-site devices • Real-time integrated information that facilitates decision making, automatically triggers response plans, and reduces response times	• Capacity to accommodate current and forecasted smart traffic systems • High-quality and user-friendly control systems including smart devices and mega display monitors

Case Study
Driving towards innovation and excellence: Increasing the use of driverless vehicles

RTA is taking steps to incorporate driverless vehicles into the integrated transport system of Dubai to reach the Dubai Government ambition to raise the share of autonomous vehicles in public transport to 25% by 2030.

As part of phase 4 of this strategy, RTA is conducting test rides of driverless vehicles in Sustainable City. The 100% electric vehicles accommodate 8 passengers and are fitted with sensors and smart monitoring systems that prevent accidents and bypass obstacles. The vehicles have successfully completed three rounds of tests in short, pre-programmed test routes on different climate conditions, reaching a speed of 20 km/h and automatically reducing speed and stopping when an object becomes closer than 2 metres.

These trials are part of RTA's efforts to forge strong relationships with the private sector for the development of Dubai's transportation systems, as well as a testimony of our commitment to try every possible alternative to improve the quality of life of our users.

Case Study
Sharing is caring: The Bus on Demand trial

In 2018, RTA launched an eleven-month trial for the Bus on Demand service as part of the Dubai Future Accelerators programme. The Bus on Demand service ran through the MVMANT app through which commuters requested small buses in closed-circuit areas of Dubai to pick them up at the stop closest to them and drop them off at a stop of their choice, including Dubai Metro and Dubai Tram stations.

This initiative differs from traditional buses in that it does not follow strict routes and timetables and instead adapts constantly to the demand of passengers, tailors the service to the passenger but maintains the shared nature of a bus. The trial allowed RTA to assess the efficiency and accessibility of the service to commuters, as well as its response and journey times.

The service aims to provide a solution for riders in their first and last mile by offering a way to complete the journey between their public transport stations and their homes and workplaces. RTA is keen on diversifying the options available to users to complete their journeys safely and efficiently in innovative and sustainable modes of transportation. RTA is preparing to relaunch the full service in the future.

03

Sustainable Well-being and Happiness

Sustainable Well-being and Happiness

Ahmed Mahboub
Executive Director of the Customer Happiness Department

"Introducing a mobile customer happiness centre opens a new service outlet to serve the public, especially people of determination, senior Emiratis and residents. The service aims to boost customers' happiness through offering diverse service delivery channels, thus saving time and effort.[19]"

Eng. Nada Jasim
Director of the Safety, Risk, Regulation and Planning Department

"RTA is committed to ensure Occupational Health & Safety (OHS) sustainability across its operations and practices, in collaboration with its stakeholders and other interested parties, by understanding and responding to their needs and expectations. We have set the highest degree of OHS standards and effectiveness in Dubai's Transportation Services, contributing to achieve the vision and strategies of the Emirate of Dubai by meeting the principles set by its leaders on ensuring the prosperity of Dubai's future generations."

RTA is committed to maintaining its leading position in embedding sustainability considerations across its practices and fosters a healthy, safe and happy environment for all its stakeholders and community.

RTA's definition of a healthy, safe and happy environment encompasses actions and efforts that contribute to individual and community well-being and enhances the connectivity of cultures and people. RTA aims to work towards attaining this level of community happiness and ensure safety, social well-being and satisfaction of RTA stakeholders, including customers, employees, contractors and the public of Dubai in general.

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

Our most material sustainability topics

People Happiness

Health and Safety

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[19] https://gulfnews.com/uae/rta-launches-mobile-customers-happiness-centre-1.61210634

Customer Happiness

Table 15: RTA's customer happiness updates for 2018

Key objectives	Alignment with key material topics to RTA for 2018	Key highlights from 2018	Future commitments
Livability	• People happiness • Responding to changing market needs • Innovation	• RTA Happiness Centres rated 5 stars in the Global Star Rating System • Overall customer satisfaction rate of 92%, achieving the set target for 2018	• Further improvement of our Customer Relationship Management system for suggestions and complaints • Further articulation of services with the Smart Transportation Centre
Accessibility	• People happiness	• Enhancement of the Interactive Voice Response (IVR) system for customer service • Launch of unmanned Smart Centre with 8,500 transactions in 2018 • % of customer complaints closed within SLA – 96.76% (actual) vs 85% (target)	• Further promotion of digital and self–service portals
Connectivity	• People happiness • Customer privacy • Innovation	• Improved coverage of self–service kiosks	• Plans to further expand the coverage of self–service kiosks
Affordability	• People Happiness • Responding to changing market needs	• Establishment of the Business Services section for RTA's corporate partners	• Automation of the Framework for Integrated Customer Insights (FICI)
Equality	• People happiness	• Launch of services of diverse pricing like Bus on Demand • Enhancement of the organisational structure of the Customer Happiness Centres	• Continue increasing accessibility solutions for people of determination

Alignment to the national charters and UN SDGs

UAE Vision 2021	Dubai Plan 2021	SDGs
Cohesive Society and Preserved Identity Sustainable Environment and Infrastructure	A Smart & Sustainable City · A Pioneering & Excellent Government · A City of Happy, Creative & Empowered People · An Inclusive & Cohesive Society	10 REDUCED INEQUALITIES · 11 SUSTAINABLE CITIES AND COMMUNITIES · 16 PEACE, JUSTICE AND STRONG INSTITUTIONS

At RTA, 'Happiness and Positive Energy' is one of our core organisational values and we make relentless efforts to sustain a sense of happiness in our customers by providing sustainable and customer-centric services that make our users' lives easier and more convenient. We continuously strive to provide seamless, efficient and affordable transportation modes to our users, based on five objectives that drive all our business activities.

Key objectives of our customer happiness activities

Start-up Maturity	Affordability	Connectivity	Livability	Equality
• Access to all modes of transport for all the population • Tailored alternatives for PoD and people of special needs	• Variety of modes of transport for different budgets • Availability of premium services	• Ease of access and transfer between modes of transport • Integration of manual and digitalised services	• Best in class services • Improved customer factors	• Equal opportunities throughout society • High-quality service at every mode of transport and every pricing

In line with our strategic Goals 2 and 3 of creating an 'Integrated Dubai' and fostering 'People Happiness', we constantly strive to ensure the highest level of satisfaction and safety among our stakeholders and the public of Dubai in general.

We have established a dedicated Happiness Office that works on developing plans and initiatives aimed at enhancing accessibility, excellence, and integration of the public transportation network for our stakeholders.

Graph 36: Customer satisfaction results (%)

Targeted customer satisfaction rate — Actual customer satisfaction rate

Year	Targeted	Actual
2012	86	83
2013	86	82
2014	86	86
2015	88	85
2016	89	88
2017	91	90
2018	92	92
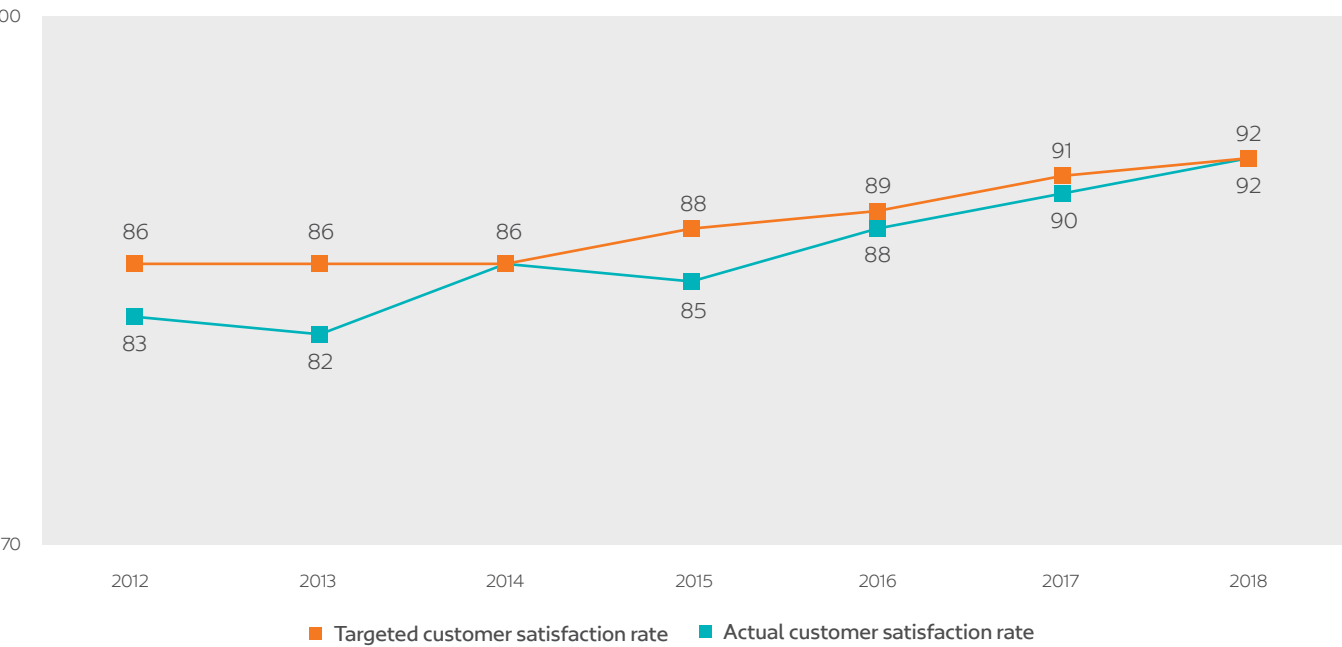
Furthermore, RTA's Customer Council and Higher Committee for People Happiness have been developed to provide sustainable, smart and effective solutions, with the highest priority to our customers' safety and their satisfaction with our services. Our governance structure for customer happiness includes representatives from RTA's top-management with detailed terms of reference with regards to their roles as well as key performance indicators, such as post-issue resolution satisfaction rate and overall complaints resolution rates.

We have identified five key areas of focus based on our medium of engagement with our different stakeholders, including our customers. We strive to work across these five areas through implementing different strategies and initiatives that are aimed at meeting customer demands and addressing their issues with any of the RTA-related services. In 2018, we also established a section dedicated to 'Business Services', aimed at strengthening our relationship with our corporate partners.

Our five areas of focus in customer happiness

Customer Care Strategy	Service Development and Quality Assurance	Business Services	Call Centre	Customer Happiness Centres
• Strive to offer solutions to our customers and address their complaints, inquiries, and grievances • Analyse customer needs • Manage master data	• Manage the centralised service catalogue to ensure service integration • Conduct service quality assessments • Coordinate quarterly on-site quality assessments conducted by RTA's department directors	• Offer specialised attention to corporate and business partners	• Provide first-line support to our customers • Offer solutions when within their capacities • Channel issues to the relevant functions when required	• Offer in-person attention to resolve issues and access services • Ensure high-quality service at the seven centres managed by RTA, both owned and shared

At RTA, our customer relationship management decisions and strategies are established and maintained in line with the ISO 10001:2018[20] standard requirements on customer satisfaction quality management aspects. We have also implemented several other communication platforms such as our 800-9090 call centre, our website, our social media platforms, and our Customer Happiness Centres to ensure a 24/7 availability to our customers for any of their issues related to our services.

With an ever-increasing focus of the government of Dubai on increased use of smart and digital platforms across all fields, RTA also incorporated digital services to facilitate access to our customers through non-face-to-face channels, including its first Smart Centre, which processed 8,500 transactions in its inaugural two months, including transactions related to application for seasonal parking cards, renewal of driving license, and renewal of vehicle registration.

This Smart Centre is the first 24/7 unmanned touchpoint in Dubai's government and one of the three Smart Centres expected to open in Dubai. Other automated communication channels launched in 2018 include our AI chatbot, Mahboub, and our IVR telephonic service. These automated systems interact with our customers, collect information on their needs, and direct them to the appropriate functions to ensure that our customers receive the attention they need. Introducing increased use of smart platforms and artificial intelligence in our customer services is another channel of RTA's contribution towards the increased sustainable performance of our organisation by reducing the need for customers to travel to the manual service centres.

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[20] ISO 10001:2018 on Quality Management for Customer Satisfaction: Guidelines for planning, designing, developing, implementing, maintaining and improving customer satisfaction codes of conduct

We have also established a detailed guide for complaint handling and resolution, aimed at offering a 95% rate of resolution within the Service Level Agreement (SLA) which sets roles, responsibilities and Key Performance Indicators (KPIs), in line with ISO 10002 standards requirements[21]. When a complaint is raised through any of our communication channels, the complaint is directed to the appropriate operational department and a SLA is activated to ensure its timely resolution. RTA's Customer Happiness Department is responsible for following up on the complaint and informing the customer when and how their issue was resolved.

We have also established a Framework for Integrated Customer Insights (FICI) strategy aimed at identifying and prioritising customer needs through external engagement channels. In addition, monthly meetings are conducted with top–management from agencies and sectors to discuss issues and complaints raised by customers, aimed at identifying areas of improvement and replicating good practices across RTA.

At RTA, we recognise the importance of data security and data privacy for our customers. In line with this concern, we have established an Information Security Policy and a Data Management System in line with ISO 27001 standards on information security management. In 2018, no instances of non–compliance were identified regarding data security and data privacy of our customers.

Graph 37: Percentage of closed customer complaints within SLA

Legend: ■ Target   ■ H1 Period   ■ H2 Period

2016: 85%, 97%, 98%
2017: 85%, 97%, 98%
2018: 85%, 96%, 93%
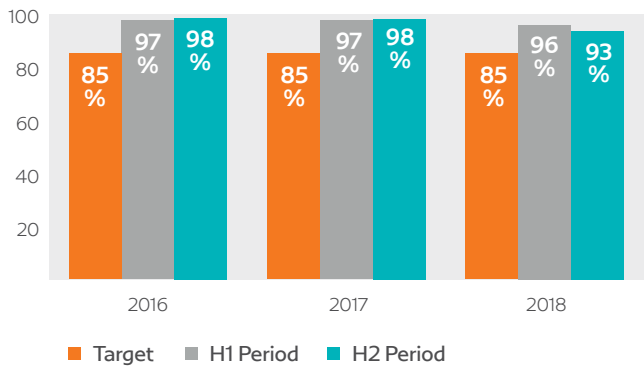
Graph 38: Customer Happiness Centres (mm:ss)

2017: 2:42 / 2:29
2018: 1:54 / 2:22

Legend: ■ Average waiting time   ■ Average service time

Case Study
Excellent hosts: Launch of the Smart Time Management System at event venues

As Dubai's public transport services providing entity, RTA is committed to supporting Dubai in hosting over 500 events every year. We seek to exceed our customers' expectations by providing high-quality services and short waiting times. To realise this ambition, RTA has launched a Smart Time Management System (STMS) at venues for events like exhibitions and conferences, to collect real-time data on visitors and deploy vehicles as required. The system, which also informs passengers of the available vehicles and the estimated waiting time, is in line with global leading practices and is set to improve the smooth transit of visitors in global events in Dubai.

The system is composed of a set of screens at the beginning, middle and end of the queue to count and sort passengers, cameras to monitor the event and record the plates of the incoming taxis, and a device to monitor customer satisfaction.

The system has already been tested at two events at the World Trade Centre and one of Dubai Mall's entrances serving an average of 1,700 customers per day and consistently increasing customer satisfaction rates and decreasing waiting times. RTA has tried the system on a total of 12,000 passengers and expects to link the system with the Smart Transportation Centre to serve more than 23 other events in the future.

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[21] ISO 10002:2018 on Quality Management for Customer Satisfaction: Guidelines for complaints handling in organisations.

103–3

Case Study
Safe and Smooth Transport for All:
Making our services accessible to PoD and people with special needs

At RTA, we have always placed the utmost importance in making our services accessible to people of various abilities and special needs. All our projects, facilities, and vehicles are designed to cater to this part of our population, in line with the ambition of building an Inclusive and Cohesive Society set by the Dubai Plan 2021.

Every agency and sector at RTA considers this ambition a top priority and has taken measures to ensure accessibility and comfort. Some examples of these measures include:

RA
- Automatic doors
- Tactile floor paths and audio notices to guide visually-impaired persons in rail stations, platforms and carriages
- Ticket-selling booths, restrooms, platforms, and carriages are wheelchair accessible and have designated spaces
- Handrails, hand-rests, push buttons, payphones, and restrooms at a suitable height
- Easily distinctive colours for the floors and sliding paths, along with large signals and CCTV for hearing-impaired persons

Card services (nol card)
- Personalised card to access free transport in Dubai Metro and public buses
- Card renewal every five years at a discounted price

PTA
- Lowering platforms on buses to reach floor level and foldable seats to increase room for movement
- Hand-rests and push buttons at a suitable height
- Air-conditioned and wheelchair accessible bus shelters
- Retrofitted marine transport stations and vehicles for accessibility, including ease of access and allocated spaces
- LCD monitors with audio-visual information for hearing and visual impairments

TRA
- Lower pavement height in junctions and elevated pedestrian crossings for wheelchair accessibility
- Lifts installed at footbridges
- Specially allocated parking spaces, parking permits, and free parking spots

LA
- Guidance for the preparation of vehicles for the needs of PoD
- Special designation for vehicles driven or used by PoD

DTC
- Special fare system
- 5 taxis dedicated to serving People of Determination across Dubai which have:
  - Special lift
  - Artificial respiratory system
  - Onboard wheelchair
  - Seats for the companions

Customer happiness
- Specially designated seats and allocated spaces at the main entrance of Customer Happiness Centres
- Fast track queue
- Designated parking spots near the main gates
- Dedicated counters
- Priority service

RTA website
- Specialised accessibility features for people with visual or hearing impediments or who cannot use a mouse
- Colour scheme change and font resizing as well as audio features
- Sign language translation on information videos
- Advanced keyboard usability
- Option to request a call from RTA

Responsible Social Behaviour for Positive Community Engagement

Table 16: RTA's responsible social behaviour for positive community engagement updates for 2018

Key objectives	Alignment with key material topics to RTA for 2018	Key highlights from 2018	Future commitments
Responsible social behaviour for positive community engagement	• People happiness • Diversity and equal opportunity • Training and education	• Launching of Dubai Audiobook Library that targets 7 million Arabs who are visually impaired • Over 40,000 uniforms recycled in 2018 with contributions from 3,194 volunteers • Made donations to 5,549 students from low-income households for Ediyya and for 'back to school' initiative • 46 wheelchairs distributed in 2018, compared to 13 in 2017 • Launched and endorsed 20 initiatives during the year in line with the Year of Zayed • Donated buses, Tuk Tuks, built 2 classrooms, and distributed 500 fully-equipped school bags to people in Tanzania, Uganda and Egypt • Won Dubai Chamber of Commerce CSR label for the third year in a row	• Train 100 people through specialised courses in 2019 • Teach 2,500 children in Egypt in 2019 under Arab literacy programme • Sponsor at least 4 UAE national athletes • Complete 95% of planned initiatives under the RTA CSR strategy by 2021 • Increase the volunteering hours contribution to 12% by 2021

Alignment to the national charters and UN SDGs

UAE Vision 2021	Dubai Plan 2021	SDGs
Sustainable Environment and Infrastructure	A Smart & Sustainable City An Inclusive & Cohesive Society A City of Happy, Creative & Empowered People	1 NO POVERTY 4 QUALITY EDUCATION 10 REDUCED INEQUALITIES 11 SUSTAINABLE CITIES AND COMMUNITIES 17 PARTNERSHIPS FOR THE GOALS

Rowdah Mohammed Al Mehrizi
Deputy Director of the Marketing and Corporate Communications Department

"At RTA, we are always working towards improving the quality of life for the people of Dubai. We are also aware of our social and moral responsibilities and have strategic policies aiding us in delivering our duties towards all spectra of society. We are always keen to contribute back to the communities we operate in through humanitarian activities tailored to the needs of all sections of the society."

RTA defines social responsibility as the decisions that are made considering the social, environmental and financial impacts of all actions and business operations. We strive to contribute towards building sustainable, safe and happy communities through our strategic community investments, community engagement sessions, and involvement of our employees through volunteerism or thought-based engagement. As a public entity, we consider it our moral responsibility to engage with the communities and invest in creating a positive impact through activities, initiatives and projects that support social progress. We continuously strive to remain actively engaged in philanthropy, social volunteerism and effective partnerships to fulfil our role as a socially-committed organisation.

Some of the key achievements and initiatives for RTA in terms of its social sustainability aspects in 2018 include:

- RTA initiated the 'Dubai Audio Library', the largest Arabic audio library in the world. The library was launched by the Crown Prince of Dubai and Chairman of the Executive Council of Dubai, Sheikh Hamdan Bin Mohammad bin Rashid Al Maktoum and supports the 'Day for Dubai' initiative to instil a culture of volunteerism in the community.

- Conducting charitable initiatives and volunteering programmes in countries such as Tanzania, Uganda and Egypt
- Launch of the 'Clothes for Good' initiative, aiming to involve government and private entities in Dubai to recycle their uniforms. Over 40,000 uniforms were recycled in 2018 with contributions from over 3,194 volunteers
- Enhancement of the 'Bus Al Khair' initiative by diversifying the beneficiary groups further. Furthermore, RTA distributed 'Iftar' meals throughout the month of Ramadan to the housing workers in addition to the monetary contributions to 5,549 students from low-income households for Eidiyya and 'Back-to-School' initiative.
- Under the existing 'Wheelchair' initiative, 46 wheelchairs were distributed in 2018, compared to 13 wheelchairs in 2017.
- RTA has developed a partnership with the Emirates Driving Institute, wherein one individual from a limited-income household would be registered at the Institute each month and will be provided all training materials to obtain a driving license.
- RTA was ranked third under the 'Dubai Al Khair' category of the Dubai Government Excellence Programme.

	2016	2017	2018
Number of operations with implemented local community engagement, impact assessments, and/or development programmes	70	95	110 ▲

RTA has an existing corporate social responsibility (CSR) policy aimed at promoting sustainable and humanitarian activities for individuals associated with the organisation. With 2018 having been declared as the 'Year of Zayed' by His Highness Sheikh Khalifa bin Zayed Al Nahyan, RTA extended its existing social initiatives and programmes to align with the objectives of the Year of Zayed throughout the year.

RTA launched and endorsed 20 initiatives during the year in line with the Year of Zayed, focusing on elevating RTA's social responsibility footprint, and its contribution towards increasing solidarity and cooperation in the communities.

RTA's on-going CSR initiatives for 2018

International initiatives
- Bus and Tuk Tuk donation drive in Tanzania and Uganda
- Classroom building, distribution of school bags etc. in countries such as Tanzania, Uganda and Egypt

Educational initiatives
- Dubai Audiobook Library
- Read with RTA App
- Help Me Read
- Dubai Art Museum
- Back-to-school initiative and donations to students from low-income households

Community / social initiatives
- Clothes for Good
- Bus for Good
- Jisr Al Khair (for helping employees facing sudden exigency situations and are unable to afford it)
- Dubai Youth for Public Transport
- Dirham Khair
- Recycling of school uniforms
- Wheelchair distribution to further empower people of determination

Environmental initiatives
- Green Economy
- Route 2020 –Green Education
- Dubai Award for Sustainable Transport (DAST)
- Public Transport Day
- World Environment Day
- Energy & Green Economy Awards
- Wetex Exhibition

Activities with partners
- Car Free Day
- Clean up the World
- Earth Hour
- "Why do you keep it" waste-management initiative
- The mobile eye clinic
- Agreement with Watani

Sponsorship-based activities
- Sponsoring Social Initiatives
- Supporting UITP (International Association of Public Transport) in helping showcase public transport achievements
- Ramadan Aman

National identity

In line with RTA's strategic goal of 'Integrated Dubai', RTA is committed to working towards preserving and contributing towards enhancing UAE's national identity through its CSR initiatives and projects. These include the following:

- Workshops on Arabic language for Non-Arabic speaking RTA employees
- National Identity Charter
- National Day
- Flag Day
- Martyrs' Day
- International Arabic Day
- nol card special designs

RTA Foundation

RTA launched the RTA Foundation in 2017, in line with His Highness Sheikh Khalifa Bin Zayed Al Nahyan's declaration of 2017 as the 'Year of Giving', to advocate social responsibility and foster the spirit of charity and community service. The foundation was established with the aim of collaborating with public and private entities in providing transport-related charitable projects in less-privileged countries, thereby positively influencing the standard of living and overall quality of life for the people in these countries.

The RTA Foundation operates through the funding obtained from: 1) Public Transport Endowment (funds equivalent to profit of ten public taxis); and 2) the 'Dirham Khair' initiative, which is a donation channel across all RTA digital services, wherein RTA requests the people of Dubai to donate one dirham additional when availing services such as license renewal or payment of fines through RTA's website and mobile applications or making card-based payments for public taxis.

Furthermore, multiple projects were supported within the UAE as well as internationally under the RTA Foundation's objectives, including donating buses in Tanzania and Uganda and building a school and donating books in Egypt.

Overall social initiatives by RTA in 2018

In 2018, RTA conducted around 85 initiatives through collaboration with other private and public entities, with a spend of approximately AED 5 million across all these initiatives. RTA managed to impact more than 300,000 beneficiaries across different sections of the society through just these collaborative initiatives in addition to the on-going CSR activities that RTA pursues under its CSR policy targets.

AED 5m
approximate spend across overall social initiatives by RTA in 2018

Impacted more than 300,000 beneficiaries

In 2018, RTA established the 'Dubai Audiobook Library', launched by the Crown Prince of Dubai and Chairman of the Executive Council of Dubai, His Highness Shaikh Hamdan Bin Mohammad bin Rashid Al Maktoum.

The library is the largest Arabic audio library in the world and aims to target seven million visually impaired people in the Arab world. The launch of the initiative coincided with the International Volunteers' Day and was launched in support of the 'Day for Dubai' initiative – an initiative aimed at instilling a spirit of volunteerism in the community.

The library is part of RTA's efforts to support the PoD by promoting a culture of reading among them and further increasing their integration into the community. RTA is seeking to provide 300,000 books in Arabic and more than 10,000 volunteers will be involved in converting Arabic books into digital format using OCR scanners and editing them before uploading them to the website.

The books selected for uploading on the library will focus on topics such as positive ideas, confidence building, determination in coping with life challenges, and enhancing imagination.

Future social commitments

- **Tamkeen with RTA Programme:** RTA successfully completed its 2017 and 2018 cycles of training unemployed UAE national graduates and is now in the process of targeting the young nationals from low-income families from other countries in the upcoming cycles of this programme. This literacy programme is being conducted in collaboration with Rawafed Centre for Development and Education, wherein, during 2019, 100 people will be trained and qualified through specialised courses in fields such as engineering and mechanical to become empowered for entering the professional world.

- **Thurayya Programme:** RTA runs an intensive and fast-paced educational programme for the Arab underprivileged children, providing them with basic education and language skills to increase the literacy rate in the Arab countries. RTA aims to teach 2,500 children in Egypt in 2019 through this programme.

- **Bus for Good (International):** RTA has been organising the 'Bus for Good' initiative since 2011, wherein RTA provides 'Iftar' meals to the low-income workers throughout the month of Ramadan to foster the spirit of kindness and compassion. In line with this initiative, RTA is currently working towards developing a plan aimed at low-income students and their families in poor countries, in cooperation with Dar Al-Ber Association. The plan includes donating a bus to a school in an area where students face issues related to distance and safety of transportation modes. RTA will also be providing nutritional food for the families of these students, contributing to a healthy and suitable environment for them.

In line with the strategic vision of the Dubai Government, RTA plans to sponsor at least four athletes from the country in partnership with the Dubai Sports Council and support them through providing moral, physical / tangible and social support to improve upon their skills and bring honour to the country, globally.

Furthermore, RTA aims to improve its existing CSR performance against the indicators and targets listed under the CSR strategy in the coming years.

Table 17: CSR performance

Indicator	2019	2020	2021
% Increase in volunteering hours	10%	11%	12% ▲
% Completion of initiatives planned under RTA CSR strategy	85%	90%	95% ▲
% Utilisation of the allocated RTA Foundation budget	75%	80%	85% ▲

Occupational Health and Safety

In line with RTA's Vision 'Safe and Smooth Transport for All', RTA's strategic goal No (5): 'Safety and Environmental Sustainability' and Dubai's Strategic Plan, RTA brings clear objectives to enhance and manage its health and safety aspects across all its business practices and operations for internal and external stakeholders. RTA's strategic goals and objectives around health and safety have been further aligned to meet the national objectives of public safety as per UAE Vision 2021 and a safe and resilient built environment according to Dubai Plan 2021.

RTA's Corporate Occupational Health, Safety and Environmental (HSE) Sustainability Policy, endorsed by RTA Board of Executive Directors, sets out the key principles and commitments required to be followed by all stakeholders towards effective and sustainable Occupational Health and Safety (OHS) performance. It is also specific and appropriate to RTA's context and operational scope, including the nature, scale and complexity of its services, products and activities. RTA's senior management conducts periodic review of the OHS sustainability performances to evaluate and assure continuing suitability, adequacy and its effectiveness.

RTA also established an Occupational Health and Safety (OHS) governance framework in alignment with the HSE policy. The 'RTA Safety & Environmental Management System (RSEMS)' ensures compliance to international standards and other applicable best practices. The RSEMS is implemented across the entire operations and integrates other systems and standards to meet RTA's health and safety objectives and targets.

RTA conducts regular and periodic audits and inspection across its operations to ensure compliance to OHS policies, obligations and standard requirements. RTA confirms compliance with legal and other obligations mandated by legal authorities. No prohibition notice or non-compliance report was raised on RTA in 2018 with respect to the OHS legal obligations.

RTA's OHS compliance is assessed through different programmes, as follows:

- Compliance assessment by legal authorities
- Compliance audits by the certification body
- Audits and inspections by the Safety, Risk, Regulation & Planning Department
- Audits and inspections by the QHSE Offices in Operational Agencies
- Assessment by the Internal Audit Department in Director General Offices
- Compliance assessments by independent third parties (local & international)

RTA's Safety & Environmental Management System (RSEMS) considers the following standards and guidelines:

- ISO 45001:2018 – Occupational Health and Safety Management System
- ISO 39001:2012 – Road Traffic Safety Management System
- ISO 22301:2012 – Business Continuity Management Systems
- ISO 31001:2018 – Risk Management, Guidelines
- BS 11200:2014 – Crisis Management, Guidelines and Good Practice
- AE/SCNS/NCEMA 6000:2016 UAE Occupational Health and Safety Management System (OHSMS) National Standard
- OHSAS 18001: 2007 – Occupational Health and Safety Management Certification

Table 18: RTA's occupational health and safety updates for 2018

Key objectives	Alignment with key material topics to RTA for 2018	Key highlights from 2018	Future commitments
Health and safety performance management at RTA	• Occupational health and safety • Compliance • Innovation	• RTA achieved Five Star Ratings on both OHS & EMS systems from the British Safety Council • Introduced 'Safety Star' category within RTA safety awards • Managed complex projects, with an approximate increase of 26% (30 million) man-hours • Launched 'Brake Plus' initiative • Launched the RTA Smart Safety Licensing Programme, for competency assurance	• Continuous improvement in maturity of the health and safety culture in RTA • Execute RTA Smart Safety Licensing Programme for 3000 employees of contractors • Fortnightly inspection covering projects and maintenance activities (24/7) • Provide HSE training to employees and project teams across RTA operations
Incident management by RTA	• Occupational health and safety • Compliance • Innovation	• 10% reduction in equivalent fatality rate • Implemented fatigue management system to monitor driver performance • Smart inspection system for vehicle maintenance in Dubai Taxi • Development of new AI based OCC for taxi performance monitoring • Route 2020 Project achieved more than 15 million man-hours without LTI	• Reduction of accidents and continue progress towards reduction in equivalent fatality rates • Continued stakeholder engagement with other government entities on health and safety initiatives • On time completion of Route 2020 project without LTI • Reducing accident rates in RTA's taxi operations • Launch online QHSE performance monitoring system linking all traffic and roads related projects

Alignment to the national charters and UN SDGs

UAE Vision 2021	Dubai Plan 2021	SDGs
World-Class Healthcare Safe Public and Fair Judiciary	A Smart & Sustainable City A City of Happy Creative & Empowered People	3 GOOD HEALTH AND WELL-BEING 11 SUSTAINABLE CITIES AND COMMUNITIES

RTA is committed to excellence in the well-being of our people and the integrity of our assets, and we place the utmost importance towards continuously assessing and improving our health and safety culture.

In 2018, we conducted a 'Health and Safety Maturity Assessment', through an independent external consultant, to better understand how employees perceive our approach towards health and safety management. Maturity assessment included review of our internal procedures, along with a health and safety survey, which were also benchmarked with different local and international peers.

The study evaluated our H&S maturity across our:

| Strategy | People | Leadership & Governance | Assurance & Reporting | Risk & Opportunity | Systems & Structure | Digital Technologies |

The findings of the study gave us an assessment of where our OHS maturity and culture stands and areas for improvement. The results emphasise the important role our employees contribute towards safeguarding our operations by promoting self-reporting on OHS issues to improve transparency, dialogue and immediate action. A health and safety culture roadmap was enrolled to improve our performance towards leading best practices and our journey towards excellence.

RTA's health and safety governance

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

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

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

OHS risk management

RTA has a risk management framework to manage OHS risks and their impact on stakeholders which include employees, contractors, visitors, vulnerable people (nursery students, PoD), passengers, public, etc.

We have identified 302 H&S risks to be managed at Department level, which have potential impacts on our business along with detailed activities, equipment required, tasks and assessment to manage them (e.g. non-routine tasks and tasks executed under emergency conditions).

Communicating on HSE

RTA ensures that all important OHS aspects are regularly communicated to all concerned stakeholders across various channels (e.g. website, internal communications, intranet, publications, magazines, media releases, smart applications, voice messages on stations, messages to customers and employees, etc.).

The 'Confidential Reporting System for HSE' is an active anonymous online system in RTA to report any HSE concern, especially related to the occupational health and safety issues.

OHS elements are incorporated in all feedback systems existing in RTA (e.g. CRM System for suggestions / complaints, employee grievance system, etc.).

103-3, 403-1, 403-3, 403-8

OHS training

Based on the scope of operations and corresponding risk assessments, we mandate OHS training on operating procedures and work methods. Technical trainings are provided to employees to enhance their competencies, in addition to the OHS modular training. In 2018, the Director General and Chairman of the Board of Executive Directors advised to roll out the HSE competency assurance programme, the 'RTA Smart Safety Licensing (S2L) Programme', at no cost to RTA's contractors. RTA is progressing the system and module development targeting to cover 3,000 contractor employees in 2019.
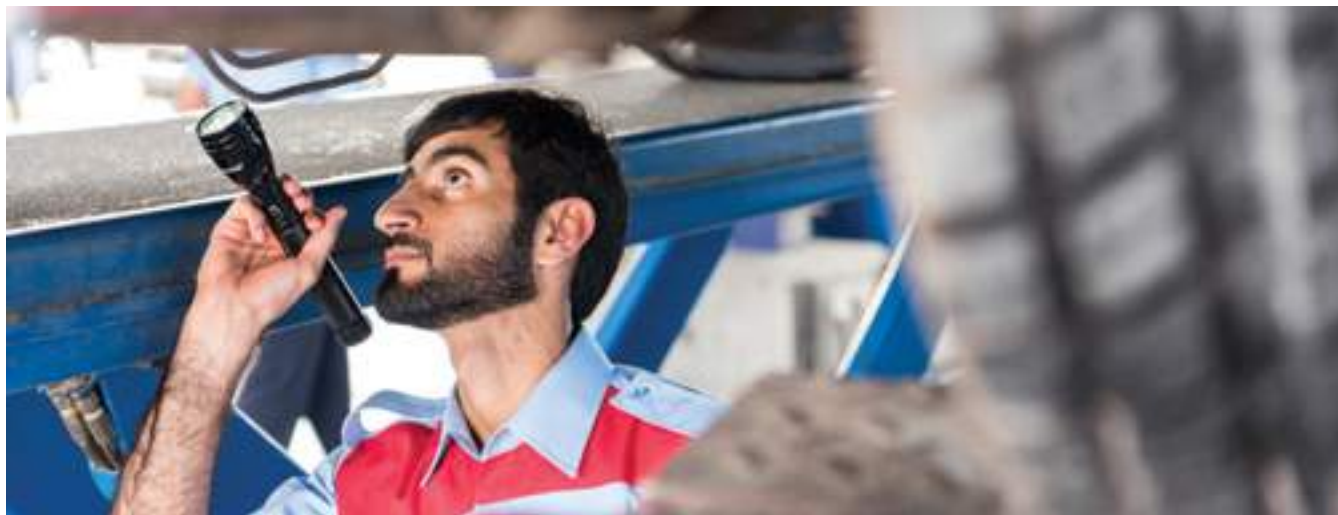
Incident management and reporting

The RSEMS team in each agency and sector has the primary responsibility to ensure that all incidents are notified, reported and investigated. All RTA employees are encouraged to notify on incidents related to RTA operations immediately through the automated system. As per the mandate from RTA's management, a secondary independent investigation through an 'Accident Investigation Team' is conducted to verify the sector and agency investigation results.

Traffic and Roads Agency:
"Safe Place Safe Person" strategy – each project is preceded by a QHSE team–led pre-construction meeting detailing the agency's intentions and expectations to the project team. These QHSE expectations are monitored by the QHSE team throughout the project duration and any deviations are addressed immediately.

Dubai Taxi Corporation:
DTC has a bespoke HSE strategy including 6 SMART objectives and 20 KPIs for achieving the objectives. The DTC HSE Manual explains the HSE policy and takes precedence over all other HSE Management system documentation in cases of omission or contradiction. Daily compliance monitoring and reporting and periodic reviews of all HSE procedures and precautionary measures, in accordance with the Standard Operating Procedures (SOPs).

Public Transport Agency:
Adequate Personal Protection Equipment (PPE) is provided to maintenance staff to minimise the exposure. Heat stress campaigns are conducted, and suitable uniforms are provided. Adequate tools and equipment are provided to minimise the health impact from manual handling. All potential sources of ill health are identified and measures taken to avoid such incidents.

Rail Agency:
Rail Agency oversees the operations and maintenance of both Dubai Metro and Dubai Tram. Work related hazards are evaluated based on the activity and a 'Permit to Work' process is implemented across projects to ensure all activities are risk assessed and comply with all safety requirements. Trainings and workshops are provided to relevant positions to ensure competency is acquired by assigned responsible personnel.

A 'Stop Work' procedure is implemented for all authorised personnel to allow stopping of work in case of any unsafe act/condition and report the same to the supervisor.

Licensing Agency:
QHSE office conducts HSE audits on service providers to check compliance with RTA policies. Quarterly HSE evaluations are conducted through Partner Performance Relationship (PRM) system. Most of HSE risks are included in Active Risk Manager (ARM) system and re-evaluated quarterly. Air quality tests are done every six months in the work place and all required PPE are provided to all relevant personnel.

Key performance trends on health and safety data

RTA had a significant increase in its operational and project scope in 2018. Approximately, an increase of 26% in total man-hours was recorded when compared to last year, mainly due to the increased project operations such as Route 2020 and other road and infrastructure projects.

Graph 39: Total number of man-hours worked

2016
97,427,380
35,694,975
61,732,405

2017
129,821,623
59,620,665
70,200,958

2018
163,149,603
56,086,664
107,062,939

■ Employees (RTA)   ■ Workers (Contractors)
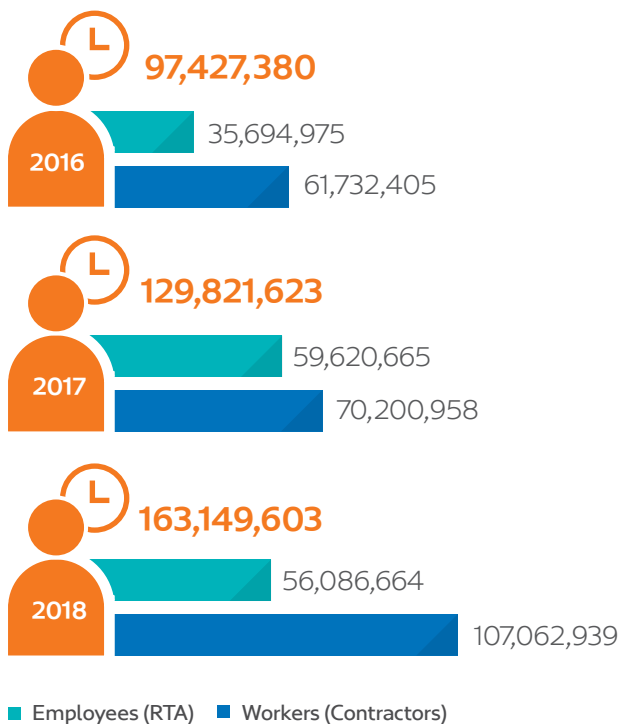
RTA monitors the OHS performance through a Key Performance Indicator (KPI) defined as 'Equivalent Fatality Rate (EFR)'. The EFR calculation considers all types of own fault OHS cases (minor, moderate and severe) against the total man-hours. In 2018, RTA's OHS performance improved by recording 10% reduction in EFR.

Key Performance Indicator

0.08
2017 EFR

0.07 ▼
2018 EFR

RTA classifies accidents as minor, moderate and severe, depending on the severity of the incident. Fatal accidents are considered under the Severe category. The moderate and severe accidents are investigated in detail and reported to the top management and appropriate actions are taken accordingly. Appropriate measures and corrective actions have been taken and mandated to implement all measures within the stipulated timeline.

■ Employees (RTA)   ■ Workers (Contractors)
— Injury rate calculated per   — Injury rate calculated per
   1,000,000 hours worked   1,000,000 hours worked

Graph 40: Total number and rate of fatalities as a result of work-related injury

■ Employees (RTA)   ■ Workers (Contractors)
— Injury rate calculated per   — Injury rate calculated per
   1,000,000 hours worked   1,000,000 hours worked

2016: 3, 0.05, 0, 0.00
2017: 2, 0.03, 0, 0.00
2018: 1, 0.01, 0, 0.00
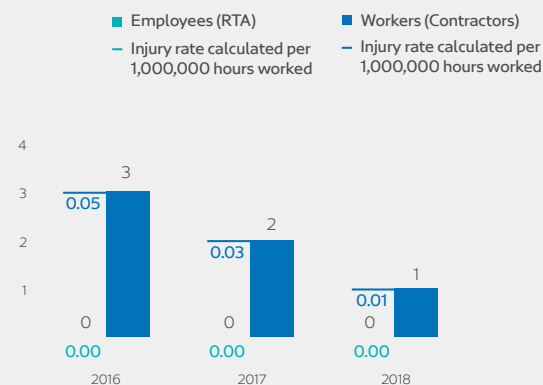
Graph 41: Total number and rate of high consequence work-related injuries (excluding fatalities)

2016: 1, 0.02, 0, 0.00
2017: 0, 0.00, 0, 0.00
2018: 0, 0.00, 0, 0.00
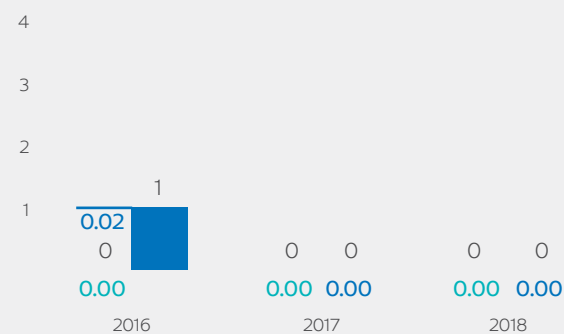
Graph 42: Total number and rate of recordable work-related injuries

2016: 19, 0.31, 0, 0.00
2017: 16, 0.23, 0, 0.00
2018: 24, 0.22, 0, 0.00

403–8, 403–9
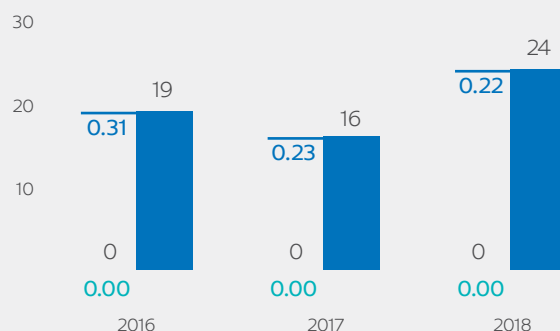
Occupational illness and diseases

RTA takes a proactive approach in managing occupational risks and ensures a healthy and safe working environment. No cases of major occupational illness or diseases have been reported in 2018.

Supplier health and safety management considerations for our contractors

RTA considers contractors as key stakeholders who contribute towards our business excellence. We assess their capabilities and competencies throughout the project's life cycle to ensure high OHS standards are considered.

All contractors bidding for RTA's projects are screened through a pre-qualification mechanism to evaluate their OHS performance and considerations. All awarded contractors, are

required to submit an HSE plan that is evaluated and approved based on its compliance with RTA's RSEMS and local statutory requirements.

In line with the RTA's HSE Policy, we monitor contractors OHS capability and performance in six stages of contractual engagement:

Illustration 11: 6 stages of contractual engagement

01	02	03	04	05	06
Pre-qualification	Tender process and contract	Mobilisation	Contract execution	Demobilisation	Close-out and performance review
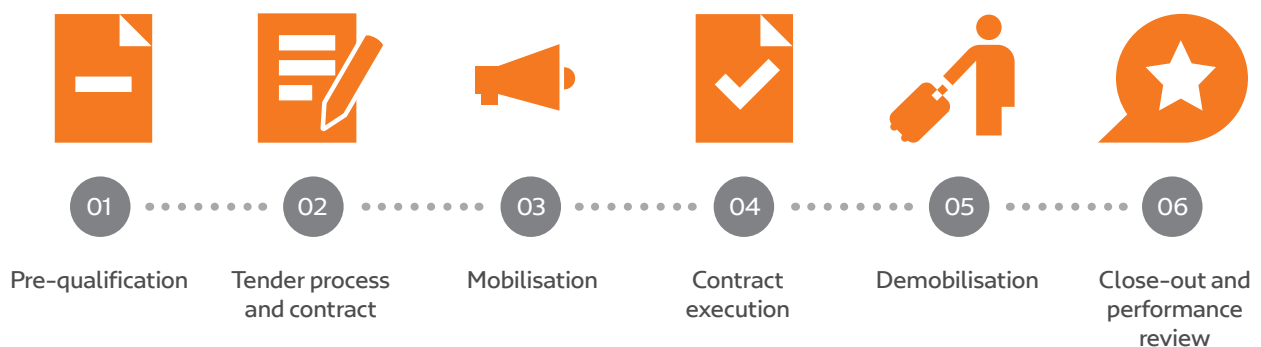
For any serious OHS violations identified during operations, RTA issues an official warning letter to the contractor's management. In such cases, RTA increases the monitoring frequency to ensure strict OHS compliance throughout the

project life cycle. RTA holds the right to terminate on-going agreements or suspend contracts, if deemed necessary, when identifying on-going critical OHS issues.

RTA's Annual Safety Awards

RTA executed the 8th cycle of 'Safety Awards' to recognise the distinctive practices in the field of OHS and reward stakeholders who adopt best practices and exceed our OHS expectations.

In 2018, RTA's Safety Awards focused on stakeholders proactive and constructive in adopting and ensuring best OHS practices. A new category was also introduced, 'the Safety Hero in RTA', to

incentivise our employees' active involvement in improving our OHS practices.

There were eight main categories and 23 awards provided to our stakeholders. A total of AED 15,000 as financial rewards was provided to two of our contractor's employees.

Road and traffic safety

RTA plays a major role in monitoring and reducing traffic, raising awareness on road safety measures to the public domain and ensuring RTA's drivers comply with the highest road safety standards. Apart from RTA's measures, RTA believes that road users and providers of transport facilities share a joint responsibility for traffic safety.

In efforts to prevent road accidents and to reduce its impact on lives and properties, RTA has a Traffic Safety strategy that includes a number of programmes.

Illustration 12: Traffic safety strategy

Traffic Safety Strategy			
Systems & Management	Traffic Awareness	Roads Engineering & Vehicles	Enforcement
11 Plans	6 Plans	28 Plans	16 Plans
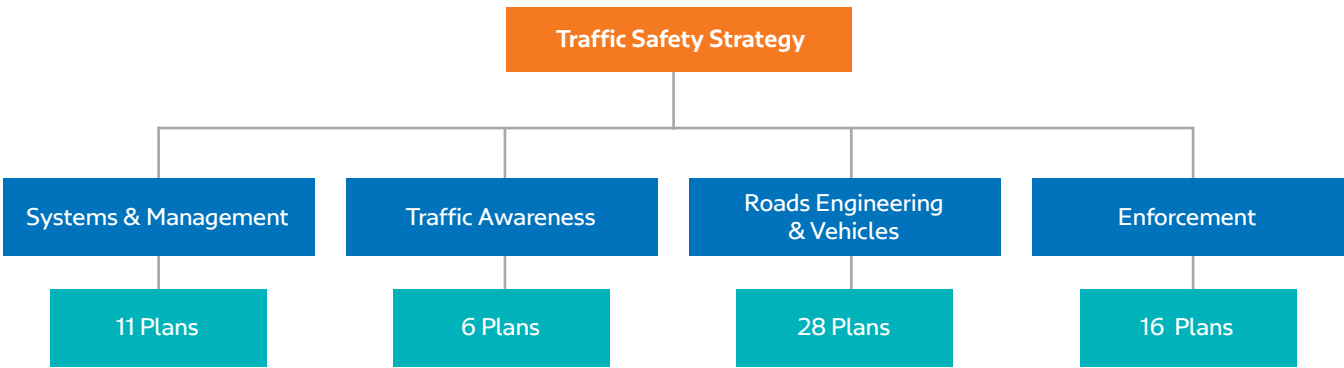
Illustration 13: RTA traffic safety programmes

403–4, 403–8
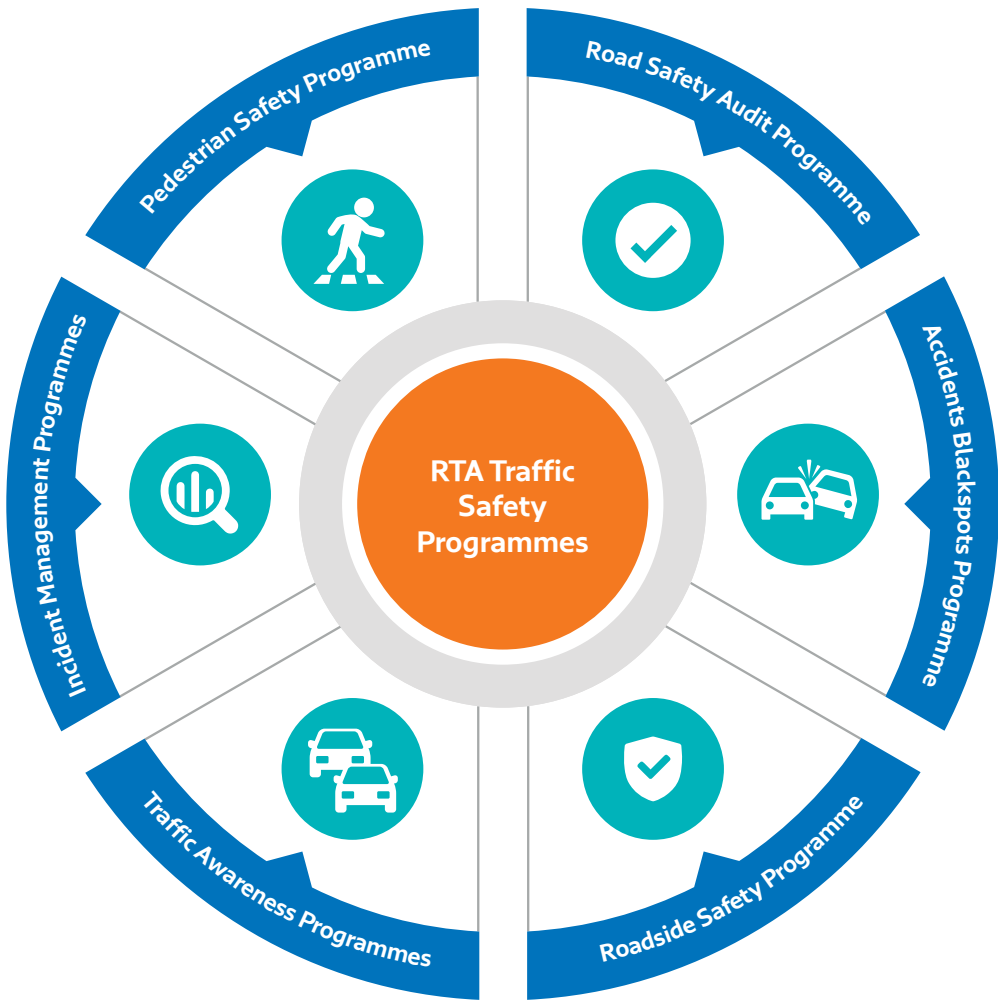
RTA's efforts over the years have contributed in reducing the traffic related fatalities for pedestrians and vehicles:

Graph 43: Traffic fatality rate per 10,000 vehicles
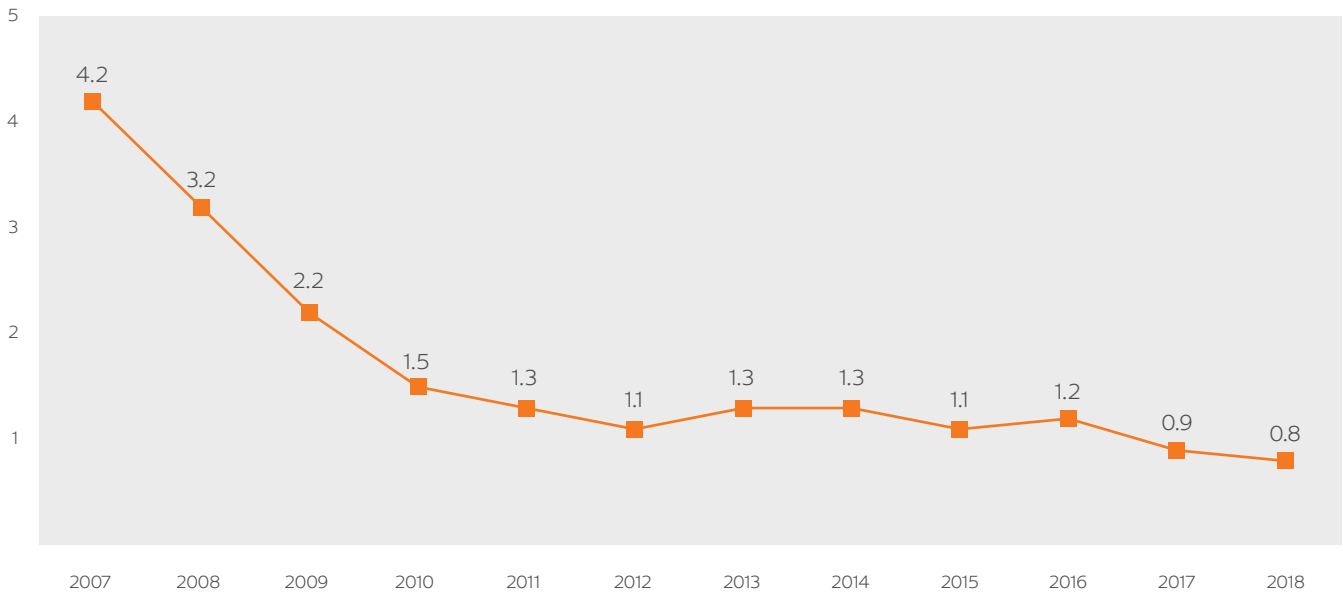
Graph 44: Pedestrian fatality rate per 10,000 population
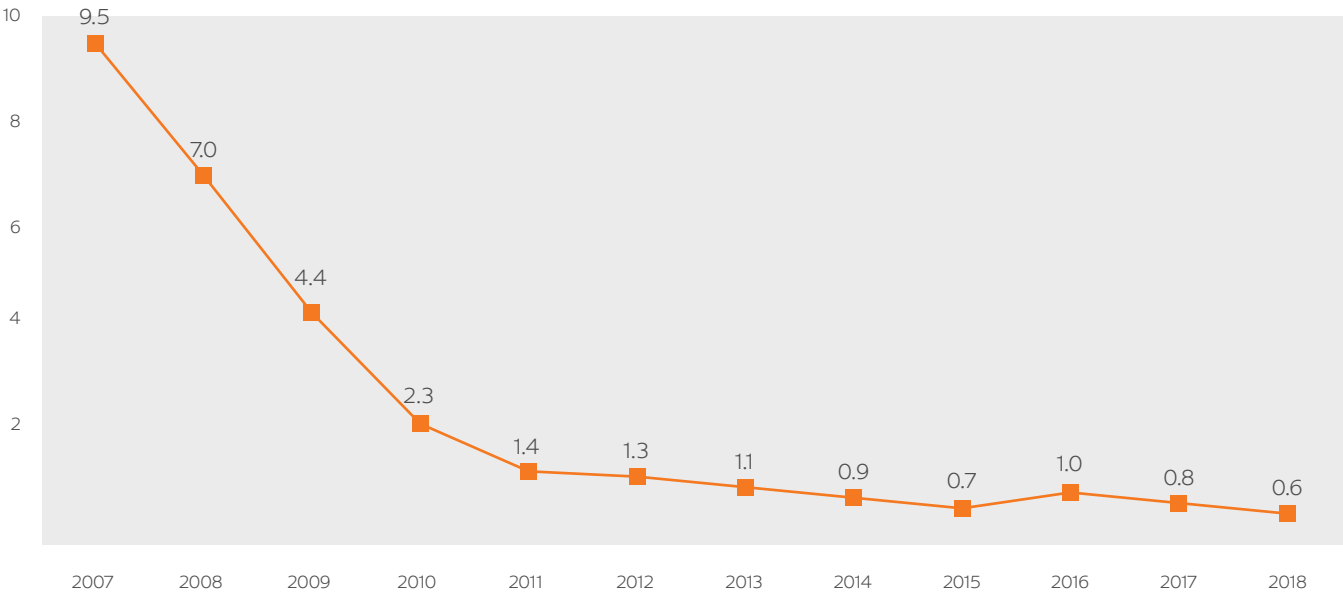
Passenger safety (for buses)

RTA's buses are operated in accordance with the highest safety standards to safeguard our drivers and occupants. The driver behaviour monitoring system (RAQEEB) is one of the key safety features of our buses, enabling drivers to avoid major accidents and ensuring a safe and smooth journey. The following are some of the important parameters monitored by the RAQEEB system.

Case Study
RTA's innovative ways in managing safety for taxis and buses

RTA is in the process of establishing a system to monitor the facial expressions of its drivers for taxis, buses and heavy-load vehicles among other modes. The system will allow automated detection of issues such as fatigue, sickness and other risk factors and take timely measures to avoid any accidents.

RAQEEB System

Lane departure	Forward collision warning
Fatigue monitoring	Distraction monitoring
Aggressive left or right turns	Idling
Pedestrian collision warning	Headway monitoring
Over speeding	Harsh braking
Harsh acceleration	Over speeding at hump
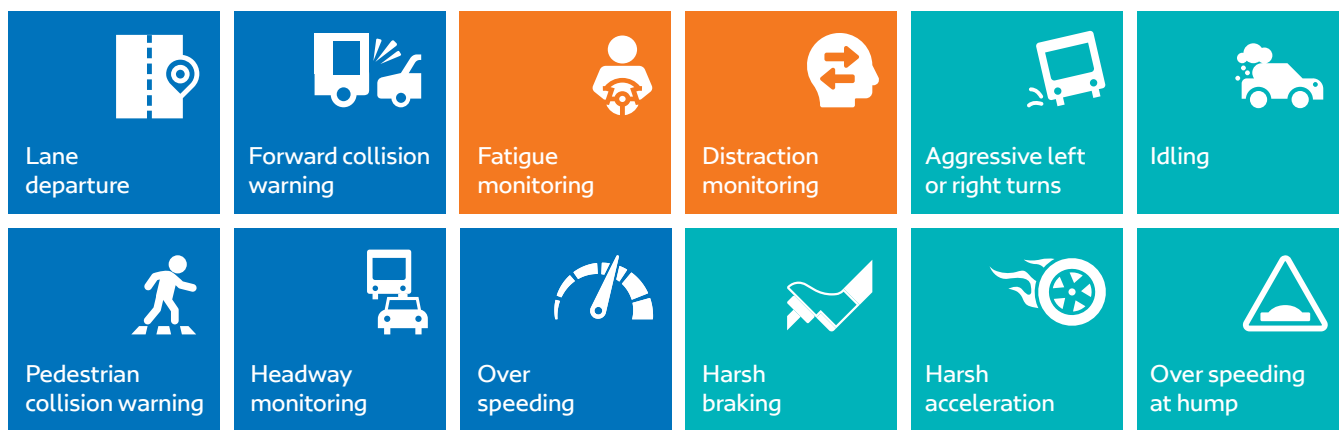
Drivers' OHS & well-being

Our drivers undergo regular annual health assessments to ensure their medical fitness. We also conduct regular health campaigns in coordination with the Dubai Health Authority and hospitals in Dubai.

Case Study
Innovative ways in managing safety for taxis

Dubai Taxi Corporation implemented the 'Brake Plus' initiative recently, wherein taxis are fitted with a four-way flasher system that automatically operates once the driver applies the brake to slow down or suddenly stop. The system alerts trailing drivers to slow down and prompts them to leave a safe distance to avoid potential accidents resulting from rear end collision.

مخرج
Exit

مخرج
Exit

GRI Content Index

For the Materiality Disclosures Service, GRI Services reviewed that the GRI content index is clearly presented and the references for Disclosures 102–40 to 102–49 align with appropriate sections in the body of the report.

GRI Standard	Disclosure	Page number	Omissions	Clarifications	UN SDGs
GRI 101: Foundation 2016					
General Disclosures					
GRI 102: General Disclosures 2016	Organizational profile				
	102–1 Name of the organization	1			
	102–2 Activities, brands, products, and services	16, 18, 20–21			
	102–3 Location of headquarters	16			
	102–4 Location of operations	16			
	102–5 Ownership and legal form	16			
	102–6 Markets served	16, 18			
	102–7 Scale of the organization	16, 18			
	102–8 Information on employees and other workers	16, 55–64			
	102–9 Supply chain	48–52		Information related to sustainable procurement practices for specific material topics is also mentioned in the respective chapters	9: Industry, Innovation and Infrastructure 11: Sustainable cities and communities
	102–10 Significant changes to the organization and its supply chain	No significant changes were made to the organization or the supply chain this year			
	102–11 Precautionary principle or approach	79			
	102–12 External initiatives	100–101			
	102–13 Membership of associations	RTA did not disclose its memberships in 2018			

102–55

GRI Standard	Disclosure	Page number	Omissions	Clarifications	UN SDGs
GRI 102: General Disclosures 2016	**Strategy**				
	102–14 Statement from senior decision–maker	12			
	102–15 Key impacts, risks, and opportunities	Throughout the report in the corresponding sections			
	Ethics and integrity				
	102–16 Values, principles, standards, and norms of behaviour	17			
	Governance				
	102–18 Governance structure	19, 28			
	Stakeholder engagement				
	102–40 List of stakeholder groups	34			
	102–41 Collective bargaining agreements		Collective bargaining agreements are against UAE law		
	102–42 Identifying and selecting stakeholders	33			
	102–43 Approach to stakeholder engagement	34–35			
	102–44 Key topics and concerns raised	36			
	Reporting practice				
	102–45 Entities included in the consolidated financial statements		As RTA is a government–owned entity, it is not mandated to disclose on its financial performance statements		
	102–46 Defining report content and topic boundaries	15			
	102–47 List of material topics	36			
	102–48 Restatements of information	Across specific reporting chapters, if and as applicable			

GRI Standard	Disclosure	Page number	Omissions	Clarifications	UN SDGs
GRI 102: General Disclosures 2016	102–49 Changes in reporting	No reporting changes			
	102–50 Reporting period	15			
	102–51 Date of most recent report	15			
	102–52 Reporting cycle	Annual			
	102–53 Contact point for questions regarding the report	15			
	102–54 Claims of reporting in accordance with the GRI Standards	15			
	102–55 GRI content index	112			
	102–56 External assurance	125			
Material Topics					
GRI 200 Economic Standard Series 2016					
Economic Performance					
GRI 103: Management Approach 2016	103–1 Explanation of the material topic and its Boundary	40–41			8: Decent Work and Economic Growth 9: Industry, Innovation and Infrastructure
	103–2 The management approach and its components	42			
	103–3 Evaluation of the management approach	42, 44			
GRI 201: Economic Performance 2016	201–1 Direct economic value generated and distributed	45–46	As RTA is a government–owned entity, it is not mandated to disclose on its financial performance statements		11: Sustainable cities and communities

GRI Standard	Disclosure	Page number	Omissions	Clarifications	UN SDGs
Market Presence Including Local Content					
GRI 103: Management Approach 2016	103–1 Explanation of the material topic and its boundary	51, 55			8: Decent Work and Economic Growth
	103–2 The management approach and its components	51, 55			
	103–3 Evaluation of the management approach	51, 55			
GRI 202: Market Presence 2016	202–2 Proportion of senior management hired from the local community	60			
Indirect Economic Impacts					
GRI 103: Management Approach 2016	103–1 Explanation of the material topic and its boundary	44, 46			9: Industry, Innovation and Infrastructure
	103–2 The management approach and its components	46			11: Sustainable cities and communities
	103–3 Evaluation of the management approach	46			
GRI 203: Indirect Economic Impacts 2016	203–1 Infrastructure investments and services supported	46–47			
Procurement Practices					
GRI 103: Management Approach 2016	103–1 Explanation of the material topic and its boundary	48			8: Decent Work and Economic Growth
	103–2 The management approach and its components	48–49			9: Industry, Innovation and Infrastructure
	103–3 Evaluation of the management approach	50			
GRI 204: Procurement Practices 2016	204–1 Proportion of spending on local suppliers	51			10: Reduced Inequality
GRI 308: Supplier Environmental Assessment 2016	308–1 New suppliers that were screened using environmental criteria	51			17: Partnerships for the goals
	308–2 Negative environmental impacts in the supply chain and actions taken	51			
GRI 414: Supplier Social Assessment 2016	414–1 New suppliers that were screened using social criteria	51			
	414–2 Negative social impacts in the supply chain and actions taken	51			

GRI Standard	Disclosure	Page number	Omissions	Clarifications	UN SDGs
Anti-corruption practices					
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundary	40, 48			10: Reduced Inequality 16: Peace, Justice and Strong Institutions
	103-2 The management approach and its components	52, 64			
	103-3 Evaluation of the management approach	52, 64			
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	55 Please note that as a government entity in the UAE, RTA is not mandated to disclose on the details related to this topic in the report. However, RTA did not receive any complaints or face any issues for corruption-related incidents or any fraudulent activities and misconduct of any manner in 2018.			
	205-2 Communication and training about anti-corruption policies and procedures				
	205-3 Confirmed incidents of corruption and actions taken				
GRI 300 Environmental Standards Series 2018					
Energy and Emissions					
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundary	68-69, 78			7: Affordable and Clean Energy 12: Responsible Consumption and Production 13: Climate Action
	103-2 The management approach and its components	69-70, 78			
	103-3 Evaluation of the management approach	70, 80			
GRI 302: Energy 2016	302-1 Energy consumption within the organization	72			
	302-4 Reduction of energy consumption	71			
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	80			
	305-2 Energy Indirect (Scope 2) GHG emissions	80			
	305-3 Other indirect (Scope 3) GHG emissions	80			
	305-5 Reduction of GHG emissions	80			

GRI Standard	Disclosure	Page number	Omissions	Clarifications	UN SDGs
Water					
GRI 103: Management Approach 2018	103–1 Explanation of the material topic and its boundary	74			6: Clean Water and Sanitation 12: Responsible Consumption and Production
	103–2 The management approach and its components	69, 74			
	103–3 Evaluation of the management approach	74			
GRI 303: Water and effluents 2018	303–1 Interactions with water as a shared resource	74			
	303–2 Management of water discharge related impacts	74			
	303–3 Water withdrawal by source	74			
	303–4 Water discharge	69, 74		RTA does not discharge water, as waste–water is reused internally or sent to Dubai Municipality for further treatment and use.	
	303–5 Water consumption	74			
Effluents and Waste					
GRI 103: Management Approach 2016	103–1 Explanation of the material topic and its boundary	75			12: Responsible Consumption and Production
	103–2 The management approach and its components	69, 75			
	103–3 Evaluation of the management approach	75			
GRI 306: Effluents and Waste 2016	306–2 Waste by type and disposal method	76			
Environmental Compliance					
GRI 103: Management Approach 2016	103–1 Explanation of the material topic and its boundary	68			12: Responsible Consumption and Production
	103–2 The management approach and its components	68, 69			
	103–3 Evaluation of the management approach	70			

GRI Standard	Disclosure	Page number	Omissions	Clarifications	UN SDGs
GRI 307: Environmental Compliance 2016	307-1 Non-compliance with environmental laws and regulations	68 RTA ensures the alignment of its strategic objectives with the goals of Dubai and the UAE, as well as compliance towards all environmental regulations applicable. No fines or instances of non-compliance to environmental regulation were reported in 2018.			
GRI 400 Social Standards Series 2018					
Employment					
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundary	55			3: Good Health and Well-being
	103-2 The management approach and its components	55			
	103-3 Evaluation of the management approach	55-56			
	401-1 New employee hires and employee turnover	56			
GRI 401: Employment 2016	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	57			
	401-3 Parental leave	57-58			
Occupational Health and Safety					
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundary	102			3: Good Health and Well-being 11: Sustainable cities and communities
	103-2 The management approach and its components	102-103			
	103-3 Evaluation of the management approach	103			
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	103, 104			

GRI Standard	Disclosure	Page number	Omissions	Clarifications	UN SDGs
GRI 403: Occupational Health and Safety 2018	403–2 Hazard identification, risk assessment, and incident investigation	105			3: Good Health and Well–being

11: Sustainable cities and communities |
	403–3 Occupational health services	104			
	403–4 Worker participation, consultation, and communication on occupational health and safety	105, 107, 108			
	403–5 Worker training on occupational health and safety	105			
	403–6 Promotion of worker health	57		RTA is the public roads and transport authority for the Emirate of Dubai, established under the Government of Dubai's decree No. (17).

All health–related benefits, including voluntary health promotion programs and services and workers' access to the same, are provided in line with the government mandates from public entities for the same. | |
	403–7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	104, 105, 106, 108, 110			
	403–8 Workers covered by an management system	104, 105, 106, 108, 110			
	403–9 Work related injuries	105			
	403–10 Work related ill health	106			

GRI Standard	Disclosure	Page number	Omissions	Clarifications	UN SDGs
Training and Education					
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundary	61			8: Decent Work and Economic Growth
	103-2 The management approach and its components	61			5: Gender Equality
	103-3 Evaluation of the management approach	61			10: Reduced Inequality
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	61-62			
	404-3 Percentage of employees receiving regular performance and career development reviews	63			
Diversity and Equal Opportunity					
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundary	55, 98			5: Gender Equality
	103-2 The management approach and its components	55, 98			10: Reduced Inequalities
	103-3 Evaluation of the management approach	55, 98			
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	56, 26-27			
Non-discrimination					
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundary	64			8: Decent Work and Economic Growth
	103-2 The management approach and its components	Please note that as a government entity in the UAE, RTA is not mandated to disclose on the details related to this topic in the report. However, RTA did not receive any complaints or face any issues for any discrimination-related incidents or misconduct of any manner in 2018.			
	103-3 Evaluation of the management approach				
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken				

GRI Standard	Disclosure	Page number	Omissions	Clarifications	UN SDGs
Human Rights Assessment					
GRI 103: Management Approach 2016	103–1 Explanation of the material topic and its boundary	48			8: Decent Work and Economic Growth
	103–2 The management approach and its components	52			
	103–3 Evaluation of the management approach	52			
GRI 412: Human Rights Assessment 2016	412–1 Operations that have been subject to human rights reviews or impact assessments	52			
Local Communities					
GRI 103: Management Approach 2016	103–1 Explanation of the material topic and its boundary	98			11: Sustainable Cities and Communities 17: Partnerships for the goals
	103–2 The management approach and its components	99			
	103–3 Evaluation of the management approach	99–100			
GRI 413: Local Communities 2016	413–2 Operations with significant actual and potential negative impacts on local communities	100–101			
Customer Privacy					
GRI 103: Management Approach 2016	103–1 Explanation of the material topic and its boundary	32, 37			8: Decent Work and Economic Growth
	103–2 The management approach and its components	93			
	103–3 Evaluation of the management approach	96			
GRI 418: Customer Privacy 2016	418–1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	In 2018, no instances of non–compliance were identified regarding data security and data privacy of RTA customers			

GRI Standard	Disclosure	Page number	Omissions	Clarifications	UN SDGs
Socioeconomic Compliance					
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundary	37			
	103-2 The management approach and its components	Throughout the report			
	103-3 Evaluation of the management approach	Throughout the report			
GRI 419: Socioeconomic Compliance 2016	419-1 Non-compliance with laws and regulations in the social and economic area	RTA did not receive any complaints or face any issues for regulatory non-compliance of any manner in 2018			
Innovation					
Innovation	103-1 Explanation of the material topic and its boundary	82			9: Industry, Innovation and Infrastructure
	103-2 The management approach and its components	86			
	103-3 Evaluation of the management approach	87-89			
	Topic-specific disclosures	30, 37, 50, 79, 82, 86-89			

RTA's alignment to the Ten Principles of the United Nations Global Compact

The following table lists the alignment of RTA's sustainability report with the ten United Nations Global Compact Principles, by making reference to the relevant GRI standards indicators and chapters.

The Ten Principles of the United Nations Global Compact	GRI Standards Indicator	Chapter	Comments / Page Number
Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights.	GRI 102–8	About Us, Sustainable Economic Growth and Participation	16, 55–64
	GRI 102–16	About Us	17
	GRI 102–41		Not Applicable as collective bargaining agreements are not legal in the UAE
	GRI 403–1	Sustainable Well–being and Happiness	104–105
Principle 2: Businesses should make sure that they are not complicit in human rights abuses.	GRI 102–8	About Us, Sustainable Economic Growth and Participation	16, 55–64
	GRI 102–16	About Us	17 RTA is compliant with the SA8000 standard
	GRI 102–18	About Us, Sustainable Economic Growth and Participation	19, 28
Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.	GRI 102–41		Not applicable as collective bargaining agreements are not legal in the UAE
	GRI 403–1	Sustainable Well–being and Happiness	104–105
Principle 4: Businesses should uphold the elimination of all forms of forced and compulsory labour.	GRI 419–1		RTA did not receive any complaints or face any issues for regulatory non–compliance of any manner in 2018
Principle 5: Businesses should uphold the effective abolition of child labour.	GRI 419–1		RTA did not receive any complaints or face any issues for regulatory non–compliance of any manner in 2018
Principle 6: Businesses should uphold the elimination of discrimination in respect to employment and occupation.	GRI 404–1	Sustainable Economic Growth and Participation	61–62
	GRI 405–1	About Us, Sustainable Economic Growth and Participation	26–27, 56
	GRI 406–1		RTA did not receive any complaints or face any issues for any discrimination–related incidents or misconduct of any manner in 2018.

The Ten Principles of the United Nations Global Compact	GRI Standards Indicator	Chapter	Comments / Page Number
Principle 7: Businesses should support a precautionary approach to environmental challenges.	GRI 102–11	Sustainable Mobility	79
Principle 8: Businesses should undertake initiatives to promote greater environmental responsibility.	GRI 302–4	Sustainable Mobility	71
	GRI 303–3	Sustainable Mobility	74
	GRI 305–5	Sustainable Mobility	80
	GRI 306–2	Sustainable Mobility	76
	GRI 307–1	Sustainable Mobility	No fines or instances of non–compliance to environmental regulation were reported in 2018
	GRI 308–1	Sustainable Mobility	51
	GRI 308–2	Sustainable Mobility	51
Principle 9: Businesses should encourage the development and diffusion of environmentally friendly technologies.	GRI 302–4	Sustainable Mobility	71
	GRI 303–3	Sustainable Mobility	74
	GRI 305–5	Sustainable Mobility	80
	GRI 306–2	Sustainable Mobility	76
Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery.	GRI 102–16	About Us	17
	GRI 102–18	About Us	19, 28

Independent Assurance Statement

Introduction

DNV GL Business Assurance Group AS, Dubai Branch ('DNV GL') was engaged by the management of Roads and Transport Authority ('RTA' or 'the Company') to undertake an independent reasonable level of assurance of the selected sustainability performance indicators identified through its materiality determination process ('sustainability performance data') and presented in RTA's Sustainability Report 2018 ('the Report') in its printed format for the financial year ending 31st December 2018. The intended user of this Assurance Statement is the management of the Company. Our assurance engagement was planned and carried out in August 2019 – September 2019.

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

Scope and Approach

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

(1) UAE Nationals in Executive and Senior Management Positions (2) Energy consumption related to fuel such as Diesel, Petrol and purchased electricity (3) Energy Savings – Fuel and Purchased Electricity (4) Scope 1 Emissions (5) Scope 2 Emissions (6) Reduction in GHG Emissions (7) Waste Generated and Disposed (8) Numbers of New Hires (9) Employee Turnover (10) Recordable Work-Related Injuries (11) Average Hours of Training (12) Training Hours for RTA Employees (13) Numbers of Complaints concerning Breaches of Customer Data and Privacy (14) Volunteers in CSR Projects (15) Outputs from the Idea Management System.

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

Responsibilities of the Management of RTA and of the Assurance Provider

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

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

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

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[1]The VeriSustain protocol is available on request from www.dnvgl.com and is based on our professional experience, international assurance best practices including ISAE 3000 and the GRI's Principles for Defining Report Content and Quality
* As on 4th September 2019 and based on Reports following the GRI Standards on the Sustainability Disclosures Database of GRI - database.globalreporting.org

Basis of our Opinion and Conclusion

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

- reviewed the Company's approach to its materiality determination process and its outcome as stated in this Report to validate the relevance of selected sustainability performance disclosures;

- performed a reasonable level of verification of the selected performance indicators reported in this Report for the period 1st January 2018 to 31st December 2018. The boundary was limited to RTA's four (4) agencies, three (3) sectors and one (1) subsidiary located in the Emirate of Dubai, UAE, and under its direct control;

- visited RTA's headquarters at Dubai, UAE, to review processes and systems for disclosing selected sustainability performance data and conducted in-person interviews with the management team of the Company and other representatives, including process owners and decision-makers from different agencies and sectors of the Company to validate the selected performance data. We were free to choose interviewees and interviewed those with overall responsibility to validate the Company's sustainability performance. No external stakeholders were interviewed as part of this engagement;

- performed sample-based checks of the processes for generating, gathering and aggregating the selected sustainability performance data presented in the Report. Our verification considers an uncertainty of ±2.5% for a reasonable level of verification towards errors in estimation and measurement, and omissions as mutually agreed;

- reviewed by means of sample-based checks, the methods, measurement techniques, estimation methods, assumptions and uncertainties involved in the process of data measurements as adopted by the Company and obtained an understanding of the data management system to test the accuracy, reliability and completeness of selected performance disclosures.

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

Opinion and Conclusion

We evaluated the process of data aggregation in relation to the principles of Accuracy, Reliability and Completeness of performance indicators which are based on GRI Standards and as detailed below. Based on our methodology and scope of work agreed upon, we confirm that the following disclosures are a fair representation of the Company's sustainability performance for the year 2018:

Sr. No.	GRI Standard/Topic	Verified Performance Indicator
1.	GRI 202: Market Presence 2016 202-2 Proportion of Senior Management hired from the Local Community	• UAE Nationals in Executive and Senior Management Positions
2.	GRI 302: Energy 2016 302-1 Energy Consumption within the Organisation 302-4 Reduction of Energy Consumption	• Energy consumption related to fuel such as Diesel, Petrol and purchased electricity • Energy Savings – Fuel and Purchased Electricity

3.	GRI 305: Emissions 2016
	    305-1 Direct (Scope 1) Emissions
	    305-2 Energy indirect (Scope 2) Emissions
	    305-5 Reduction of GHG Emissions
		• Scope 1 Emissions
		• Scope 2 Emissions
		• Reduction in GHG Emissions

4.	GRI 306: Effluents and Waste 2016 306-2 Waste by Type and Disposal Method	• Waste Generated and Disposed
5.	GRI 401: Employment 2016 401-1 New Employee Hires and Employee Turnover	• Numbers of New Hires • Employee Turnover
6.	GRI 403: Occupational Health and Safety 2018 403-9 Work-related Injuries	• Recordable Work-Related Injuries

7.	GRI 404: Training 2016 404-1 Average Hours of Training per Year per Employee	• Average Hours of Training • Training Hours for RTA Employees
8.	GRI 418: Customer Privacy 2016 418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	• Numbers of Complaints concerning Breaches of Customer Data and Privacy
9.	People Happiness Responsible Social Behaviour for Positive Community Engagement	• Volunteers in CSR Projects
10.	Innovation Idea Management System	• Ideas Submitted • Ideas Approved • Ideas Implemented

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

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

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

Completeness
How much of all the information that has been identified as material to the organisation and its stakeholders is reported.
The selected boundaries for the sustainability performance verified by us for the reporting period includes RTA's sectors, agencies and subsidiary in the UAE over which it exercises direct control. In our opinion the Report has fairly addressed the requirements related to the Principle of Completeness.

For and on behalf of DNV GL Business Assurance Group AS, Dubai Branch

Balamurugan Sambasivam Country Representative, Middle East DNV GL Business Assurance Group AS, Dubai Branch	Kiran Radhakrishnan Lead Verifier DNV GL Business Assurance India Private Limited, India	Vadakepatth Nandkumar Assurance Reviewer Head – Regional Sustainability Operations DNV GL Business Assurance India Private Limited, India.

8th September 2019, Dubai, United Arab Emirates.

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