



We Protect, We Care

Dubai Customs
Sustainability Report
For the year 2008

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Message from the Director General's

"It is far easier to build financial capital than it is to build intellectual, psychological and moral capital. Building a road or a bridge may take a year or two, but developing people takes a lifetime. Social development, in all its aspects, requires distinct programs, outstanding performance, patience and special criteria for measurement and evaluation."

Mohammed Bin Rashid Al Maktoum

With these words, His Highness Sheikh Mohammed Bin Rashid Al Maktoum has launched the Dubai Strategic Plan (DSP 2015), a plan that outlines his vision for Dubai as an inspiring model of community well-being and national identity.

Going along with the Government's general directions, sustainability has become a core value in Dubai Customs. Moreover, the global economic situation makes it more vital than ever that we remain committed to improving the triple bottom line of our economic, environmental, and social performance.

In addition to collecting Customs revenues and helping apply measures that promote fair trade practices, our main role in Dubai Customs is to facilitate trade and the movement of people across our borders while protecting sovereignty. We firmly believe that incorporating innovation and technology into our activities and operations is the best means of keeping up with this fast-paced world. Not only do we seek to develop Customs processes, procedures and technology, but also, and most importantly, qualify its people to meet future challenges.

Dubai Customs World is forging ahead as a global pioneering organization that provides innovative solutions to Customs organizations in developing countries. Our vision is far-reaching since we aim at enabling the lagging Customs organizations to join us on-line, share our state-of-the-art techniques and thorough elimination of hassles and delays, and enhance their volume of trade and customs revenues without compromising customs controls.

Ultimately, successful capacity building requires a strategic approach with continual benchmarking to sustainability that utilizes the aforementioned key elements. That is why we at Dubai Customs have committed ourselves to long-term improvement processes, not shortsighted solutions, to tackle this issue. A long-term focus and a radical approach lay the foundation for sustainability and provide equivalent benefits to government and businesses, thus making the country itself more attractive for trade and investment.



Whatever the coming years may bring, we are confident that innovation, passion, and success will continue to be at the heart of Dubai Customs. We are determined to embark on making greater contributions to best serve the needs of our employees, customers, partners, and suppliers, as well as the environment and society.

This report details our achievements, planned improvements, and overall progress in what we know will be an ongoing transformational journey toward sustainability. Throughout this year, we have solidified our strategy, clarified our goals and Key Performance Indicators (KPIs), and continued to champion innovation, prosperity, and fully inclusive workforce. We are confident that we will succeed not only in surmounting any obstacles and achieving the goals we have set for ourselves, but also in exceeding the expectations, rising up to the challenges, and eventually coming off with flying colors. And in the process, we intend to report on our progress each and every year along the way.

We are reaffirming our commitment to our core values: Living by the highest standards of ethics; protecting the health and safety of our people every minute of the day; preserving the well-being of the environment and natural resources; striving to grow as a high-performance workplace; and making meaningful contributions to the communities where Dubai Customs work and live.

It is our belief that financial success, environmental excellence, and social responsibility are totally aligned. And on the pages of this report we will highlight several areas that demonstrate our progress and shed light on a few others where we have further work to do; thus you will be able to see how our values come to life and how this relationship benefits our communities, customers, and shareholders.

We value transparency, honesty, integrity, respect, and dignity in all our relationships with customers, investors, employees, and the local communities in which we operate. I encourage you to read this Sustainability Report and visit our website for more information on our goals, performance, challenges, and opportunities. Together we can and we will create solutions for a more sustainable world.

Ahmad Butti Ahmad

Director General, Dubai Customs



Corporate Profile

Our Story

Appropriately dubbed the City of Merchants, Dubai has taken advantage of its location on one of the oldest sea routes between East and West. At the turn of the century, trade became the back-bone of Dubai's economy. Along with that, Customs developed into a well-organized body and assumed a position comparable with that of state treasury.

In its early days, Customs was entrusted with various income-generating tasks primarily centered on the levy of Customs duties on goods imported in dhows, trade taxes from traders and rent collected from leased government properties. Although goods also came by land, the Creek or “Khor Dubai” epitomized Customs. It provided convenient port and docking facilities to absorb the large number of dhows entering the Creek. As a result, many businesses came to be located on both sides of the Creek- an environment, which saw them flourish.

One of the services rendered by the Government to the community in general and traders in particular was the improvements made on both sides of the Creek. Massive dredging was carried out, while wooden platforms were built on its banks acting as embarkation points for abrah (ferryboat) passengers and to facilitate offloading of goods from boats and barges.

As Customs dues needed collecting on all imported goods, a security system had to be devised to have better control of ships trying to evade paying Customs duty. Sentry posts were built at the mouth of the Creek in Shindigah and other coastal areas to control ship movements around the clock.



Today

In the last few years, Dubai has witnessed a phenomenal growth in economic and urban development. The increasing volume created a corresponding growth in the work of Customs and more staff and more activities had to be added to control the increasing volume of both imports and re-exports.

Customs is no longer a mere collector of duty or inspector of cargo. Customs has assumed new responsibilities that are more significant from a traditional perspective. It has expanded to include the facilitation of trade while, at the same time, Customs continues to play a vital role in preventing the entry of goods detrimental to the United Arab Emirates society.

The simple and easy customs procedures have facilitated smooth movements of consignments in and out of the country, affording international trade remarkable incentives. The liberal economic policy regarding customs operations brought about rapid increase in the Emirates development and trade. The policy regarding re-export is another factor in the speedy development achieved by the economy of Dubai.

Today, Dubai Customs has a total work force of approximately 2,800 employees who are functionally divided into 6 Divisions comprising of Policies and Legislations, Customs Development, Cargo Operations, HR, Finance and Administration, Customer Management and Community Affairs and Govt. Partnership. In addition to 7 Departments namely Strategy & Excellence, Corporate Communications, Internal Affairs, Audit and Risk Management, Passenger Operations, Special Task and Intelligence. With the expected growth of the business volume within Dubai, it is expected that there will be an additional growth in the number of employees during 2010. This however, is also seconded by the unique Reform and Modernization Program, having many projects under its umbrella whereby processes and service levels are enhanced through re-engineering, automation and modernization.



"If we don't change our direction, we are likely to end up where we are headed"

Our Vision

To sustain economic and social development in Dubai and to be one of the leading customs administrations in the world supporting legitimate trade.

Our Mission

Working in collaboration with the government and key stakeholders to continuously improve compliance, meeting national commitments and to apply control in a seamless and cost-effective way, in line with the Dubai Government Excellence Program.

Core Values

Customers and other stakeholders are our ambassadors for our business: this can be achieved through working in partnership with our stakeholders.

Staff

Have a clear and shared sense of direction: this can be achieved through people competences development based on the principles of quality and the essence of 'do it right the first time and every time', also through a specific training program.

Supportiveness

Have a friendly working environment, which supports staff, customers and other stakeholders. Moreover, ensures good feedback with and between them; and comprehensive induction programs for new employees.

Forward thinking

A healthy working environment that encourages and supports staff innovation and creativity towards continuous improvement: this can be supported by building close relationships with research and educational.

Strategy for Sustainability, Growth & Competition

Strategic Goals Long Term Business Strategy

GOAL ONE

Play a major part in the economic & social development of Dubai

Critical Results Areas:

- Work closely and in partnership with stakeholders to meet their needs and requirements (Customers, investors, suppliers, society, government and regional and international bodies)
- Participate in the strategic planning of Dubai government
- Develop culture of excellence in Dubai
- Provide training programs for nationals to increase their role and contribution to the Development of Dubai Customs
- Play a role in developing knowledge - based economy
- Support local, regional and international trade



GOAL TWO

Adopt & share best practice business processes and systems

Critical Results Areas:

- Benchmarking against the best in class in the world
- Set up policies to attract investors/traders
- Identify/develop and improve key and supportive processes
- Provide information to users
- Develop an effective management system
- Ensure the balance between security and facilitation through Risk Management
- Work closely in partnership with the private sector and in collaboration with other regulatory agencies
- Carry out research & development
- Introduce e-customs
- Adopt excellence methodologies



GOAL THREE

Provide best human and technological resources

Critical Results Areas:

- Attract highly qualified people
- Create a healthy business environment and work conditions
- Improve productivity and efficiency of both people and processes
- Provide efficient training to all levels of staff
- Adopt effective IT technology

GOAL FOUR

Improve customer satisfaction & loyalty

Critical Results Areas:

- Deploy customer surveys
- Enhance customer service
- Expedite delivery of services/clearance
- Implement e-customs/DPP

As the Government Agency which has responsibility for border risk management, Dubai Customs has a significant role in the protection of society by, amongst other things, preventing the importation of goods that could be harmful to the citizens of Dubai's well being; protecting the economy ensuring that importers and exporters pay the appropriate duties and that they do not get an unfair market advantage by the misrepresentation of goods; ensuring that ships and aircraft coming to Dubai are not used to bring in prohibited and restricted goods such as drugs, pornography etc; protecting consumers from copied goods that are represented and sold as being original and ensuring items of national heritage are not smuggled out of the country



Stan Wright

Program
Director



CUSTOMS - LOCATIONS

Name of Custom Center	Type of Customer Center (Sea port, Airport, Free zone)
Dubai Airport Freezone	Free zone
Passenger Airport (Terminals 1, 2 & 3)	Airport
Dubai Creek	Seaport
DMCC (Dubai Multi Commodities Center)	Airport
Dry Port Customs	land & Airport
Ducamz	Free zone
GPO	Air Port
Hammriyah	Seaport
Jebel Ali	Seaport
* Port Rashid	Seaport
Tecom (under J Ali)	Seaport
Cargo Village	Airport
Textile	---
Hatta	Border/ Land Port



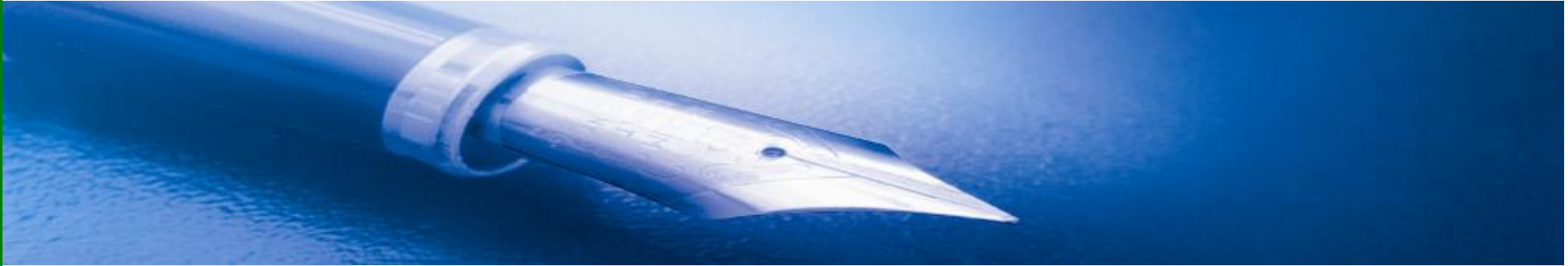
About this report

Dubai Customs Sustainability Report for the year 2008 is the annual publication detailing our economic, social, and environmental activities and performance. It shares our engagement with stakeholders and addresses the social and environmental impacts that are pertinent to our business in 2008.

The report focuses on our principal business as a public service organization. Moreover, it describes our activities, which take into consideration the well-being of the community and environment in which we operate.

In the past year, we have focused on making further progress and improvements in our environmental and social performance. In particular, much effort and success has been achieved in the latter, especially in the area of community initiatives. We have also incorporated the SA8000 and AA1000 systems across the Company to further integrate CSR into our business.

This is the Company's first dedicated report on sustainability. Dubai Customs is voluntarily disclosing the information as we respect and uphold the principle of corporate transparency and open communication.



Reporting period

This report primarily focuses on the activities, which Dubai Customs was engaged in for the year 2008. We expect that the report will continue to evolve over the coming years as we focus on improving our environmental and social data management to enhance our reporting and accountability.

Assurance

Dubai Customs has engaged CSE, a CSR consulting company, to review the content of this report and validate the accuracy and reliability of all statements, figures, and management processes related to sustainability for the reporting period. The audit covered the relevant Key Performance Indicators, policies and procedures as well as the data sources and collection methods.

Accessibility

As part of our environmental conservation efforts, only a limited number of copies of this report have been printed. However, this report can be downloaded from our website at www.dubaicustoms.ae

Feedback Channel

We actively seek and value the feedback extended by our stakeholders as an important way of improving our CSR practice. If you have any views, comments or feedback, please send them to:

Ms Feryal Tawakul

Executive Director, Community Affairs & Government Partnership

Dubai Customs

P.O Box 63, Dubai, UAE or E-mail: feryal.tawakul@dubaicustoms.ae



Dubai Customs Commitment to CSR

Corporate Social Responsibility (CSR) integrates marketplace, workplace, environment and community concerns with business operations in interaction with the stakeholders. For Dubai Customs, Corporate Societal Responsibility means going beyond our core function of law and order to carry out initiatives and activities for the society's benefit. Besides keeping our country safe and secure, we are constantly encouraged to help contribute further to our society. The very basis of Dubai Custom's CSR policy is to honor the United Nations Universal Declaration on Human Rights and the elementary ILO conventions and to encourage and assist our stakeholders to do the same. Our commitment to CSR is demonstrated and continuously improved by emphasizing the importance of values, business ethics and good working conditions for sustainable growth. We develop and operate our networks in accordance with best environmental practices.

Purpose and Objective

Our overall economic objective is to build a strong economy and a fair society, where there is opportunity and security for all. We are committed to delivering a strong economy based not just on high and stable levels of growth and employment but also on high standards of environmental care. We promote fairness alongside flexibility and enterprise, to ensure that everyone can take advantage of opportunities to fulfill their potential. Dubai Customs is committed to conducting its affairs in a socially responsible manner and to maintaining the highest standards of business ethics. Our aim is to treat all the Company's Stakeholders (including shareholders, host governments, partners, employees, contractors, suppliers and the communities where we work) fairly at all times and to respect cultural, national and religious diversity. We also endeavor to have a positive social impact in the countries with which we operate by minimizing the environmental impact related to our operations, generating government income and working in partnership with local communities to promote sustainable welfare initiatives.



Our CSR Vision

To integrate economic, social and environmental concern in our business operations and in interaction with our stakeholders on a voluntary basis in order to meet or exceed the ethical, legal, commercial, and public expectations that society has from us.

Our CSR Mission

With perfect sincerity and integrity, we will strive to fulfill our responsibilities: our economic responsibility, our social responsibility, and our environmental responsibility

Our CSR Values

- Place the customer experience at the core of all activities
- Commitment to our employees through providing opportunity, nurture talent, develop leaders and reward achievement
- Operate business ethically, holding ourselves and conduct business to high standards of fairness, honesty, and integrity, being individually accountable and collectively responsible
- Give back to the community by taking serious responsibility of protecting the borders and ensuring secure trade
- Continuous strive for improvement and modernization responding to changing stakeholders needs through constant evolution and innovation

"Social Responsibility has been ingrained in the culture of Dubai Customs since our earliest days. Our growth and success has enhanced our responsibility and commitment to benefiting the stakeholders we work with by focusing on economic alleviation, social cohesion and environmental improvements in the larger interests of the community we live in. It is no coincidence that we publish our first CSR report this year - in a time of global recessions where trade and business are facing enormous pressures. We believe the timing is right to communicate how we are evolving and engaging ourselves in sustainable practices. Greater transparency & accountability and open dialogues with all our stakeholders are essential as we go hand-on-hand with the global community to ensure a safe and healthy world."



Feryal Tawakol

*Executive Director,
Human Resources*

Commitments & Objectives

Commitment

Economic Responsibility

Using integrity and high ethical standards to guide the way our business operates, we strive to develop in a harmonious and sustainable way

Social Responsibility

Through the establishment of our information network and our programs to support those needs we will ensure our business grows in harmony with society

Environmental responsibility

By rationalizing energy use, and prompting recycling reuse, we will strive to grow in harmony with the environment

Objectives

Meeting our economic responsibility means managing the long-term sustainability of our business, we will:

- Implement innovative and effective management structures and methods
- Strive to ensure low cost, high efficiency operations
- Engage in effective management and risk controls
- Grow our business in a way that adds value and takes advantage of our key strengths
- Create new opportunities, continuously improve our capabilities and lead internationally

Meeting our social responsibility goes hand in hand with the concept of "informatization" - ensuring our technology is widely accessible and applied in ways that benefit society. We will:

- Further expand our network coverage and infrastructure
- Develop a diverse set of products and services that satisfy our customers' needs
- Create a secure and healthy environment for employees, customers and society at large
- Help those in need by supporting poverty alleviation and education
- Contribute to the overall advancement of society and culture

Meeting our environmental responsibility means protecting the natural environment. We will:

- Support and operate a : "green network", that reduces energy use and helps lower emissions
- Closely manage waste disposal and reuse, building an environmentally-friendly organization
- Conduct research and promote recycling and reuse
- Continue to raise the public's awareness of environmental issues and encourage public

Scope

Dubai Custom's overall mission is to contribute to Dubai's Social and Economic development, adopt best practices, contribute to Technology and Human Resources and above all Customers and Stakeholders satisfaction and loyalty. Our involvement in CSR projects, initiatives and activities shall, on an ongoing basis, contribute to the creation of jobs and income, improvement of corporate governance, sound environmental and social performance, and the development of the local communities. We seek to ensure that our action plans contribute continually to sustainable development. We are committed to securing high standards of CSR as a fundamental aspect of sound business management and business practice. Dubai Custom's senior management, employees and staff must conduct all their business operations in full accordance with the values and the spirit laid down in the CSR policy.

The main issues of concern covered by our CSR policy are the following:

Human rights

It is a fundamental value of the Dubai Customs to respect the basic human rights, and we cannot accept forced or compulsory labour and the use of child labor in activities, which are dangerous to the moral or physical well-being and development of the child. We advocate non-discrimination and encourage promoting gender equality.

Employee and Labor practices

Dubai Customs require that all employees in the organization have as a minimum the right to rest, reasonable limitation of working hours, periodic holiday, and reasonable remuneration. All employees must be allowed freedom of participation in social, cultural and environmental activities.

Occupational Health and Safety (OHS)

Sound OHS procedures include application of principles of hygiene, substitution of hazardous substances, establishment of work procedures and material safety sheets and ensuring personal protective equipment.

Environment

Actively manage the environmental impact and take actions to improve overall environmental performance as appropriate. The organization supports a preventive and precautionary approach to environmental challenges.

Anti-corruption

Dubai Customs do not accept corruption and bribery. The company and all its representatives should not accept a bribe in any form and should not provide improper benefits to customers, agents, contractors, suppliers, employers or to government officials.

Product responsibility

Dubai Customs do not finance or support any projects, products or services that are prohibited in the UAE for any environmental, human rights or other CSR reasons.

Community development and society aspects

Dubai Customs encourage contributing to the development of the local society within the ability and the scope of its core business and business concept.

Animal welfare

Dubai Customs require that animals used in food production, for other commercial purposes or for testing are treated properly. The organization supports that vets and agriculture technicians do efficient controls and inspections.



Our 3 years plan for Managing CSR



Our CSR Key Performance Indicators

Social contribution is a main objective for Dubai Customs, as it is included in its Corporate Balanced Scorecard Perspective (contribution to economic and social growth). This contribution is measured through a set of KPIs:

- Number of CSR initiatives, segmented into large-scale projects, small-scale activities and sponsorships;
- Categories of beneficiaries;
- Number of beneficiaries;
- Community survey results: the survey investigates the society's satisfaction with availability and accessibility of information related to CSR, equality in offered services to the society, nature of the relationship with other parties, participation in training and education, support of charity and health projects, support of cultural and sport activities, efforts and initiatives of voluntary and humanitarian nature, health risks and work accidents, pollution ...

Our Benchmarking Technique

Corporate Social Responsibility (CSR) has become an important issue for organizations specially the government sector, however this industry appears to be slow in adopting CSR strategies. By focusing on CSR, we argue that the implementation of CSR audits could help to integrate economical, environmental and social considerations into the organization. We consider that a socially responsible organization will fully consider what impacts on communities and the environment will result from strategic and operational decisions, as well as better balancing the needs of all stakeholders.

Our aim is to report on areas that will develop a formal description of CSR for our business, and to examine its likely applications in a multi and cross-cultural setting. CSR concepts and techniques developed in other sectors including public and private, will provide a benchmark for our organization. The challenge of adopting CSR benchmarking management techniques in Customs organizations in the UK and Far East opens up a door to help examine the extent of the influence of organizational culture in a cross-cultural setting, enabling the generated models of CSR to better handle and understand cultural dynamics.



Guiding Principles

Dubai Customs recognizes that we must integrate our business values and operations to meet the expectations of our stakeholders. They include customers, employees, suppliers, the community and the environment.

- We recognize that our social, economic and environmental responsibilities to these stakeholders are integral to business. We aim to demonstrate these responsibilities through our actions and within our corporate policies.
- We take seriously all feedback, complaints and compliments that we receive from our stakeholders and, where possible, maintain open dialogue to ensure that we fulfill the requirements outlined within this policy.
- We shall be open and honest in communicating our policies, strategies, targets, performance and governance to our stakeholders in our continual commitment to sustainable development.
- Dubai Customs will, where reasonable, make the necessary resources available to realize our corporate responsibilities. The responsibility for delivery lies with all employees.
- In relation to community involvement, we will identify a charity each year and staff will work together to raise funds and aid the charity as and when possible in a practical way. This will be equally supported by the management through special budgets for the cause.



Challenges

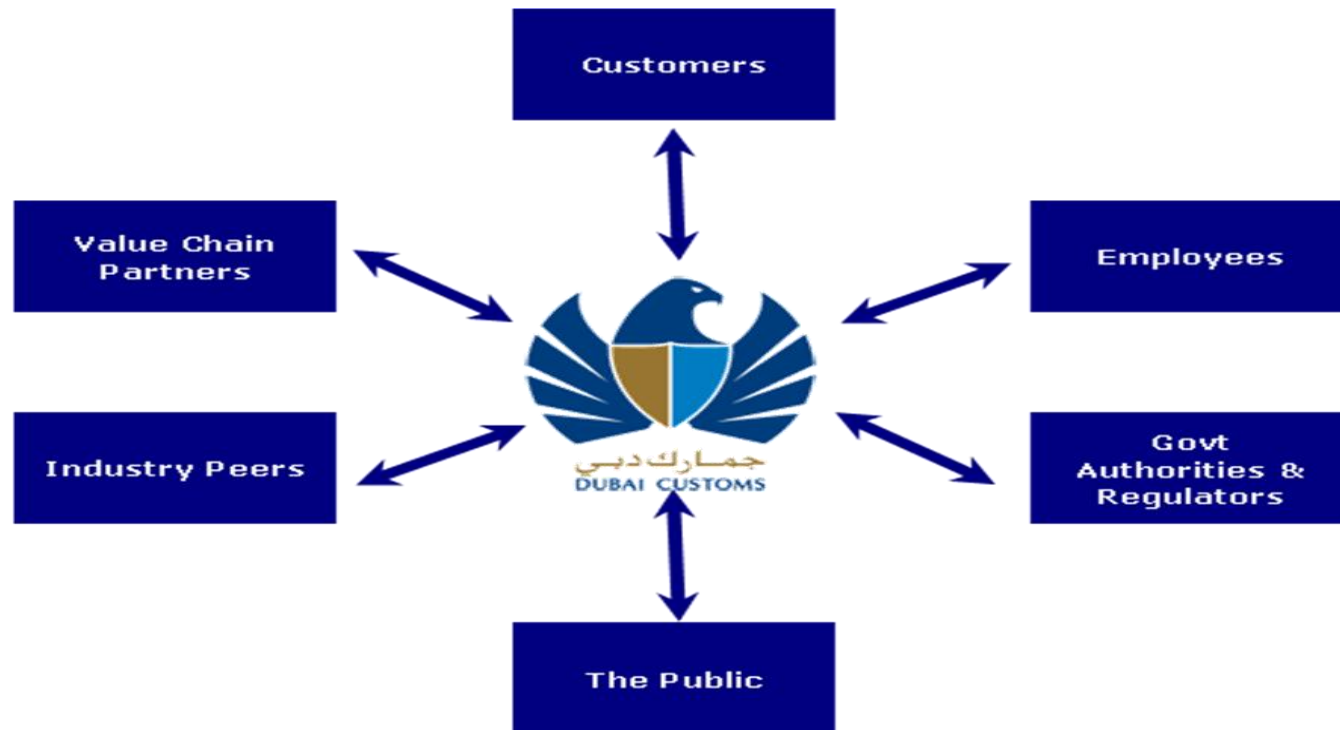
Given the current economic downturn situation, our CSR activities were affected. However, contrary to the traditional belief that hard economic conditions negatively impact an organization's CSR efforts, we at Dubai Customs genuinely admire that such conditions will rather catalyze and strengthen our CSR initiatives and engage to utilize effects of the crises for the betterment of the society as a whole.

From macroscopic point of view, public efforts within our organization will positively influence the workforce environment and attractiveness of the trade within this region through implementation of CSR. The cooperation between inter-company relations, in sum, will have positive impact on overall economic development of the region, and meanwhile create an environment suitable for working and living, and facilitate development of overall business in the region.

Examples may include recruiting and absorbing intellect resources available in the region as a result of recent layoffs. Moreover, inviting, analyzing and implementing valuable suggestions from employees and customers which can contribute towards the improvement or sustainability of the economic situation is another initiative in this regard.



Our Stakeholders



Stakeholder Engagement – Participation Mechanism

Stakeholder Type	Method of Engagement	Stakeholder Expectation
Customers	<ul style="list-style-type: none"> •Customer satisfaction survey •Customer complaint management •Customer service center 	<ul style="list-style-type: none"> •Providing high quality, innovative products and services to meet the needs of our customers
Employees	<ul style="list-style-type: none"> •Employee Representatives Committee meeting 	<ul style="list-style-type: none"> •Provide equal employment and career development opportunities •Recognize and work on employee health issues and create a safe working environment
Government Authorities and Regulations	<ul style="list-style-type: none"> •Regular communication 	<ul style="list-style-type: none"> •Comply with relevant laws and regulations •Reduce energy use and manage waste
Value Chain Partners	<ul style="list-style-type: none"> •Training for value chain partners •Contract bidding and procurement management •Supplier assessment and management 	<ul style="list-style-type: none"> •Work with value chain partners to meet the needs of our customers •Mutually beneficial growth
Industry Peers	<ul style="list-style-type: none"> •Meetings •Industry discussion forums 	<ul style="list-style-type: none"> •Build a fair competitive environment •Promote sustained industry development
The Public	<ul style="list-style-type: none"> •Community engagement •Philanthropic activities 	<ul style="list-style-type: none"> •Build a harmonious society •Actively engage in philanthropic activities •Protect the environment

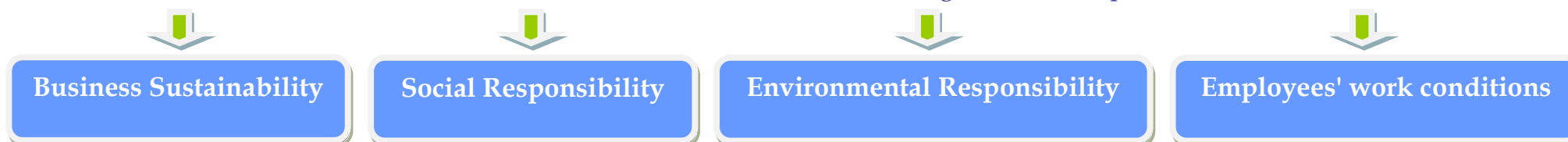
"Corporate Social Responsibility is not something cosmetic or superficial; we must embed it in our roots, values and activities. It must make a difference to the way we do our business and the way we interact with our stakeholders."



Mohammed Matar Al Marri
Executive Director
Cargo Operations

Dubai Customs' CSR Strategy

Our strategy as a responsible governmental organization is to convey ethical and sustainable performance. To attain our vision we committed ourselves to CSR values concentrating on four main pillars



To reach our goals for sustainable responsible business we have planned a well-designed process to be implemented through the following steps



Dubai Customs Governance and Integrity

Good corporate governance is a cornerstone of strong business performance. That is why; we at Dubai Customs committed ourselves to demonstrate and maintain good corporate governance in many ways. We strive to be transparent with and responsive to our stockholders while managing the organization for long-term success. We communicate with our stockholders through reports, press releases and other formats. We meet frequently with stockholders to discuss governance, financial, environmental, social and policy issues. For example, in 2008 we met with stockholders.

Objectives

Corporate Governance aims to guarantee achieving the organization's strategic goals effectively through:

- Clarifying and simplify taking decisions and addressing responsibilities processes through applying clear rules and policies.
- Improving service quality and related performance mentoring.
- Enhancing the quality of the organization's internal systems, in order to reach best results.
- Applying fairness and transparency.

References

- Dubai Strategic Plan 2007-2011
- Dubai Excellency Program for Governmental Performance

Boundaries

- Dubai Government Laws
- Customs Policies and Legislation
- United Association for customs Laws

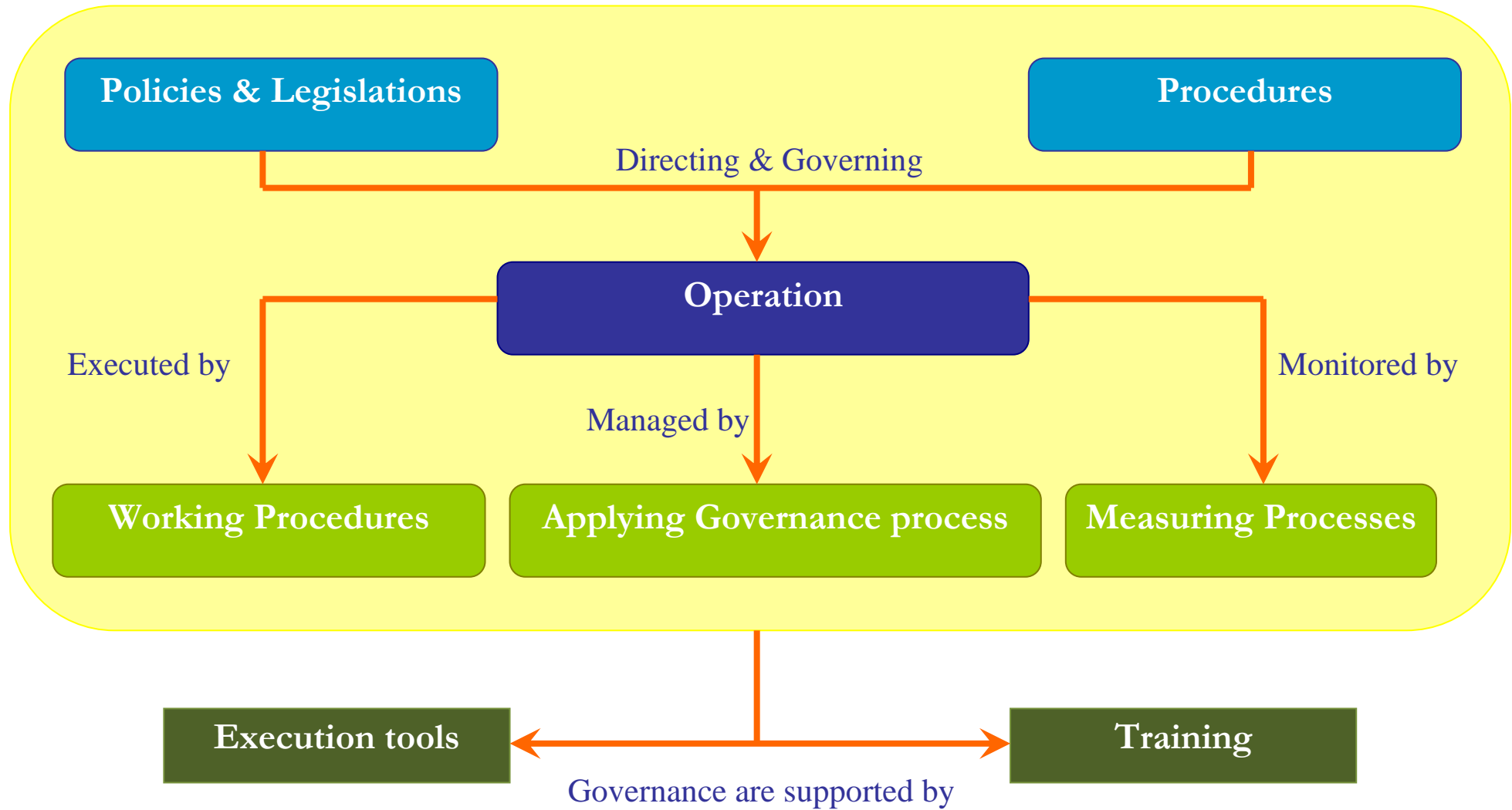
"In my opinion, our corporate social responsibility is concerned with treating the stakeholders of our organization ethically as well as in a socially responsible manner. Stakeholders exist both within as well as outside. Consequently, behaving in a socially responsible manner will increase the human development of stakeholders both within and outside the organization."



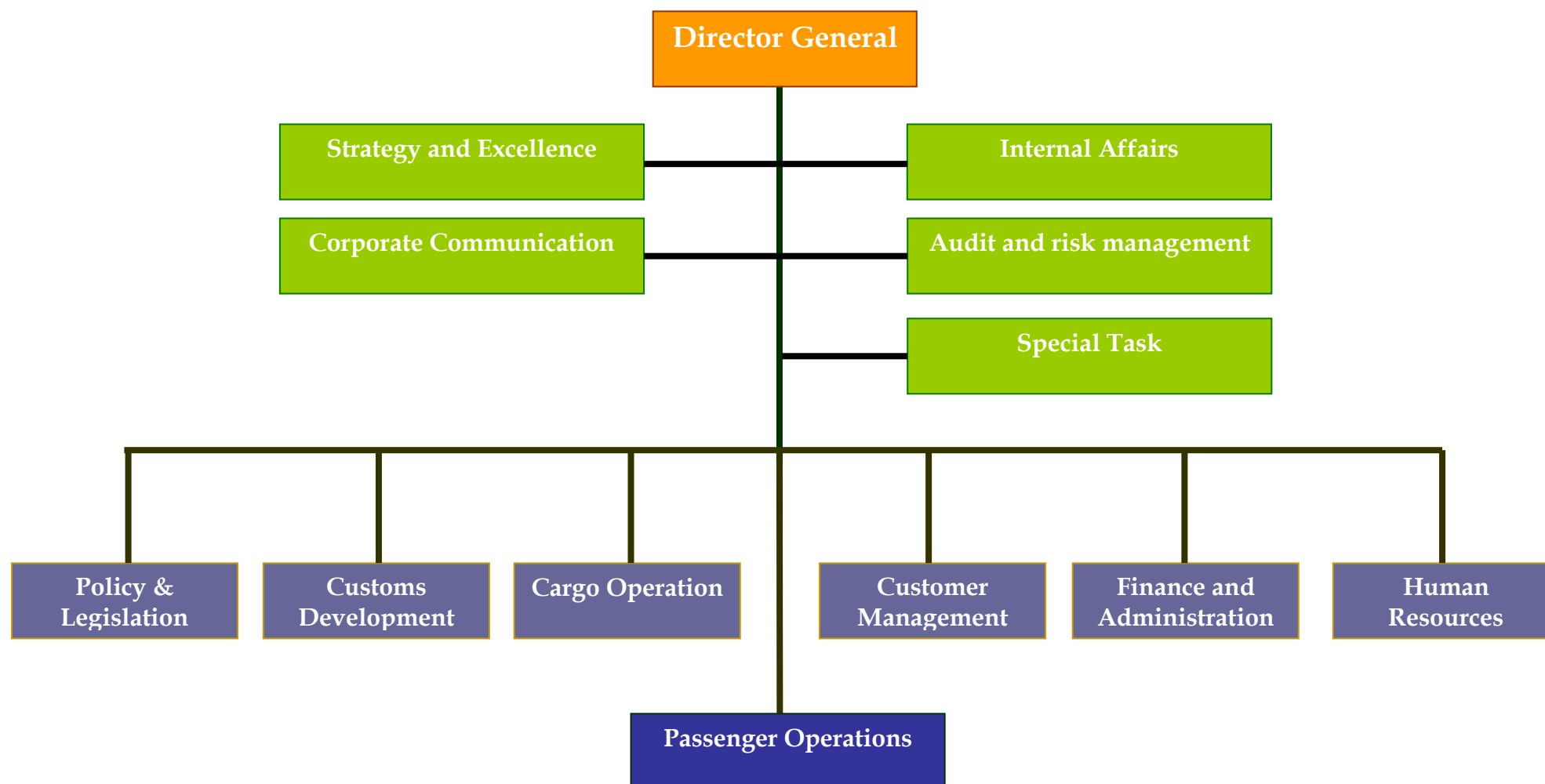
Ahmad Mahboob
Musabih

Executive Director,
Customer
Management

Key Elements of Dubai Customs' Governance



Dubai Customs Organizational Structure



Dubai Customs Teams / Committees List

COMMITTEE / TEAM	HEADED BY	ROLE OBJECTIVE
Higher Supervision & Guidance Committee/DGEP	Director General	Prepare and supervise Customs Corporate Excellence Model and follow-up the Working Groups tasked with the criteria thereof.
IT Team	Executive Director, Customs Development	Make decisions & actions relating to customer online service ensuring that the organizational results thereof are improved in meeting clients' needs.
Reform & Modernization Program	Executive Director, Customs Development	Follow-up and implement RMP projects in line with the organizational strategy.
VAT Project Committee	Executive Director, Corporate Support	Study & implement VAT regime , create an independent BU for management, providing system with required staff as per approved business plan.
VAT IT Review Board	Executive Director, Corporate Support	Develop VAT regime.
VAT Program Review Board	Executive Director, Corporate Support	Produce and follow-up VAT policy issues
Improvement & Development	Executive Director, Planning & Strategy	Develop and improve customs functions and procedures based on DGEP criteria.
E-inspection Team	Inspection Officer, Ops & Tech Support Dept.	Oversee e-inspection program. Control, development, training and follow-up.
Technical & Admin Follow-up	Senior Manager, Customs Intelligence	Manage customs security and admin follow-up process.
Goods Examination Committee	Manager, Detained Items & Intervention	Examine container detained goods in case the declaring fails to attend.
Unified Coordination Team	Senior manager, Customs Intervention	Manage customs intervention operations, exchange views on IPR protection & combat commercial frauds & counterfeiting in liaison with representatives from local & Federal Government departments and chambers of commerce Association.
Customs security knowledge qualification and development team	Manager, Detained Items and Intervention Section	Qualify and develop customs centers operations staff in respect to customs security knowledge.
DPP Migration Team	Manager, Port Rashid customs operations	Develop integrated program for migrating clients to DPP.
Corporate Steering Committee	Director General	Develop strategic plans and programs and follow-up their implementation.
SRS Committee	Executive Director, HR	Study the suggestions received from internal and external customers, find adequate solutions, reward successful suggestions and reporting to DG.
Commodities Classification Team	Senior Manager Tariff and origin	Consider the disputed classification of commodities.
Common Customs Law Team	Executive Director , legislations and Policies	Review the common customs law and make amendments/comments for onward submission to FCA and GCC Secretariat General.
Valuation Committee	Executive Director, New Customs centers Management	Settle disputes arising between Customs centers and the declarants over the value of imported goods in case of failure to resolve such disputes at the customs centers.
Customs Grievances Committee	Executive Director – Customer Management	Consider clients` grievances that decided by the Customs Cases Section.
CDR Accounts Committee	Executive Director – Customer Management	
Admin Offences Committee	Director Administration	Consider admin offences committed by customs staff and discuss disciplinary penalties to be imposed according to the provisions of the law.
New employees orientation Team	Training Manager	Design a special training program for the new employees.
Grievance and Complaints Committee	Executive Director, Corporate Support	Discuss grievances & complaints submitted by customs staff according to provisions & powers of law & resolving them subject to business rules & regulations in force.
Conciliatory Settlement and Fines	Executive Director, Sea Ports	Consider clients claims relating to customs transactions making the appropriate decisions.

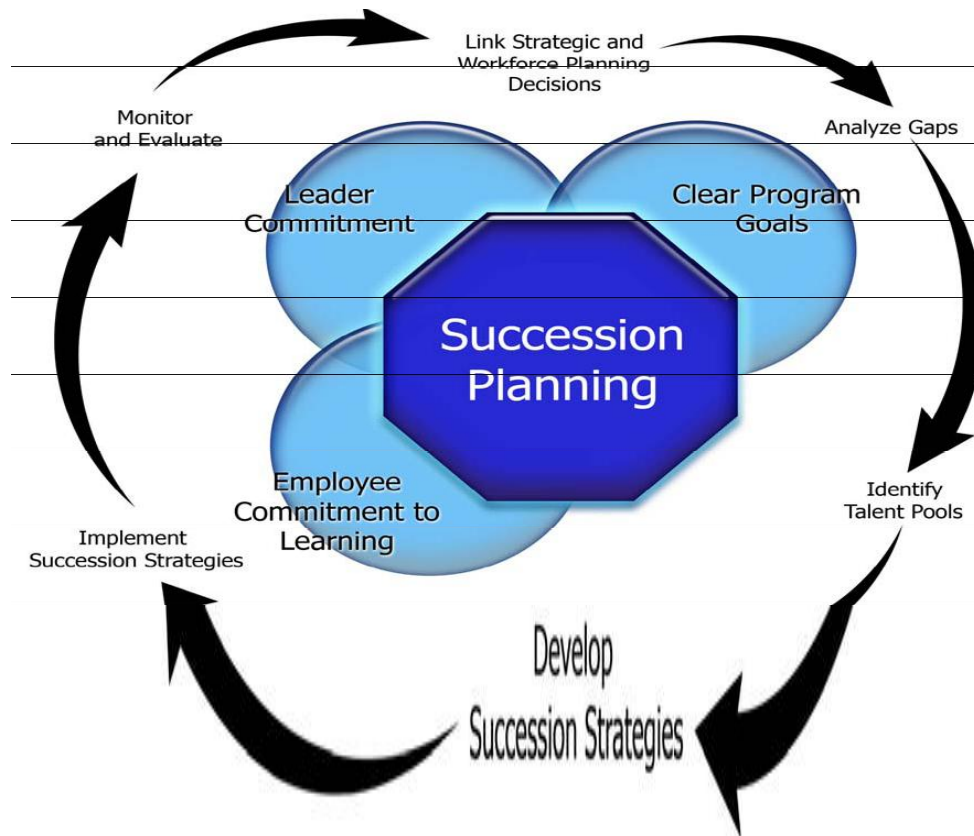


Our Succession Plan

One of the aims of the Dubai Customs Strategic Plan 2008 & beyond is to achieve Government Excellence by strengthening its strategic and forward-looking focus, empowering, and motivating employees. The use of a career planning & development methodology to underpin the human resource system incorporating succession planning, learning, nationalization, retention, career design & redesign and performance management is an important mechanism to achieve this objective. It has also been identified as one of the key factors that need to be in place in order to create a focused, motivated & high performing culture. This is vital to the Dubai Customs' success. This methodology reflects the feedback received through an extensive consultation process as well as benchmarking activities. These were solidified by benchmarking against multinationals as well as government organizations around the world.

Objectives

- Build a leadership pipeline/talent pool to ensure leadership continuity
- Develop potential successors in ways that best fit their strengths & DC needs
- Focus DC resources on talent development that yields greatest ROI.
- Recognize that some jobs are the lifeblood of the DC organization and too critical to be left vacant or filled by any but the best qualified persons. Identifying best candidates for categories of positions.
- Framework for specific, individualized career & development plans for each DC employee.
- Critical to mission success and create an effective process for recognizing, developing, and retaining top leadership talent.



"It is Dubai Customs' continuous commitment to run government business ETHICALLY and contribute to economic development while improving the quality of life of the workforce and their families as well as of the local community and society at large."



Khalil I. Andraos
Director of Finance

Responsibilities

Main Task	Responsibility	Accountability	Authentication
Planning	Manager / HR	Executive Director / Head of Strategy	HR
Reviewing	Line Manager	Reviewing Manager	Executive Director
Assessing	Line Manager	Reviewing Manager	Executive Director
Rewarding/Learning	Line Manager	Reviewing Manager	HR

The performance management cycle consists of 6 steps phases as follows:

Step 1: Project Planning, Buy-in & Initiation

Step 2: Gaps analysis & Plan

Step 3: Identify, measure & establish DC's Talent Pools

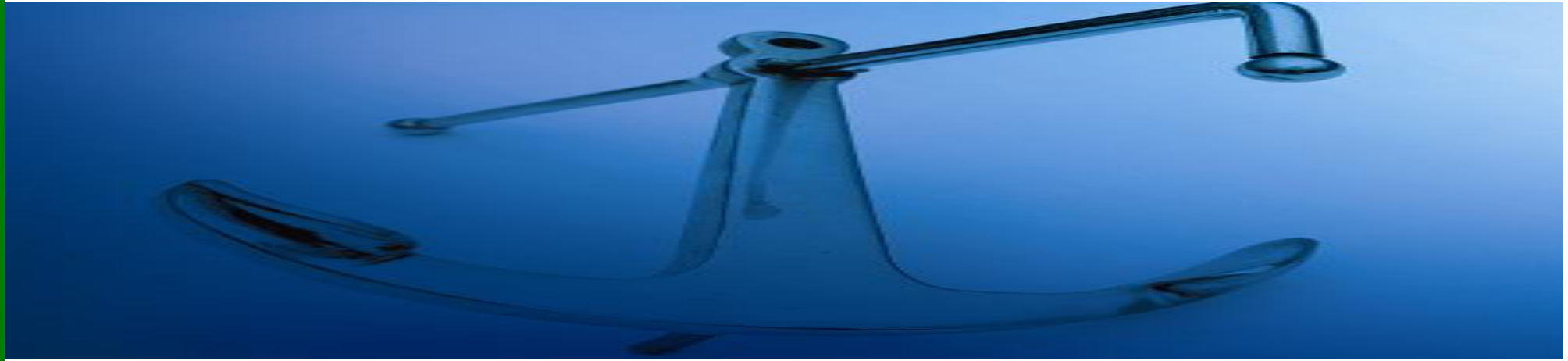
Step 4: Develop Succession & Career Planning Strategies (et al)

Step 5: Implement Succession & Career Plans & Strategies

Step 6: Monitor, Evaluate & Update

Performance Indicators related to the Methodology:

- Employee satisfaction index
- Leadership
- Number of business units that comply with the methodology
- Number of employees that did not participate, acknowledge or discuss their career planning & development evaluation
- Percentage of managers and employees trained & utilizing the career planning & development methodology



Business Ethics & Code Conduct

We at Dubai Customs have a long-standing commitment to abide by the law wherever we operate and determined to sustain a high standard of business and personal ethics. Dubai Customs has long promoted a culture in which integrity and ethical conduct are recognized, respected and demonstrated by our employees. We developed the Dubai Customs Code of Conduct to help our employees understand and maintain our high standard of business and personal ethics.

The Code, which is available to all employees through our company Intranet and Web site, sets forth the legal and ethical standards with which our employees are expected to comply.

The Code requires our employees to report immediately any suspected violation of those standards. We promote the Code to Dubai Customs employees through a variety of means, which include various operating company-level communications, as well as printed materials. We also provide appropriate training to our employees on a wide range of compliance and ethics topics.

Compliance with the Law:

- Fully comply with the laws effective in the country.
- Any employee who commits an offence shall be subject to disciplinary actions, or any penalties or procedures applied by other laws.
- Employees shall not use their positions or relationships established in the course of their duties to inappropriately influence or interfere with action being contemplated by the internal or external investigation authorities.



Personal Responsibility:

- Comply with the standards of ethical conduct as stipulated and required in the employee jobs and specifically his own self.
- Observe all rules, regulations, decisions and instructions related to the performance of the official duties.
- Behave in a manner that maintains and enhances the reputation and professional standing of Dubai Government in general and Dubai Customs in particular.
- Perform the duties with care, diligence, professionalism and integrity.
- Strive for the highest ethical standards, not just the minimum required to meet legal or procedural requirements.
- Treat colleagues with courtesy and be sensitive to their rights and duties.
- Deliver outstanding quality services to customers, internal and external alike and adopt a friendly and helpful attitude in dealing with the public.
- Avoid waste or extravagant use of public resources.
- Not take or seek to take improper advantage of any official information acquired in the course of official duties.

Political Activity:

- Employees should not be involved in any political activity while in employment with Dubai Customs unless prior written approval of the authorities has been obtained.



Relationship with the Public:

- The public must be served in a professional manner satisfying their needs through establishing high professional relations with them.
- Employees shall exert all efforts to serve the public to the best of their ability and in accordance with the standards and procedures outlined by the Government.
- Employees should not be involved in any promotional activity related to customers & remain impartial in their dealings with public.
- Employees shall wear the uniform and name badges required by Dubai Customs during the official duty hours.
- Employees shall refuse any attempt by a customer or supplier offering inducements or other personal benefits in exchange for favors or special treatment and report such attempts to the proper authorities at Dubai Customs.

Gifts and Bribes:

- Governed by the effective laws that incriminate the acceptance or paying of bribes, employees shall avoid all types or form of corruption or bribery.
- Under the law, the bribe involves giving a payment or providing a service or any giving of either commercial or moral value to a public employee in order to prevent the course of business by taking improper or illegal action or to enable or speed up a process that Government employees are required to perform as part of their work.
- It is strictly forbidden to accept any material gifts except for those of a symbolic or promotional nature that bear the logo and name of the presenting party.
- Giving and distributing gifts can only be in the name of Dubai Customs and would be exclusively done by the unit it designates.

Conflict of Interests:

- Employees must avoid any conflict of interest between their private activities and Dubai Customs interests and operations and avoid placing themselves in any position where allegations of conflict of interest could be made.
- Employees should not involve themselves in any official process or decision that would directly or indirectly influence the success of a contractor, supplier or any other business venture owned by them or their relatives to the 4th degree of family relationship.
- Employees should not participate in a decision that may result in the granting of a land or a license to any of their relatives up to the 4th degree of family relationship.
- Employees should not involve themselves in any official process or decision that would directly or indirectly influence the success of a contractor, supplier or any other business venture in which the employee has a partnership and that might lead to acquiring direct or indirect benefit.
- Employees should not misuse their position or leak information gained through their association with Dubai Customs to achieve specific goals or obtain favors or privileged treatment.
- Expatriate employees are not allowed to be employed by others on a paid or an unpaid basis or to own any share in any establishment - except for public listed companies - without prior written consent of Dubai Customs.
- National employees may own any share in any company or establishment or manage such companies or establishment or employed by other on paid or an unpaid basis.
- Employees work or ownership in other companies is subject to the following conditions:
 - It is performed outside their official working hours.
 - It does not negatively affect their contribution to their Government job or negatively reflected upon the position of Dubai Customs.
 - It is strictly not related, in any form or shape, to their official position and should not affect it or be affected by it.

External and Internal Communication:

- Employees who are assigned as spokesperson are required to project a high professional image of Dubai Customs.
- Employees shall withhold from making any public comments or statements to the media or other bodies on issues pertaining to policies and programs of Dubai Customs that might cause harm to Customs.
- Employees should avoid making any negative comments about policies and programs of Dubai Customs in which they were involved in developing or implementing, negative opinion or conclusions about Dubai Customs policies in their official capacity and negative comments or statement about the senior management and its operations.

In Focus

In a constant strive to improve our services; we have planned various communication channels at HR Divison. All employees are welcome to approach us in any of the following ways:

- 1) *E-mail : Askhr@dxbcustoms.gov.ae*
- 2) *Contact Helpdesk: 04 3023900*
- 3) *Contact Employee Relations Section on: 3023650, 3023667, 3023623*
- 4) *Employee Feedback Form (available at HR Reception, Dubai Customs Headquarters, II Floor).*

Our objective is to encourage employees at all levels to provide us their feedback, suggestions, any areas of improvement and opinions. Your responses are valuable to us, to provide quality services at all times.



Managing the Risk at Dubai Customs

It is the commitment of Dubai Customs to proactively manage Crisis management via Business Continuity to ensure the continuity of all Business Services and supporting Infrastructure Functions. By this we protect customer and stakeholder requirements, mitigate risk, meet regulatory requirements, safeguard revenues and sustain stable operations, customer confidence and reputation of Dubai Customs. Business Continuity Management is about restoring normal business operation as quickly as possible when disasters and interruptions occur.

Business Continuity is a key element of Crisis Management. Any unexpected significant incident of disruptive or threatening nature can lead to a crisis. A crisis must be carefully managed to ensure that damaging consequences are minimized.

This document is made having in mind the Organization's Business Continuity Management objective, Statutory, Contractual obligations, legal duties, and business-specific incidents that may lead to disruption of business transactions. This is an overall Dubai Customs crisis management methodology.

This methodology is simply a set of instructions and ideas to aid Dubai Customs in collecting the information required to identify, assess and manage contingency and crisis management teams in line with the business continuity program and the way to respond to any crisis and emergency.

The scope of work would be, effective Crisis management methodology planning and recovery process facilitating and accelerates the resumption of critical business activities after disruption affecting operations, technical infrastructure, information assets, facilities and people, and by assessing the acceptable level of risk.

Objectives

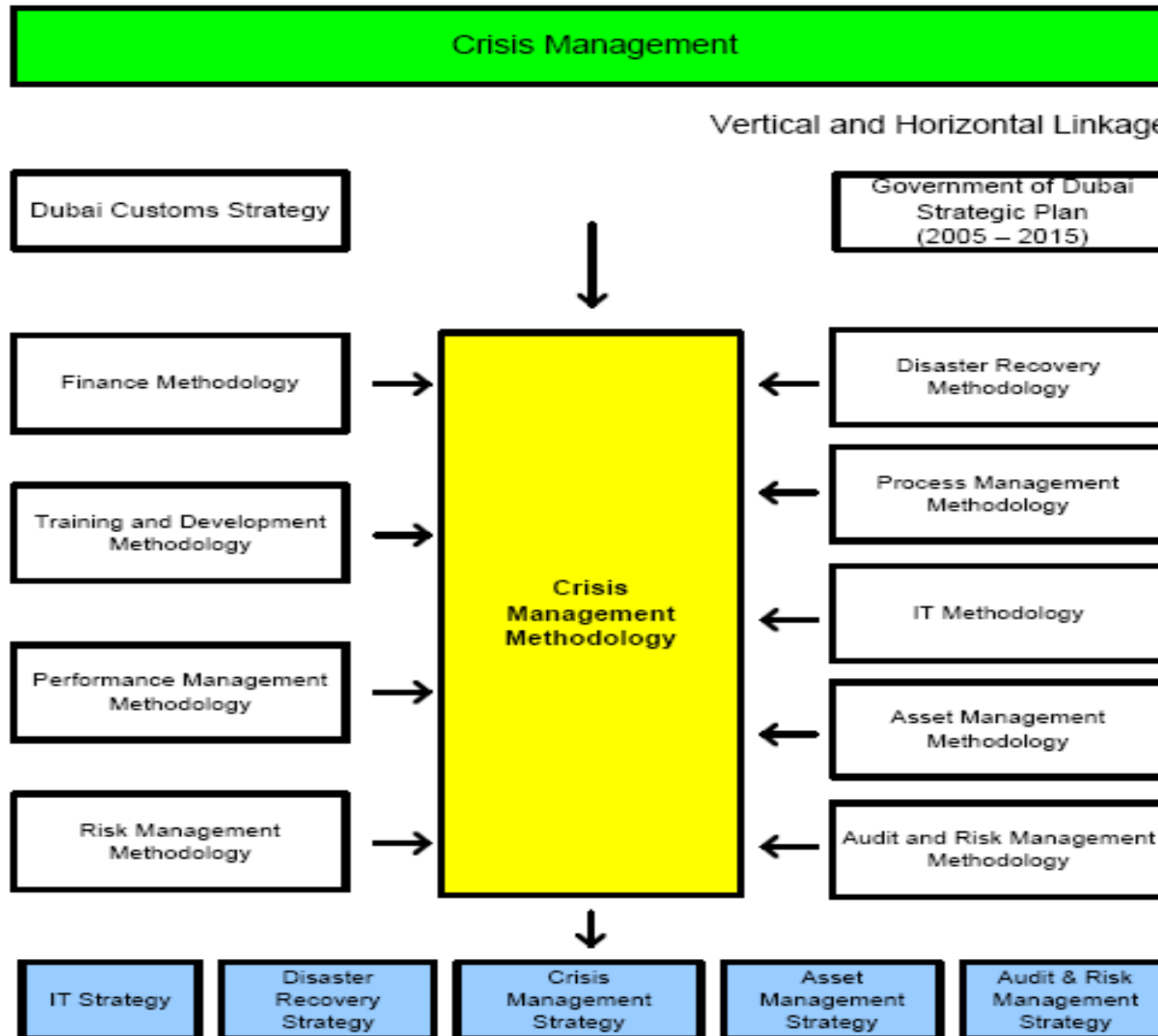
The business objective of the Crisis Management Methodology is to:

- Develop crisis and disaster contingency plans
- Reducing business disruptions during crisis
- Minimize potential revenue loss to the organization
- Enhanced partner, shareholder and customer confidence
- Competitive advantage
- Demonstrable consistency
- Benchmarkable planning quality
- Greater assurance
- Improve crisis and business continuity (BC) awareness and share best practices and business processes and systems
- Formulate continuity of business plan within the organization and identify areas for improvement
- Ensure balance between security and facilitation thru crisis management
- To formulate an effective emergency response plan against abnormal situations

Scope of Implementation

The scope of implementation is limited to the core business of Dubai Customs with a future plan to expand it over other areas in the later stages. The scope of this methodology covers Declaration Processing services, supporting business functions, and technology infrastructure needed for operations in the Dubai Customs Head Office (Port Rashid), Cargo Villages at Dubai Airport as well as in Jebel Ali.

The methodology therefore does not cover services provided by Dubai Customs at locations that are not under Customs domain.





Our Economical Performance

We consider the potential impact of our operations on the sustainable economy of the local and broader communities in which we operate, and provide best services to the overall economy. We are committed to maintaining responsible business practices within Dubai Customs to ensure the sustainability of the overall business and the employment and benefits it provides for its staff and stakeholders. We invest our earnings in remunerating, training, continuously developing and bettering the environment and workplace standards for our staff, as well as supporting various charities and local community initiatives as part of our Giving Something Back policy.

"It is vital that each and every one of us understands and appreciates our duty to contribute positively to our communities. We must always be willing and ready to give back to the people and the planet that give so much to us. I can clearly see great opportunities for Dubai Customs to show that it is one of those organizations in the world which are environmentally-conscious, socially aware and economically contributing".



Yousif Al Sahlawi
Executive Director
Policy and
Legislation



Intellectual Property Rights Protection

The counterfeiting of trademarks and piracy is considered one of the intellectual property crimes, leading to a dangerous fraud to consumers, threatening public health, causing the society to lose billions of dirhams as well as losses related to the government income and foreign investments or the profits of enterprises and companies, and representing a breach of the rights of owners of trademarks, patents and copyrights.

Counterfeited products are a major threat to the safety of consumers all over the world, where consumers and patients put their health and lives at risk each time they take counterfeited medicines and food products, or use cars, vehicles and planes that were maintained using counterfeited spare parts.

Knowing the importance of the intellectual property rights protection and as the main aim of Dubai Customs is to protect the country and the people; Dubai Customs has launched the IPR Unit, which is the first of its kind in the Middle East. The unit's role is to enforce federal laws in accordance with IPR and serves to protect Dubai's sea, land and airports through 16 customs offices.

The IPR department commenced its operations as of 30/5/2005 under a decision from the Director General in line with the country's policy of protecting intellectual, literary and industrial property rights and in pursuance to international agreements and conventions, which include but not limited to TRIPS.

The adoption of the slogan of 'Together for Better Protection' by IPR Section enhanced the concept of teamwork, which created a single channel for consolidating the efforts of Legal Firms, Trademark registration agents, owners, producers and manufacturers, Federal and local Government organizations, chambers of commerce and customs offices.



IPR Department Roles and Responsibilities

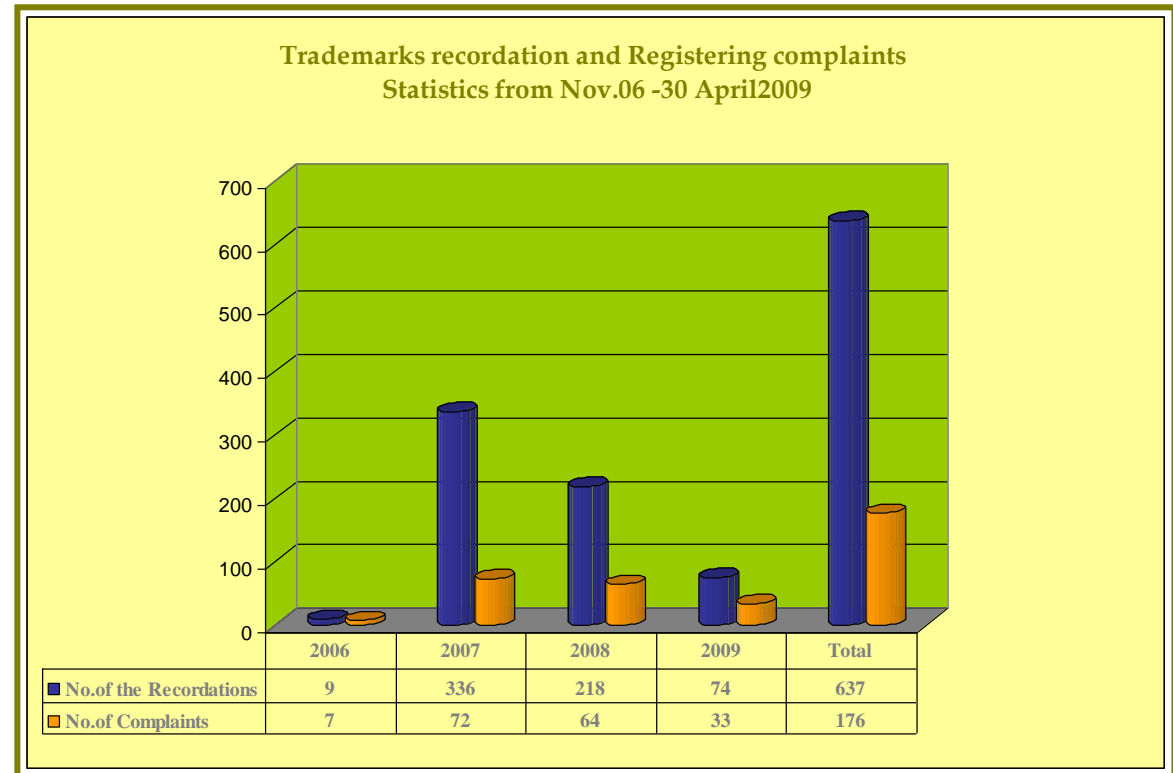
- Implement Federal and local agreements and laws dealing with the protection of IPR.
- Compilation of laws, resolutions and treaties and international classification of trademarks and all international developments.
- Create database of registered trademarks details that have not been recorded for the purposes of customs control and protection.
- Updating the database with most recent measures and tools to distinguish between their unique and counterfeited goods.
- Provide opinion and support customs cases by reports affirming counterfeiting occurrence in coordination with competent agencies.
- Guide and supervise education and awareness of customs inspectors in particular and the consumer in general.
- Strengthen the relations among trademarks owners on one hand and tightening control over goods being infringed from the other hand in a manner that would positively support the economic situation of countries.



Trademarks Recordation System Profile

A customs policy was issued under the number 11/DCP/2006 in respect to recording of trademarks for customs purposes. The recording system was physically started on 6th November 2006. A circular was addressed to Advocates Offices and brand owners concerning provisions and documentations needed for filing a complaint against infringement of a trademark and the payable administrative fees for opening a file for controlling products bearing UAE registered trademarks. The system's objectives are:

- Protect and maintain consumer and society safety against negative impacts resulting from counterfeited and fake products.
- Protect trademarks owners and creators against counterfeit, forgery, piracy and commercial frauds.
- Attract trademarks owners' investments in the UAE.
- Support UAE's economy and trade through enhancing customs revenue by imposing administrative fees and penalties against violators and trademark infringers.
- Earn good local and international reputation being a secured area for practicing trade activity and as front for encountering counterfeiting and forgery operations.
- Strengthen relations between the producing companies "brand owners" and customs.



IPR Program Strategic Stakeholders

Seeking to strengthen the relationship with the public sector (government departments, Ministries and federal organizations) and the private sector (Foreign companies) and pacing with Dubai Government Excellence Program (DEGP) criteria namely the partnership and resources criterion by inter-coordination between customs business units and key stakeholders over developing and improving a joint business mechanism, communication with government key stakeholders have been established by forming a unified task force and conducting friendly meetings for exchanging information on IPR and those relating to counterfeiting and forgery control.



In Focus

4th Global Conference on Combating Counterfeiting and Piracy

Under the auspices of HH Sheikh Mohammed Bin Rashid Al Maktoum, Vice-President and Prime Minister of the UAE and Ruler of Dubai the 4th Global Conference on Combating Counterfeiting and Piracy was held with the attendance of almost (1000) personalities representing delegations from more than sixty countries and customs administrations; HH Sheikh Ahmad Bin Saeed Al Maktoum, President of Civil Aviation Authority, Chief Executive and Chairman of Emirates Group in the presence of senior officials in Dubai and Michel Danes, WCO Secretary General. The conference addressed issues relating to products piracy and counterfeiting, IPR, standards applicable to combat counterfeiting and piracy, discussing prospects of improving such standards and disclosing the increase in Dubai Customs' seizures by 107% in 2007.

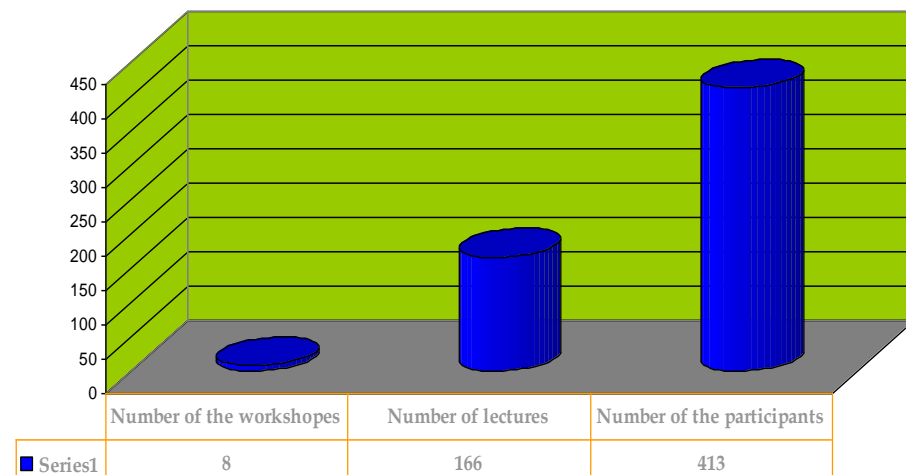




Awareness and Education

- (4) workshops for IPR Week have been conducted (April/November 2008) attended by the Executive Director of policies and legislations and other Executive Directors at Dubai Customs with FCA, government departments, local organizations and other emirates customs departments taking part.
- Physical involvement in preparing and arranging for the 4th IPR International Conference held in Feb 2008 where an exhibition showcasing counterfeited and unique products took place.
- Educating (36,458) male and female students from (59) schools at UAE level by delivering workshops and presentations on IPR.

Statistical workshops protection of intellectual property rights
During 2006 to 2008

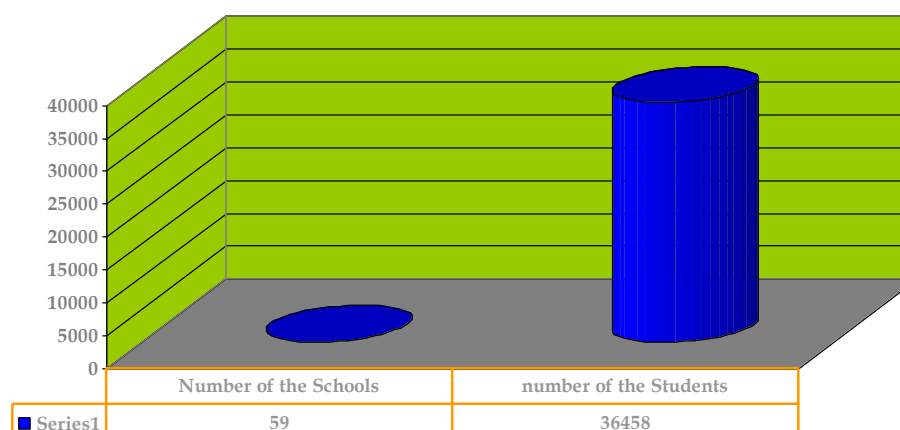


Proposals for contribution in respect to drugs, tobacco smuggling and IPR violations

Moral proposals

- Provide Create a bag program for the purposes of training inspection officers. The program is able to innovate all kinds and forms of packages as well as the ability to create images of prohibited articles either drugs, explosives or fire arms.
- Meeting and visit customs centers and organize workshops on disseminating awareness among inspectors about IPR.
- Establishing IPR Institute.
- Referring the original files towards which confiscation decisions have been issued and the confiscated goods were destroyed to Intelligence department for archiving and tracking the offending companies.

Statistical number of schools and the students have been educated about the Intellectual property During 2006 to 2008



Financial proposals

- Destroy confiscated goods at the expense and cost of their owners and in their presence or representatives as a financial penalty.
- Establish a dedicated unit within the legal or Finance department for trailing companies and individuals required to pay penalties to Customs and unable to do so within the grace period given.



Our Environmental Accountability

Dubai Customs primary objective is to ensure provision of services that consistently meet customer requirements and expectations. Secondary objectives are to reduce the risk of pollution arising through our processes and commit to recycling material and using recycled materials wherever possible. To assist in achieving this objective we utilize a quality management system consistent with the requirements of ISO 9001:2000 which is continually monitored and reviewed for its applicability and effectiveness through a program of internal auditing, management review and the analysis of performance against a set of predefined objectives.

We assess and manage the environmental impact of our operations and aim to recommend opportunities towards sustainable and energy-efficient methods. Internally, we are committed to our environmental strategy, ongoing recycling program, encouraging environmentally friendly initiatives and programs.

In Dubai Customs, we strive for the continual improvement and implementation of Environmental Management Systems in terms of controlling:

- Recourses consumption such as electricity, water, and fuel;
- Air emission and radiations;
- Wastes either hazardous and non hazardous wastes;
- Noise level; and
- Emergency situations.

At Dubai Customs, we follow certain measures to avoid and counter the organization's negative impacts on environment:

- Internal Audit by EHS Team is being conducted twice a year to ensure compliance with ISO 14001:2004 and to identify areas for improvement. Follow up on the recommendations for improvements are done periodically in terms of priority and importance.
- Monitoring and control of radiation by technical support dept. through the periodic maintenance of inspection equipments.
- Control of emissions by periodic maintenance of vehicles and relevant inspection machines.
- We are planning to start implementing LEED standards in 2009, to better address energy use and environmental responsibilities.

In Focus

Under the theme "Dubai Customs Protect Marine Environment", the Communication Department at Dubai Customs organized a campaign to clean the aquatic environment at the sea bottom at Port Rashid.

This campaign has a great positive effect on the wellbeing and safety of the local society and the surrounding community as well as on the environment at large.

Moreover, all the diving licensees' holders from Dubai Customs employees were encouraged to volunteer in this initiative to be engaged in such a social and environmental approach.



Our Approach

Waste

Dubai Customs attempts to reduce the creation of waste by the adoption of waste-saving initiatives such as accepting CVs largely in electronic format, and producing electronic invoices and documentation wherever possible. As we aim to reduce paper consumption by 2% this will lead to less cost and green environment.

We also ensure recycling of wastes such as paper, plastics, metal etc. Recycling bins for paper, plastic and other items are placed together and are distributed throughout the DC premises to ensure waste segregation.

Energy

We are aware of the importance of efficient and cost-effective energy solutions to reduce the overall impact on the environment. Therefore, we are always striving to reduce our energy usage. All equipment and lightings are switched off when not in use to save energy. All staff members are encouraged to save energy wherever possible.

In Focus

Dubai Customs accomplish 740,000 electronic transactions in the 1st half of 2007

Dubai Customs announced, with a great success, a significant increase in the number of electronic clearance transactions. This announcement comes to reinforce Dubai Customs thrive to improve their services and facilitate the transactions of importers, cargo shipments, clearance agents and other customers and strengthen their efforts to reach a paperless work environment which is an inherent part of Dubai Customs Strategy 2007-2011.

Environmental Awareness Program

Dubai Customs is committed to raise clients and employees' awareness of the dire need to protect the environment and how to partake in this important objective. E-mails are constantly forwarded to all employees and signs that highlight environmental issues are displayed all around the Department. The program highlights all aspects related to climate change, humans' responsibility towards it and the potential risks of this phenomena on humans', food resources and oxygen. Methods by which one can contribute to combating climate change and providing healthy, hygienic and unpolluted environment were also included in the program.

The awareness raising programs launched by Dubai Customs in relation to environmental issues aim to encourage adopting healthy practices at work, home and on the streets.

In Focus

Dubai Customs has given the environment protection cause a great interest since a long time. The Department has launched many initiatives that are concerned with this objective, whether by creating electronic and automated systems and programs that enable clients and employees to reduce the consumption of paper or by also executing community activities related to the environment. The department's environmental activities include carrying out campaigns for cleaning the beaches and sponsoring year-round events that have to do with environment which come in a bid to add to the Department's responsibility towards the community; a highly important objective within Dubai Customs' strategic visions. One of the most recently launched campaigns was the one related to confronting trade of products made of extinct animals and plants. Another example would be the project, which was launched last year concerning the fishermen's ports; an environmental, economic and tourism project that constituted the development of four ports located on the Arabian Gulf Coast opposite Jumeirah. This project which provides a healthy climate for tourists, visitors and fishermen has received Dubai Environment, Health and Safety Award (silver category). All these efforts and initiatives have positive economic outcomes that ensure continuous sustainability and development in addition to their social and humanitarian aspects.



Our Social Accountability

Dubai Customs, in accordance with its vision & mission, is committed to manage its activities in an ethical manner and to continuously improve the conditions of service of its employees and the life of the community it serves.

Dubai Customs believes that human resources are its main base, accordingly decided to implement a comprehensive social accountability system for managing ethical workplace conditions and shall strive to continuously improve its social performance through:

- Conforming to all the requirements of SA 8000 Standards
- Complying with all existing local and federal applicable legislation and approved codes and practice
- Not to engage and/or support the use of child labor & forced labor.
- Ensure no discrimination on basis of gender/nationality/race/religion /disability.
- Improve health and safety at the workplace
- Providing appropriate training for all employees to adopt social best practice.
- Encouraging our suppliers and contractors to follow the norms laid down by SA-8000

Dubai Customs shall review this policy on regular basis and shall ensure that it is understood, implemented and maintained at all levels in the organization and is readily available to the public.



Health and safety

In providing its services, Dubai Customs seeks to preserve the Occupational Health & Safety of its employees and clients through the adoption of global best practices with regard to the procedures and systems of work. In this area, Dubai Customs work on and is involved in the responsibility of creating a safe and healthy working environment and conservation through innovation and continuous improvement of services, and to achieve this it has adopted: -

- Establish, maintain, and continuously improve health and safety management system.
- Perform all its activities in a sustainable manner according to the business needs giving due consideration to occupational health and safety requirements.
- Meet EHS applicable local, federal and international legislative requirements as well as OHSAS 18001:2007.

Dubai Customs commitments towards this policy are:-

- Spread Health & Safety awareness of our employees and stakeholders.
- Establish, implement, monitor, and review Health & Safety Management Systems measurable objectives and targets.

Dubai Customs operate an Occupational Health and Safety System and are accredited with OHSAS 18001 Health & Safety, ensuring that we identify and manage risk and consult with our employees on any issues, which may affect their health and safety. We are committed to looking after the health and safety of all employees, workers, customers and visitors. It is our policy to provide and maintain safe and healthy working conditions, equipment and systems of work for everyone and to provide such information, training and supervision as they need for this purpose. Everyone has a duty of care to each other and is responsible for maintaining a safe working environment.

In Focus

Being concerned with our employees' general health and on occasion of the world Diabetes Day, Dubai Customs invited all employees for free General Medical Screening.

The workshop included:

- *Body mass Index*
- *Evaluate blood pressure*
- *Blood sugar test*

Our Key Challenges

- The commitment of Dubai Customs employees to safety warnings and instructions. Health & Safety awareness sessions are being conducted periodically to raise awareness of employees towards safety warnings and instructions.
- Providing the inspectors with the appropriate safety equipments (PPEs), and professional technical safety officers to check the quality and the type of PPEs which fit the nature of the work of the inspector. Administration Dept has an action plan to address this issue by hiring a professional safety officer who would recommend and inform inspectors about safety equipments.
- Promote a culture of health and safety among the employees. Recommendations have been made to develop a system of incentives and penalties to make the safety as way of life.

Health and Safety Measures at Dubai Customs

- Internal Audit by qualified health and safety auditors are being conducted twice a year to ensure compliance to OHSAS 18001 identify areas for improvement. Follow up on the recommendations for improvement is done periodically in terms of priority and importance.
- Quarterly safety inspections by EHS Officer and Safety Officer are made to check the equipments and technical procedures related to safety.

Protecting our customers

- Entry prevention to dangerous areas by displaying safety instructions and signs of warning in all areas clients access. In addition, security staff and inspectors are always around to avoid customers entering the inspection yards and construction areas.
- We take identification information from visitors entering the Customs premises. All receptionists are responsible for taking identification information in case of any emergency cases to contact him and to help him evacuate and take safety actions.

Protecting our employees

At Field

- Distributing PPEs (Personal Protection Equipments), such as gloves, masks, helmets, etc. to all inspectors.
- Periodic maintenance of X-ray machine done by Technical Support Team monthly to eliminate any hazardous aspects.
- There is a plan to conduct medical inspection for all inspectors working in the Centers, specifically those working on hazardous machines. This plan will be implemented from 27/09/2009

At the Office

- Fire alarm system is available throughout the premises of the organization.
- Fire fighting equipment, such as fire extinguishers powder and CO2, are being placed in various areas of the organizations for use by staff when needed and training is provided on how to use them.
- We conduct yearly fire drill and evacuation exercises to ensure all employees are aware of safety procedures related to fire alarms.
- Safety and emergency instructions are being displayed in visible areas for ease of access of the information.

In Focus

Pilgrims Vaccination

As part of its consistent efforts to caring for all Customs staff and providing them with proper facilitations; and on the occasion of the advent of Pilgrimage of 1429H, Dubai Customs has dedicated a day for the vaccination of all those intending to perform pilgrimage in 2008.



Our Employees

At Dubai Customs we acknowledge that the foundation to our success is our employees. Each member of staff has a structured training and development program and personal development plan based on their individual requirements and aspirations. We mentor and encourage development and training, to include qualifications and other external accreditations. We offer a comprehensive flexible benefits scheme to all employees, which includes private healthcare, reward schemes, childcare, pensions, scholarships for education and many others.

"In my view a successful organization of the future will be one that integrates business and employees' personal values. A time will come when best available human resources would want to work with an organization that contributes the most to the society, the economy and the environment and whose values share these basics. It is therefore imperative to incorporate the importance of human values in our activities to become an employer-by-choice."



Rehan Uddin

Senior HR
Specialist



We care for our people's opinion

At Dubai Customs, we encourage our employees to speak loud and we committed ourselves to listen. That's why we have implemented the Suggestion, Complaint and Reward section which is responsible for gathering constructive ideas from Dubai Customs employees to increase productivity, cost-cutting measures and to improve working conditions. This section effectively deals with employees' complaints in coordination with the respective departments and help to boost the morale and loyalty respectively.

Our main objective from the Suggestion, Complaint and Reward Scheme is to:

- Promote continuous and effective communications from operational level staff to the Management.
- Eliminate inefficiency and improve morale through employees' involvement.
- Promote employees empowerment by listening to their creative ideas for business improvement and rewarding them.
- Improve employee's motivation by corporate recognition awards to boost productivity, company loyalty and levels of engagement.
- Evaluate the scheme through surveys, studies and measuring the Return on Investment (ROI) on the implemented suggestions and collecting feedback from the employees on the implemented suggestions.
- Receive employees' appeals or grievances and forwarding to grievance committee, updating the outcome to employee.

Forced Labor Policy:

Dubai customs neither practices nor supports the forced labor practices. All recruitments are carried out as per the Human Resources Management Law No. (27) 2006. Upon selection for employment, terms and conditions of the employment is communicated through “offer of employment” prior to recruitment.

The purpose and objective of this policy is to ensure that no forced or compulsory Labor conditions exist within Dubai Customs, and to ensure the disclosure of all the terms and conditions related to recruitment, pre-employment or during employment.

The following methods are adopted for the implementation of this policy;

- Offer letters are given to employees prior to recruitment.
- Original Identification documents of employees are not retained.
- No deposits are collected from the workers in lieu of employment.
- Employees are free to leave the workplace upon completion of working hours.
- Neither access to food /sanitary facilities is refused nor is illegal disciplinary action applied.
- Employee does not have exit barriers.
- Procedure for Control of suppliers, subcontractors and Sub-suppliers is in place to address the above requirements.

Child and Young Labor Policy:

The purpose and objective of this policy is to ensure that child/young worker is neither engaged by Dubai Customs nor by any of its suppliers or subcontractors / sub-suppliers in any of the activities of Dubai Customs.

Dubai Customs neither uses nor supports the use of child labor/ young workers. Recruitments are carried out in accordance to the HR Management Law No. (27)2006. Article (39) of the Human Resources Management act provides for the minimum age for employment and it is currently 18 years. Hence, minimum recruitment age for any position at Dubai customs is 18 years and followed strictly.

The following measures are adopted for the implementation of this policy:

- During the recruitment process the age of applicants are thoroughly checked based on official documents.
- Remediation procedure is in place to address the issues related to child labor / young workers.
- Procedure for “Control of contractors and Subcontractors” is in place to address the above requirements.

Diversity Policy

Our success depends on our people. We are committed to valuing diversity and promoting equality for everyone at Dubai Customs. Competent and motivated employees are essential in today's competitive environment and therefore we need to ensure the best use of human resources in our workforce. We recognize the varied contributions that a diverse workforce brings to the organization and we are committed to drawing on the different perspectives and experiences of individuals which will add value to the way we operate.

This policy aims to ensure the fair treatment of all employees regardless of their gender, sexual orientation, race, nationality, ethnic and national origin, disability, age, trade union membership or religious beliefs. We do this by adhering to all equal opportunities legislation and ensuring that we are fair, objective, transparent and free from discrimination in all of our systems, processes, procedures, activities and decisions. We aim to recruit, retain and develop employees based on merit, competence and potential. We are committed to promoting a positive work environment for our employees and ensuring employees are given every opportunity to fulfill their potential.

This policy seeks to raise awareness of diversity issues and identifies some of the behaviors that are expected of all Dubai Customs staff. Its aims are to:

- Recognize the contribution each employee has to make towards organizational success.
- Ensure that all staff within Dubai Customs treat one another and everyone else they contact through work with dignity and respect.
- To create training programs and to educate staff in all aspects of diversity.
- Provide work environment that encourages a diverse range of people to work within, so we can reflect the communities we serve.
- Facilitate equal employment opportunities based on relative ability, performance or potential.
- Build a safe work environment by taking action against inappropriate business behavior that does not value diversity.
- Develop flexible work practices to meet the differing needs of our employees.
- Attract and retain a skilled and diverse workforce as an employer of choice.
- Enhance customer service and market reputation through a workforce that respects and reflects the diversity of our customers.

<i>In Figures</i>	<i>2007</i>	<i>2008</i>
<i>Number of male employees</i>	<i>1754</i>	<i>2049</i>
<i>Number of female employees</i>	<i>383</i>	<i>465</i>
<i>Number of UAE National Employees</i>	<i>1680</i>	<i>1907</i>
<i>Number of Expatriate Employees</i>	<i>458</i>	<i>607</i>



Remuneration and Reward Policy

Our Remuneration and Reward policy and practice aims to implement reward structures which will consistently attract, motivate and retain employees of choice in support of the Company's performance culture. Dubai Customs aspires to reward practices that are competitive within the markets of its operation. In order to ensure that they meet our corporate goals and business objectives, our remuneration and reward policies are an integral part of the overall Human Resources design and geared to support the Company's business plan. It aims to motivate, reinforce and reward superior performance, encourage the development of capabilities and behaviors to meet present and future business needs, attract and retain a superior workforce and appropriate skills, ensures internal and external equity and securing employee commitment to the Company's goals.



Training & Development for Employees

It is the organization's objective to provide all employees with opportunities for personal development that lead to enhanced performance which in turn contributes to the achievement of the ultimate goals of the business. One of these goals is the rooting of a Leadership Culture where every person is motivated to reach their potential by every available means. Talent is identified and nurtured to produce high performing employees who will drive the fulfillment of our vision.

The opportunities for development for employees and the modes by which they are achieved, may take a variety of forms including:

- Internal Training
- Development Programs
- Continuing Education
- Learning through Empowerment and Accountability
- On the job training
- Coaching and Mentoring
- Workshops, seminars, conferences and similar events

In Figures

Total Number of Hours Training Provided to Employees during 2008

43012 hrs

Total Number of Employees Attended Training during 2008

2831



Our Customers and Service Responsibility

As a part of its continual effort to improve the provided services to its clients with consistent and high quality, and to maintain the leadership by providing locally and internationally distinguished projects and services, Dubai Customs has launched the Client Service Charter, to enhance the importance of providing improved and monitored level of services.

To achieve that, the Charter has been developed, and is being managed according to the guidelines provided by ISO 10001:2007, and to the best international practices. In Addition, the feedback provided by the top management, the employees, the clients, and the partners through the process of designing, reviewing, evaluating, and amending the charter, in such away to enhance the process of continual improvement of the charter according to the clients' needs, which will lead to the improvement of the provided services.

Our Target

- To enhance fair trade practices and clients confidence in Dubai Customs.
- To improve client understanding of what to expect from us, thereby reducing the likelihood of misunderstandings and complaints.
- To recognize, promote, and protect Clients' rights.
- To inform clients of complaint channels when any dissatisfaction has occurred against the agreed service standards.
- To ensure clients are aware of how a complaint or an enquiry can be made, and in what format they can expect to receive a response.
- To clarify the expected requirements provided by the clients to help provide better services to them.
- To continually improve Dubai Customs' services, systems and staff skills to achieve high level services.



Our Way

- We are honest, fair, equitable and unbiased in our service.
- We focus on our clients' needs in everything we do.
- We build positive relationships.
- We treat our clients' information confidentially.
- We respond to our clients' enquiries and complaints in an accurate and timely manner.
- We respect and listen to each other.
- We ensure our clients' views and suggestions will be considered to develop our services.
- We are committed to rectifying our clients' problems.
- We give our clients the right to access services, facilities, and information in a manner that meets their needs.

In Focus

A great progress representing 100% in tracking and handling customer complaints was revealed in the customer complaints report produced by Dubai Customs for the 4th quarter of 2008. The rate of handling a single complaint accounted for 2.8 day recording a considerable growth as compared to the 7 days recommended by the Executive Counsel of Dubai Government. The report showed that 38 complaints were received during the 4th quarter of last year including 12 actual complaints and 26 false complaints representing a decrease of 30% as compared with the 3rd quarter of the same year.



Complaints Handling Policy

Dubai Customs is committed to providing quality services that meet the needs and expectations of its clients. In order to enhance this, Dubai Customs recognizes the right of its clients to complain and indeed welcomes complaints as a valuable form of feedback and input to improving its services.

This policy outlines Dubai Customs' top management commitment to managing complaints effectively, efficiently, expeditiously and fairly through a complaints system that is: Easy to access, speedy, confidential, informative, simple, fair, effective, monitored and audited.

The system will be supported by trained staff and detailed procedures designed according to ISO10002:2004 and Dubai Government Unified Complaints System requirements, and seeking to meet to the best international practice.

In Focus

Dubai Customs has hosted 5th meeting of the Clients Relations Teams from various Dubai government departments as part of Dubai Government's endeavor to improve the level of customer services and enhance continuous communication between its departments.

The meeting involved an exchange of opinions regarding the introduction of some changes, which ensure better methods to handle complaints and improve service delivery in line with the changes being implemented in the organizational structures at the government departments.



E-services Project

Dubai Customs announced it is adopting an electronic clearance transactions system to improve our services and facilitate the transactions of importers, cargo shipments, clearance agents and other customers and strengthen their efforts to reach a paperless work environment which is an inherent part of Dubai Customs Strategy 2007-2011.

Dubai customs has successfully launched a number of services as part of the 100% eServices project. Addition of these services is a further step towards automation and facilitation of Dubai Customs clients. Success towards adoption of these services will require managers/supervisors at the Customs Centers and departments to ensure that adequate resources are in place to swiftly complete the requests received online.

E-payment Project

In an effort to improve our services to clients and to enhance client satisfaction, Dubai Customs introduced the online electronic payment methods. The e-Payment project enables our clients to process online payments to settle the value of duties, deposits and other transaction fees. The project also enhances the use of on-line services by customers and save the hassle of waiting in queues at the counters of Dubai Customs.

Adoption of Open Door Policy

Reference Article 7 of Dubai Government HR Law for 2006 relating to 'Personal Responsibility', and in line with the strategy and directives of Dubai Customs Management for 'delivering outstanding services to customers (internal and external alike) and adopting a friendly and helpful attitude in dealing with the public', it is requested from all staff to embrace an Open Door Policy during official working hours, with the exemption of business/work related meetings.



Our Community

We are active in the community, particularly with regard to Charity Fund Raising and arranging Relief money for the poor and needy. We attempt, wherever possible, to work with local suppliers of goods and services for the betterment of the community. We are also supporters and corporate members of many associations and organizations supporting community welfare cause.

In Focus

Emirates Human Rights Association praises Dubai Customs support

The Emirates Human Rights Association has honored Dubai Customs for the support and assistance provided in the area of social activities since it has been established three years ago.

It was stated that, Dubai Customs is one of the key collaborative departments that has showed a lot of positive communication and support in all our activities. In addition, Customs under the directions of the Director General Mr. Ahmad Butti Ahmad, has assisted the association in employing a number of its special needs as well as a number of employees who were laid off from private companies during the global financial crunch.

Dubai Customs has also demonstrated its collaboration in various other fields including sponsoring training sessions for a number of disabled whether it is a language or computer session and so forth.

In Focus

Dubai Customs sponsors the International Conference for Special Needs

Dubai Customs was the Platinum Sponsor for the International Conference for Special Needs Dubai 2007 under the Patronage of H.H. Sheikh Juma Bin Maktoum Bin Juma Al Maktoum.

Dubai Customs sponsorship came as a part of its corporate social responsibility. Dubai Customs have always been committed to help the families who have children with special needs by offering them the best services and facilities in order to enroll them again in the community.





In Focus

*Under the slogan “We encourage youth and direct them to work”
Dubai Customs graduate Summer Training Students*

Dubai Customs closed its summer training program that was organized with the participation of forty students from Secondary and University stages, in which students were distributed on all Administrations and Customs Centers.

Dubai Customs holds this training program in compliance with the statement of H. H SH. Mohammed Bin Rashid Al Maktoum Vice President and Prime Minister of the UAE and Ruler of Dubai : “We encourage youth and direct them to work; from time to time we energize them and raise their morals so that they move forward strongly in this life”.

This training program gave the chance to trainees to gain experience, and link the scientific and academic knowledge with profession. They learnt the nature of customs work and the way of dealings with business partners from commercial companies, shipping and clearing agents. In addition, they are acquainted with the Department role and tasks in protecting and serving community from one hand, and supporting the national economy from the other hand.

In Focus

Dubai Customs pays a visit to Dubai Community Center of Elderly

Dubai Customs delegation was briefed by Khalid Al Jasmi, Head of Social Service Office at the Community Center of Elderly, who reviewed the facilities and services provided to residents of the Center, and ways of cooperation between government departments in order to provide more means of comfort and well-being of the elderly guests, and develop programs through which the local society can participate in various social events the Center hosts or organizes.

The delegation members interacted with the elderly guests of the Center and checked on their health. They also distributed a number of souvenirs to them.



Spontaneous fun and satisfaction

تغذية النفس والروح



Satisfied and happy

استمتاعهم بزيارتهم



Hand in hand with the all society segments

يد جمارك دبي بيد كافة شرائح المجتمع



CHILDCARE CENTER

Dubai Customs Child Care Center was initiated as the first of its kind among all government organizations in Dubai for the children of working mothers in the Department inline with National Corporate of Child Care Center Standards project launched by and under the patronage of HH Sheikha Manal bint Mohammed bin Rashid Al Maktoum, President of Dubai Women Establishment and wife of HH Mansour bin Zayed Al Nahyan, Minister of Presidential Affairs.

The project comes as part of the creative initiatives Dubai Customs used to launch over the past years with the aim of providing healthy business environment for its employees inciting them to creativity, excellence and enhanced productivity. Its establishment comes as well to translate Customs social and economic role in achieving welfare and prosperity for our precious country.

"The child care center has given me so much confidence in my work as I do not have to worry about my child being left at home with a nanny all day. Here, I know she is in safer hands and is constantly learning about the essentials of the Emirati culture and tradition while I am at work."



Hanin Al Tamimi

PR and
Communication
Officer

While Dubai Customs working mothers are at work, the center is responsible for the development of their children by educating and caring for them. This will indirectly improve the satisfaction of the female workforce resulting in better recruitment results, higher retention, lower absenteeism, higher productivity, greater loyalty and higher morale. This facility promotes Dubai Customs to be considered as an “employer of choice” in the society. The major responsibilities of the childcare center are as follows;

- Helping children to explore their interests, develop their talents and independence and teaching them how to get along with others.
- Helping to improve the standards of Childcare by setting international benchmarks, and incorporating local values and culture.
- Helping Dubai Customs female workforce to build confidence and sheer motivation in their work.
- Providing services like feeding, dressing up, and also supervising their play by well trained childcare handlers.
- Monitoring the children’s health on a daily basis by well trained pediatric nurses and arranging necessary Doctor’s visits if required.
- Maintaining report cards for each child on their feeding habits, interests, health problems, signs of emotional problems, etc...
- Scheduling group and individual parents meetings to discuss general aspects related to the center and each child’s progress and needs.
- Arranging programs or group plays to teach languages, social skills, behaviors, etc... in a friendly environment.
- Keeping children healthy by attending their basic needs, providing nutritious meals, teaching eating habits and personal hygiene.

“ Having a nursery within the premises of the organization is so motivating. Since I am expecting my second child, I cannot wait to come back to work from maternity leave as I will be coming to office with my baby.”



Anisa Ali Madhi
Senior Quality
Officer

“The Dubai Customs Childcare Center made me more committed to my work and career development as I always leaves the house with my child and knows that she is close all day long.”



Anita Nagdev
Recruitment
Coordinator



Government Partnership

Dubai Customs strives to identify potential government partners for strategic partnerships and establishing communication channel with Government organizations to facilitate exchange of information, and working together to strengthen the growth and reputation of Dubai. To achieve the targeted goals in regard to our partnership with the government, we did the following:

- Develop and design strategies, objectives, policies, and service delivery mechanism for Government Partnership initiatives.
- Enhance the level of communication and cooperation with other Government departments for mutual benefit.
- Establish partnerships with Government departments in the areas of technical cooperation, administrative cooperation, training facilities, knowledge sharing initiatives, social and environmental initiatives, etc... to maximize the benefits of the organizations.
- Define the KPIs for the established partnership, monitoring the KPIs performance regularly to measure success of the partnerships.
- Strengthen legitimacy, coherence and effectiveness of Dubai economic, social and environmental governance.
- Implement the world class community strategies along with other Governmental organizations for a brighter future of UAE.
- Select and approve type and classification of partnership required for Dubai Customs according to the standards.
- Support and help the Customers on inter-government departmental issues during the business operations.
- Work closely with other Government departments for economic development, social and cultural development and environmentally sustainable growth of Dubai and UAE.
- Facilitate MOUs and Agreements process between Dubai Customs Departments and other Government departments.
- Monitoring and measuring the outcomes of the MOUs and Agreements and analyze the outcomes as per the defined standards.
- Managing the MOUs and Agreements signed on behalf of Dubai Customs with other Government Departments.

Assurance Statement Introduction

Dubai Customs has commissioned the Center for Sustainability & Excellence (CSE) to provide external assurance and commentary on its Corporate Responsibility Report 2008.

CSE is an international Advisory network of specialists, as well as a Think Tank, advising and coaching corporations and governments around the world that seek to improve their sustainability performance with practical solutions.

Assurance Statement

CSE has performed an independent assessment of the Dubai Customs CSR Report 2008 as well as of the underlying structures, procedures and performance results used to compile the content of the CSR Report.

The assessment was based on emerging best practices for Self Assessment and Sustainability Reporting, which include the Global Reporting Initiative (GRI).

We believe that our work provides an appropriate basis for our overall conclusions mentioned below:

- Dubai Customs 2008 CSR Report provides a balanced and accurate representation of its CSR Strategy and Policy and its relation to the organization's Corporate Strategy
- Dubai Customs has identified present and future social and environmental challenges that may influence its performance, while more targeted approach in the development of relevant programs is recommended, so as to contribute to the overall CSR Strategy system
- Dubai Customs has identified its stakeholders, their expectations and has identified methods of engagement
- Dubai Customs 2008 CSR Report communicates initiatives per CSR thematic area, although specific Key Performance Indicators (KPIs) are recommended so as to monitor and assess the results related to the performance and implementation of those actions
- Dubai Customs has developed the 2008 CSR Report, respectful of the GRI G3 Guidelines although it is also recommended to include a GRI Context Index
- Dubai Customs has initiated efforts to respond to key CSR aspects and a CSR management System is on the way to effective implementation
- Dubai Customs has addressed a comprehensive policy for tackling Climate change however target setting is not represented in some of them

Nikos Avlonas
CSE Managing Director
www.cse-net.org



Glossary

ITEM	DEFINITION	SOURCE
Code of Conduct	Formal statement of the values and business practices of a company and sometimes its suppliers.	Green Paper CSR European Commission, 2001
Code of Ethics	Such standards are reasonably necessary to promote (1) honest and ethical conduct, including the ethical handling of actual or apparent conflicts of interest between personal and professional relationships; (2) full, fair, accurate, timely, and understandable disclosure in the periodic reports required to be filed by the issuer; and (3) compliance with applicable governmental rules and regulations.	The Sarbanes-Oxley Act, Section 406(c)
Conflict of Interest	Situation in which a person is in a position of trust that requires him/her to exercise judgment on behalf of others (people, institutions, etc.) and also has interests or obligations of the sort that might interfere with the exercise of his/her judgment, and which the person is morally required to either avoid or openly acknowledge.	Ethics Resource Center - Glossary
Corporate Governance	The system by which business corporations are directed and controlled. A set of relationships between a company's management, its board, its shareholders and other stakeholders.	OECD Principles of Corporate Governance, 2004
Corruption	Misuse of entrusted power for private gain.	Transparency International
Ethics	A branch of philosophy that studies and recommends the fundamental principles and basic concepts of what is considered morally good and bad, right and wrong in human conduct. (Derived from the Greek word <i>ethos</i> , meaning "way of life")	Bentley college, Massachusetts
Mission Statement	A statement of the role, or purpose, by which an organisation intends to serve its stakeholders. It describes what the organisation does (current capabilities), who it serves (stakeholders), and what makes the organisation unique (justification for existence).	CECOA, 2005 CSR/SME Project
Transparency	A principle that allows those affected by administrative decisions, business transactions or charitable work to know not only the basic facts and figures but also the mechanisms and processes.	Transparency International
Vision Statement	A document that describes where the organisation intends to be in the future or where it should be to best meet the needs of stakeholders. It incorporates a shared understanding of the nature and purpose of the organisation and uses this understanding to move the organisation toward a greater purpose.	CECOA, 2005 CSR/SME Project
CSR (or Corporate Responsibility)	A concept whereby companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis.	Green Paper CSR European Commission, 2001
Corporate Sustainability	Alignment of organisation's products and services with stakeholder expectations, thereby adding economic, environmental and social value.	Price WaterhouseCoopers (MHC International)
Risk Management	The introduction of change or control measures with the intention of eliminating or bringing the level of risk associated with a hazard within acceptable limits.	EDP UK Glossary
Small and Medium-sized Enterprises	Small and medium-sized enterprises having fewer than 250 employees and either an annual turnover less than €50 million or an annual balance-sheet total not exceeding €43 million. (As of January 1 st , 2005)	European Commission Recommendation 2003/361/EC, 6 May 2003

Social Capital	The stock of shared meaning and trust in a given community. Social capital is a prerequisite for cooperation and organized human behaviour, including business. It can be transformed, consumed or replenished, just like financial capital.	Green Paper CSR European Commission, 2001
Social Dialogue	A process of exchange between social partners to promote consultation, dialogue and collective bargaining.	CEDEFOP, Terminology of vocational training - Glossary, 2003
Stakeholder	An individual, community or organisation that affects or is affected by some aspect of an organisation's products, operations, markets, industries, and outcomes.	Green Paper European Commission 2001 (adapted)
Child	Any person less than 15 years of age, unless local minimum age law stipulates a higher age for work or mandatory schooling, in which case the higher age would apply. If, however, local minimum age law is set at 14 years of age in accordance with developing-country exceptions under ILO Convention 138, the lower age will apply.	SA8000:2001 Standard
Child Labour	Any work by a child younger than the age(s) specified in the above definition of a child, except as provided for by ILO Recommendation 146.	SA8000:2001 Standard
Discrimination	Different treatment given to people in hiring, remuneration, access to training, promotion, termination or retirement based on race, caste, national origin, religion, disability, gender, sexual orientation, union membership, political affiliation or age.	SA8000:2001 Standard
Equal Opportunities	Employer's adoption of employment practices that do not discriminate on the basis of race, colour, religion, sex or national origin. (The opposite of Discrimination.)	CECOA, 2005 CSR/SME Project
Forced Labour	All work or service that is extracted from any person under the menace of any penalty for which said person has not offered him/herself voluntarily or for which such work or service is demanded as a means of repayment of debt.	SA8000:2001 Standard
Workforce Diversity	The similarities and differences in such characteristics as age, gender, ethnic heritage, physical abilities and disabilities, race, and sexual orientation among the employees of organisations.	Organisation behaviour resource center, Houghton Mifflin College & University, Canada
Health and Safety Policy	A statement of an organisation's strategy for achieving a safe and healthy working environment and the responsibility, organisation and arrangements for pursuing and implementing the strategy.	EDP UK Glossary
Training	A process that aims at improving knowledge, skills, attitudes, and/or behaviours in a person so that he/she will be able to accomplish a specific job task or goal. Training is often focused on business needs and driven by time-critical business skills and knowledge. Its goal is often to improve performance.	ROI in training CECO, 2003
Global Reporting Initiative	GRI is a multi-stakeholder process and independent institution whose mission is to develop and disseminate globally applicable Sustainability Reporting Guidelines. These Guidelines are for voluntary use by organisations for reporting on the economic, environmental, and social dimensions of their activities, products, and services. The GRI incorporates the active participation of representatives from business, accountancy, investment, environmental, human rights, and research and labour organisations from around the world. Started in 1997, GRI became independent in 2002, and is an official collaborating center of the United Nations Environment Program (UNEP) that works in cooperation with UN Secretary-General Kofi Annan's Global Compact.	Global Reporting Initiative

Occupational Safety and Health Administration	Branch of the United States government which sets and enforces occupational health and safety regulations.	Canadian Center for Occupational Health and Safety - Glossary
Accountability	The principle that individuals, organisations and the community are required to account to others for their actions. Organisations and their employees must be able to account to appropriate regulatory authorities, to shareholders or members and to the public to meet statutory obligations, audit requirements, relevant standards and codes of practice, and community expectations.	Australian Standard AS 4390-1996, Part 1. Clause 4.1
Accountability 1000	Standard that provides a systematic, inclusive and credible approach to improving social and ethical accountability and overall performance. The AA1000 Framework was developed by UK-based Accountability to address the need for organisations to integrate their stakeholder engagement processes into daily activities. The framework provides guidance to users on how to establish a systematic stakeholder engagement process that generates the indicators, targets, and reporting systems needed to ensure its effectiveness in impacting on decisions, activities, and overall organisational performance.	Accountability (SME Key - Glossary)
Benchmarking	Comparison of environmental and social management processes, performance and reporting. Benchmarking can be used to provide detailed comparisons of operating divisions within a company or companies within a particular sector.	CSR Network (SME Key - Glossary)
ISO 14001	An international environmental management standard developed by the International Organisation of Standardisation.	J Sainsbury plc Glossary
Key Performance Indicator	A statistical measure (quantitative or qualitative) of how well an organisation is doing.	American Society for Quality - Glossary (adapted)
Monitoring	The process of regularly collecting information to check performance against certain criteria.	Green Paper CSR European Commission, 2001
OHSAS 18001	An assessment specification for Occupational Health and Safety Management Systems. It was developed in response to the need for companies to meet their health and safety obligations in an efficient manner.	BSI Management Systems
Social Accountability 8000	The international standard for social accountability is an initiative by Social Accountability International (SAI), a body created out of the Council on Economic Priorities Accreditation Agency (CEPAA) in the US. The objective of SA8000 is to ensure ethical sourcing of goods and services. SA8000 is a voluntary standard and can be applied to any size of organisation or business across all industries. The standard can replace or augment company or industry specific social accountability codes. SA8000 sets basic standards for: child labour, forced labour, health and safety, freedom of association and the right to collective bargaining, discrimination, disciplinary practices, working hours, remuneration and management systems.	Ellipson (SME Key Glossary)
Partnership	Both a strategy and a formal relationship between organisations that engenders cooperation for the benefit of both parties.	American Association for Quality - Glossary