



# DUBAI CUSTOMS SUSTAINABILITY REPORT 2011

بوابة العبور إلى رخاء دبي  
Gateway to Dubai's Prosperity

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حكومة دبي  
GOVERNMENT OF DUBAI

جمارك دبي  
DUBAI CUSTOMS



“In the UAE, we have always stressed that success has no finishing line. We believe in and practice this consistent approach in our lives as we work diligently and faithfully to attain results.”

**His Highness Sheikh Mohammed bin Rashid Al Maktoum  
UAE Vice President, Prime Minister and Ruler of Dubai**





## our VISION

To be the leading customs administration in the world supporting legitimate trade.

## our MISSION

Protecting the society and sustaining economic development through compliance and facilitation.

## core VALUES

In the quest towards our strategic vision and the achievement of our mission, we shall always be guided by our shared values:

Customers and stakeholders:  
Our ambassadors for our business.

Staff:  
Our real investment.

Supportiveness:  
A creative and distinguished work environment.

Forward thinking:  
Creativity for improvement and development.

## our STRATEGIC GOALS

- Play a major part in the economic & social development of Dubai
- Adopt & share best practice business processes and systems
- Provide best human and technological resources improve customer satisfaction & loyalty

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متحف الفرساني  
AL-FARSIH MUSEUM  
Old Canton







## A Word from Our Director General



**Ahmad Butti Ahmad**  
Director General - Dubai Customs

In continuation to our commitment towards social responsibility and organizational sustainability, I am presenting our fourth annual sustainability report for the year 2011, which primarily highlights the efforts and activities undertaken by Dubai Customs to address social, environmental, economic and organizational impacts within our scope of work for the past year. The report outlines how our business model supports our sustainability values for today as well as for the future and also aim to present the long-term approach of our sustainable operations.

Our commitment to be a responsible organization is very much in accordance with the directions of the Dubai Government aiming towards maintaining a high level of sustained growth to our culture and to the overall development of our country. We strongly believe that sustainability management is the road map into our long term business strategy which is firmly anchored in our values of Leadership and Integrity. Understanding the fact that CSR is not an element of cost, our intention is to convert business challenges during current financial crises into opportunities and added values, through building a responsible and sustainable culture. Innovative services and creative projects lay a vital foundation for our success towards sustainability, where our greatest strength is the commitment from our management and employees who strongly support our CSR philosophy.

Dubai Customs has carried out a large number of projects and initiatives during 2011 that fall within our CSR framework. You will find details of all such initiatives in the following pages. In recognition to our excellence in the area of social responsibility, we secured first place in the Arabia CSR Awards of the public sector category for the second consecutive time during 2011, where more than 110 Arab and foreign organizations from private and public sectors competed. This award is a symbol of pride and honour entrusted on us by the directions of our leaders, His Highness Sheikh Khalifa Bin Zayed Al Nahyan, President of the United Arab Emirates and His Highness Sheikh Mohammed bin Rashid Al Maktoum, Vice-President and Prime Minister of the UAE and Ruler of Dubai, who have always motivated us to be involved in the development process of the country and invited all government employees to realise sustainability in all walks of life.

Our way ahead is to expand and enhance our CSR efforts and activities in alignment with our core business and organizational strategic objectives with an utmost emphasis on international relations and engagements. We also intend to enhance our role in reducing GHG Emissions and our Carbon Footprint in our operations. With this, I look forward to witness our contribution to global sustainability and responsibility.







## Dubai Customs | At a Glance

**D**ubai Customs is a Government organization that aims at securing the integrity of Dubai's borders. It is one of the oldest government department of Dubai founded in the early 1900s and is always referred as "The Mother of all Government Departments", as it was a hub for some government offices in terms of revenue, and logistics (offices). Being over a century old, Dubai Customs has foregone many phases in its lifetime. It was in the era of the Late Sheikh Rashid bin Said Al Maktoum, Ruler of Dubai, that Dubai Customs started to adopt an institutional approach. At that time, the first floor of the Customs old building was used by the Ruler of Dubai as his personal office, reflecting the critical role of customs and its position in Dubai.



Dubai Customs has advanced from its traditional role of duty collection and inspection of cargo and passengers and have now emerged as an organization facilitating trade and controlling the borders of the country. The Emirate of Dubai experienced extraordinary growth in economic and urban development during the last few years, which created a corresponding growth in the work of Customs, therefore requiring additional staff and activities on top of modernization to its overall services and operations. With the adoption of electronic, improved, simple and easy processes and procedures, Dubai Customs have facilitated smooth movements of consignments in and out of the country, affording international trade and remarkable incentives. The services provided by the

organization covers economic, social and statistical areas as below:

- Regulate the flow of trade into the business sector.
- Collect revenue.
- Generate trade statistics reports and analyses.
- Regulate imports and exports into and out of Dubai

Today, Dubai Customs has a total work force of approximately 2,897 employees who are functionally divided into 6 Divisions and several Departments. We have a network of 27 offices / centres across the Emirates to serve our customers, including the headquarters which is located near Port Rashid, Dubai - UAE. A detailed organization structure in the following pages explains the working arrangement.

**” Dubai Customs has advanced from its traditional role of duty collection and inspection of cargo and passengers and have now emerged as an organization facilitating trade and controlling the borders of the country.**











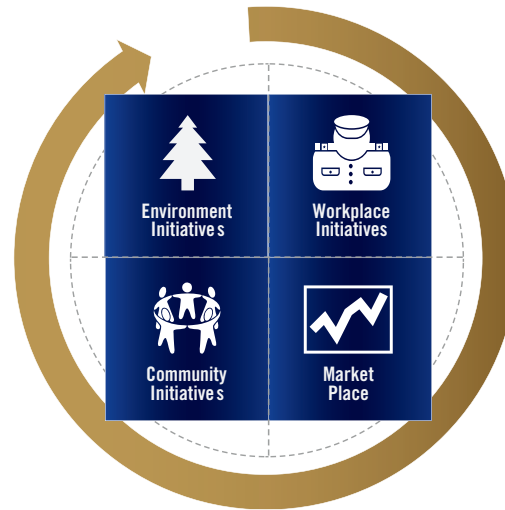
## About This Report

Dubai Customs Sustainability Report for the year 2011 is the fourth annual publication on corporate sustainability, covering 2011 performance with comparable data for 2009 & 2010 wherever possible. Ensuring best contents, we have used the reporting process consistent with the Global Reporting initiative's (GRI) G3.1 Guidelines for which an index is an integral part of this report. The report shares our engagement with stakeholders and addresses the social and environmental impacts that are pertinent to our business during 2011. The report focuses on our principal business as a public service organization and describes our activities towards the well-being of the community and environment in which we operate. We are voluntarily disclosing all the information contained herein as we respect and uphold the principle of corporate transparency and open communication.

### Reporting Scope & Boundaries

We believe the report scope, boundary and time represents a comprehensive view of our sustainability performance which evolve around the 4 main areas as below:

- Our Environment
- Our Workplace
- Our Community, and
- Our Marketplace



The details, data and information in this report covers all our offices (including the headquarters) which are all located in Dubai - UAE as we have no other operations outside the UAE.

### Materiality, Prioritization & Stakeholder Inclusiveness

We have attempted to cover the most critical topics and issues reflecting DC's significant economic, environmental, and social impacts and/or that would substantively influence the assessments and decisions of key stakeholders. We have not prioritized these issues per se but we have indicated their approximate position on materiality basis. We have identified our key stakeholders and have outlined how we engage them, our understanding of their interests and expectations, and how we have responded.

### Report Content

We aim to continually review the completeness of our reporting over time based on feedback and circumstances. We have attempted to disclose all data and information accurately, completely and transparently and in a balanced manner, regardless of our performance. Our internal quality team has done an extensive review of this report before it was forwarded to GRI for verification of the self-declared compliance level. For us, Sustainability is a journey, therefore we are proud of our performance in areas where we have actively managed, while on some newer issues we seek significant improvement.

### Report 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](http://www.dubaicustoms.ae) in both Arabic & English languages.

For all your valuable views, comments and feedback, please contact:  
Community Affairs Division - Dubai Customs  
P.O. Box 63, Dubai, UAE  
E-mail: [CSR.DC@dubaicustoms.ae](mailto:CSR.DC@dubaicustoms.ae)  
Or post your comments on our Facebook or Twitter links at Dubai Customs CSR







## Our Profile, Strategy, and Management

### Corporate Strategy

As part of the long term business strategy, Dubai Customs has outlined the following Strategic Goals:

- Play a major part in the economic and social development of Dubai
- Adopt and share best practice business processes and systems
- Provide best human and technological resources
- Improve customer satisfaction and loyalty

### Corporate Governance

As corporate governance is a cornerstone of any strong business performance, we at Dubai

Customs are committed ourselves to demonstrate and maintain transparency & responsiveness to our stakeholders. The organisation is led by Executive Directors under the leadership of the Director General to ensure that all objectives, goals, and values are adhered. Our top most management is as below:

The roles and responsibilities of the Director General and the Executive Management are first and foremost governed by the laws of Dubai Government and the Executive Council, with the general task to oversee the overall strategic direction of Dubai Customs, set the general policies and plans for the organization, ensure its implementation and supervise the

organization's management. The emoluments of the Executive Management are set in accordance with the laws of Dubai Government and any social and environmental performance does not influence any related remuneration.

Dubai Customs governance manual is developed to outline the set of framework, laws, policies, methodologies, procedures and practices controlling and affecting the way organization is managed towards achieving its strategic goals and objectives. It also defines our practices in matters covered by the international, regional, federal and local Laws and standards, and leading practices. The manual has been prepared and is reviewed regularly by the



**Yousef Al Sahlawi**  
Senior Executive Director,  
Corporate Affairs



**Juma Al Ghaith**  
Executive Director, Customs  
Development



**Ahmed Mahboob Musabih**  
Executive Director,  
Customer Management



**Mohammad Matar Al Marri**  
Executive Director,  
Cargo Operations



**Feryal Tawakul**  
Executive Director, Community  
Affairs & Government Relations



**Nadya Kamali**  
Executive Director (Acting), Human  
Resources, Finance & Administration





## CORPORATE SUSTAINABILITY

Corporate Leadership Committee in reference with the Dubai Strategic Plan (2007-2011), Dubai Government Excellence Program (DGEP), UAE Government Strategy (2011-2013) and the UAE Vision (2021). As a signatory member of the World Customs Organizations and related institutions of the United Nations, we are fully committed to all the principles and standards on governance, human rights, labour, environment, and anti-corruption.

Dubai Custom's Executive Management is regularly informed about the performance of all Divisions and Departments against set targets which is reviewed in conjunction with the Corporate Risk and Audit functions.

The boundaries and protocol of our governance manual is drawn in conformity to:

- Dubai Government Laws & HR Laws
- United Association for Customs Laws
- World Trade Organisation
- World Customs Organisation
- Foreign and Commonwealth office Laws and Regulations

During the year 2011, there were 3 significant changes to our organization structure. Firstly, the Customs Declaration Management department completed its move from Cargo Operation division to Customer Management Division which took a period of 6 months between 2010 and 2011. The 2nd change included the



Declaration Processing function being merged with Inspection function and moved to the Passenger Operation department. Finally, 2 Coastal Berth Customer Service Centre were created for both Hamriya and Creek Customer Service Zone during 2011.

### Corporate Management Systems

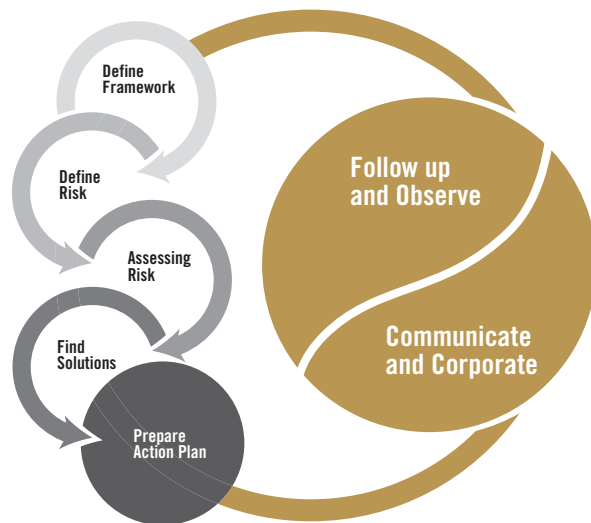
Dubai Customs follow a transparent and simple management approach which coincides with our business strategy as well as supports our philosophy on Corporate Social Responsibility. Our structure allows us to directly contribute economic gain to local communities by controlling illegal goods and securing trade at the border. All our initiatives aim at maximizing trade benefits to our stakeholders. We always

seek innovative ways to improve the working and living conditions of our employees and the community around us.

### Risk Management

For Dubai Customs, Risk Management is a continuous & proactive process of identifying, assessing and prioritizing all risks, via Business Continuity, followed by a coordinated and economical application of resources to monitor, control and mitigate all possibilities and ensuring un-interrupted services to our customers as well as a smooth supportive infrastructure. As an organisation serving under the Government of Dubai, it is essential to ensure that a proper risk management system is embedded into our strategy. Below is a brief on our Risk Methodology;



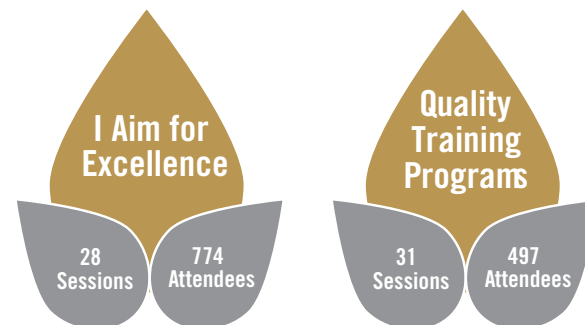


- A set of instructions to aid the organization in collecting the required information
- Gather information related to assess and manage risk in line with our business continuity program
- Outline the process to respond to any crisis & emergency
- Have contingency plans, reduced disruptions, minimized potential losses and enhanced stakeholders confidence.

The scope of the Risk Management implementation is extended to the core as well as support functions within the organization which includes the Cargo & Passengers Operations,

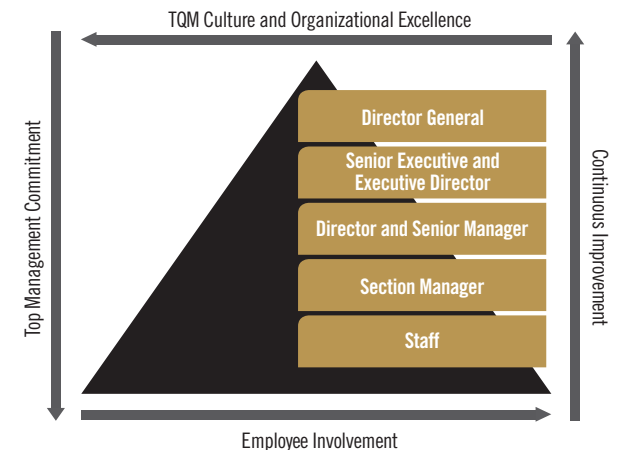
Customer Management, Customs Development, Human Resources, Finance, Administration, Policy, Legislations and Community Affairs. Risk & crisis can come from uncertainty in financial markets, project failures, legal liabilities, credit risk, accidents or events of uncertain causes. Upon identification, a proactive approach to manage and mitigate these risks are well in place. All procedures and processes within the formal risk management framework is benchmarked against other international and organizational risk management practices.

### Quality Management



Dubai Customs has a well-organized and established quality section as part of its Corporate Strategy department to ascertain a culture of Total Quality Management (TQM) in the organization. This section acts as a hub of employee involvement, sharing information on

quality objectives and initiatives. Our approach to quality aims at embedding a consistent and stimulating commitment towards the achievement of defined objectives amongst our employees. In addition, a very structured communication strategy towards quality help us in cultivating employee involvement in the continuous improvement cycle eventually inculcating an overall TQM culture. Knowledge Management and Sharing is a key element of our quality methodology and we highly encourage this through dedicated Quality Training Programs and an initiative called “I Aim for Excellence”.



### Corporate Performance Management

Dubai Customs follows an integrated corporate performance management approach, using a



cognitive processing model in order to address, and rate performance. Enabled by carefully designed tools, measurement analysis is used by the Corporate Performance Section to identify trends in performance and assess evolution of measurements with respect to the set targets. This analysis helps identify root causes for shortcomings in performance as well as highlights flaws in the measurement and target setting process. All results are compiled in a Performance Report, which includes trend analysis, root-cause analysis, segmentation analysis and performance recommendations and is presented in a Performance Review meeting to the unit directors on a quarterly basis to provide further insight on causes of performance deviation or changes in trends thereby deciding on future action plans and corrective steps wherever needed.

### Conduct Management

Dubai Customs is committed to do business with integrity and honesty and the same is outlined in our code of conduct document. By following this code, we ensure that our business activities and decisions support the core values and principles of the organization. We endeavour to deal with our employees, customers, suppliers and all our stakeholders transparently, impartially and with integrity thus adhering to the philosophy of service excellence and client satisfaction.

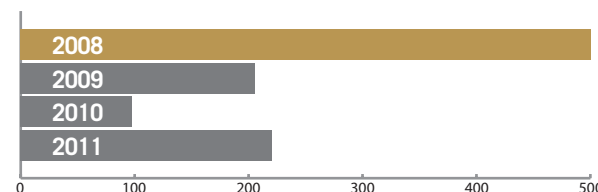
## OUR CORPORATE PERFORMANCE APPROACH

Corporate Performance Activity	Timeline
Defining/reviewing the key performance indicators for business units	yearly basis
Setting the corresponding target performance the organization would like to achieve based on historical data analysis and benchmarking studies when available	yearly basis
Establishing the procedures and mechanisms that will enable the collection of measurement data against the latter measures and targets from the business	yearly basis
Establishing aggregation and consolidation relationship of KPIs from the departmental to the divisional and corporate levels	yearly basis
KPI monitoring with Data collection and validation; Performance Reporting and Corrective/Preventive action plan follow-up	quarterly basis

All our employees are required to comply with the standards and ethical conduct as stipulated and required in their jobs within the framework of our conduct management. All topics covered are in governance to all UAE laws, and Ministry of Labour rules and regulations. All Departments & Sections of the organization (100%) are analysed for risks related to anti-corruption and

employee conduct and actions are taken in accordance with the Dubai Customs HR Policy and the Dubai Government HR Law.

### NUMBER OF EMPLOYEES TRAINED ON ANTI-CORRUPTION & CONDUCT POLICIES AND AWARENESS



### CONTENTS OF THE CODE OF CONDUCT

- Work relations
- Personal responsibility
- Compliance with the law
- Disclosure of information
- Relationship with the public
- Gifts and bribes
- Political activity
- Conflict of interests
- External and internal communication
- General appearances
- Attendance and punctuality
- Use of official vehicles and equipment
- Government property
- Use of e-mail and Internet services









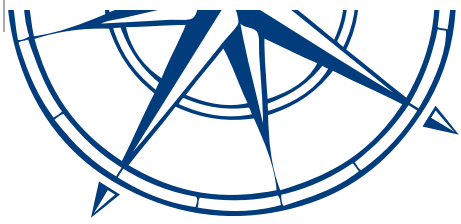


# CSR At Dubai Customs

**D**ubai Customs has developed a Corporate Responsibility and Public Sustainability vision which is communicated and confirmed internally as well as externally. In line with our organizational vision, we ensure to be a responsible organization to the community and its stakeholders providing a protected and secure society as well as boost the economic development of Dubai and the entire United Arab Emirates (UAE). We are a major contributor to the UAE economy and we ensure that our community and environment is also benefitted.

Our strategy as a responsible governmental organization is to convey ethical and sustainable performance. To attain our corporate vision and mission, we have committed ourselves to CSR values concentrating on four main pillars which are Business Sustainability, Social Responsibility, Environmental Responsibility and Employee's Work Conditions. To reach our sustainability goals, we have a well-designed process implemented through self-assessment, benchmarking, stakeholder's identification and engagement, setting and implementing policies, review and verification of these policies and finally communicating our achievements to the stakeholders through transparent annual reports.





CSR

We strongly believe that as our business strategy aligns with our social responsibility efforts, our CSR program and the organization as a whole become sustainable. With a strong CSR management system, we have ensured that key CSR performance indicators are fully integrated across our operations, striking a balance between our economic, social, and environmental performance and enabling sustainable growth for us and our stakeholders. We ensure that our contribution to the society, economy, environment and workplace is achieved through innovative programs focused on key current issues and are closely linked to our core business of border protection and trade facilitation.

## CSR VISION, MISSION & VALUES

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 the ethical, legal, commercial and public expectations has from us				
MISSION	With perfect sincerity and integrity will strive to fulfill our responsibilities: our economic, social, and environmental responsibility				
VALUES	Customer experience core values	Commitment to our employees	Operate business ethically	Give back to the community	Continuous strive for improvement

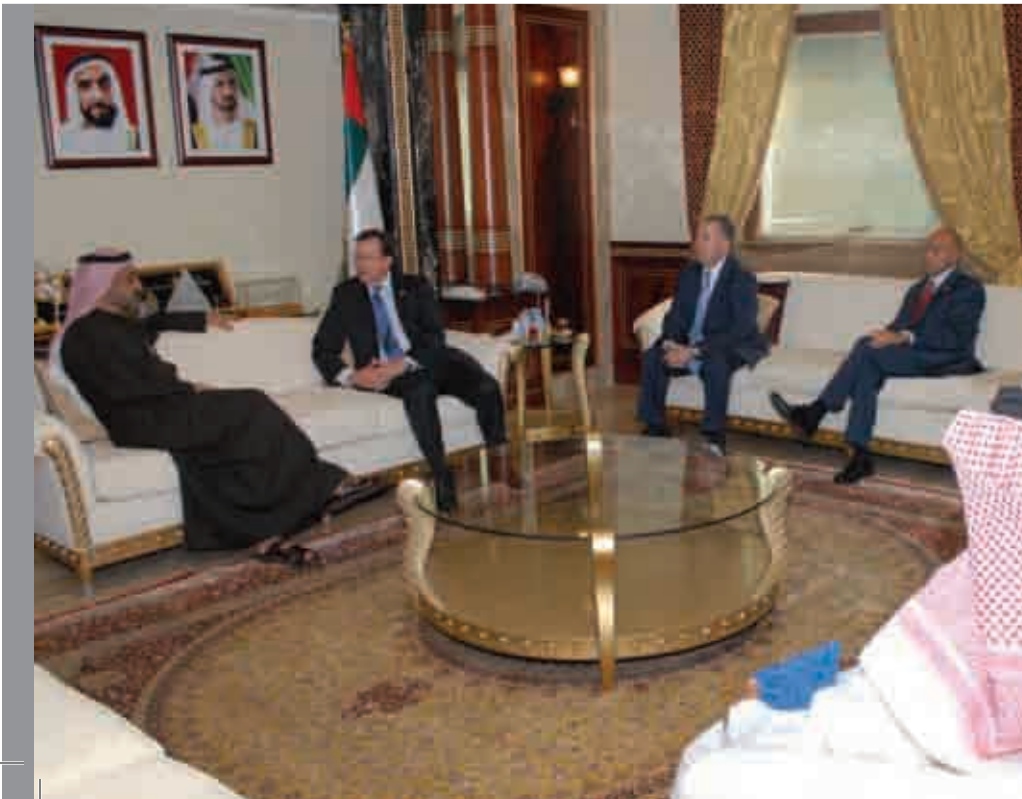
## OUR CSR SCOPE, OBJECTIVE AND KPIs

Scope	Objective	KPI
Community	Adopt CSR International Standards & collaborate with the community & partners to enhance the role of DC in becoming one of the best socially responsible organization	Number of International CSR Standards / Practices implemented
		Number of Community Initiatives
Environment	Contribution in minimizing Global Environmental impact from our core & support operations	Number of Environmental Initiatives
		Tons of Carbon Emission Saved
Workplace	Improve Work Ethics & Working Conditions to build a CSR culture within the organization	Number of International Standards / Practices implemented
		Number of Employee Related Initiatives
		Number of Employees Volunteers in CSR Initiatives
Marketplace	Enhance Social Responsibility towards our Clients	Number of Market Standards / Practices Implemented
		Number of Market Standards / Practices Implemented













# Dialogue and Engagement

**O**ur stakeholders are those individuals or entities that affect, or can affect, our activities or decisions, or that are, or can be, affected by our actions and professional practice. These are:

**1) Customers** – Provide Quality & Innovative Services

**2) Value Chain Partners** – Selection Based on Quality and Commitment on Environment,

Health & Safety

**3) Government Authorities & International Bodies** – Strategic Partnership to Enhance our Services

**4) Other Customs Organizations** – Share Trade Facilitation & Adopt Best Practices

**5) Our Employees** – Maximize Potential & Care for their Personal Well-Being and Development

Stakeholder	Expectation	Engagement
Customers	High quality, innovative services to meet business needs	<ul style="list-style-type: none"> <li>Customer satisfaction survey</li> <li>Customer complaint management</li> <li>Customer service center</li> </ul>
Employees	Equal Employment, Career Development, Work Recognition, Health & Safety and Improved Working Environment	<ul style="list-style-type: none"> <li>Employee representatives</li> <li>Open house meetings</li> </ul>
Govt Authorities and Int'l Bodies	Compliance with local and International laws and regulations on Customs Issues	<ul style="list-style-type: none"> <li>Regular communications</li> <li>Memorandums of Understandings</li> <li>Service agreements</li> </ul>
Valuable Chain Partners	Meet Customer Needs and Mutually Beneficial Growth	<ul style="list-style-type: none"> <li>Training for value chain partners</li> <li>Contract bidding and procurement</li> <li>Supplier assessment and management</li> </ul>
Other Customs Organizations	A fair competitive environment as well as sustained industry development	<ul style="list-style-type: none"> <li>Meetings</li> <li>Industry discussion forums</li> <li>Global organizations platforms</li> </ul>
The Public	Harmonious Society, Social Activities Engagement and Protection to the environment and the economy	<ul style="list-style-type: none"> <li>Community engagement</li> <li>Voluntarism &amp; Donations</li> </ul>

**“As a responsible organization, it is our goal to be transparent and accountable to all our stakeholders.”**

**6) The Community** – Create A Better Place for All

At Dubai Customs, stakeholder requirements are identified, reviewed and addressed regularly at various stages of operations with an intention of improvement and effectiveness. As a responsible organization, it is our goal to be transparent and accountable to all our stakeholders. Various methodologies and tools are in place which includes relationship managements audits, health checks, periodic assessments and surveys to ensure communication with our stakeholders.

Method of Engagement	Frequency
Direct mail, Email, and Telephone Calls	Very Regular
Website	Very Regular
Social Media	Very Regular
Stakeholders Dialog Meeting	Regular
Trained Customer Service Staff	Very Regular
Grievance and Suggestion Mechanism	Regular
Confidential Hotline	Regular
Stakeholder Expert Panel, or Forums	Rarely





## Feedback from our Stakeholders



**Raji Hattar**  
Chief Sustainability & Compliance Officer  
Aramex International

We are very proud to see such a great effort in providing transparency and commitment by Dubai Customs. The report reflects a true image of what Dubai Customs stands for, and incorporating your performance in an institutional way shows that your commitment is genuine and that the social and environmental issues are an integral part of your operations. We wish you all the best of luck and we are proud to be working in partnership with an esteemed organization like Dubai Customs



**Alex Mathew**  
Clearance and Duty Manager  
TNT Express

The Annual Sustainability report provides trusted and credible information on wide range of activities within Customs. Dubai Customs demonstrates its efficiency by the innovation and implementation of user friendly technologies. Dubai Customs firm commitment to its values and vision will enable them to be the leader in Customs Administration in the world. I would like to take this opportunity to thank Mr. Ahmed Butti Ahmed, The Director General of Dubai Customs and all dedicated members at Dubai Customs for their continued support.



**Niranthi Ratnayeke**  
Brokerage Manager – Dubai & Northern Emirates  
UPS (UAE) LLC

I did go through the report and was very impressed by its presentation and it also gave me some insight on all the aspects of Dubai Customs objectives. I was very happy to see the special emphasis given to stakeholder satisfaction and the importance to CSR and the appreciation to all the employees of customs. I felt that the working mother's award was a great initiative as balancing work & family life is not an easy task and the company's recognition I am sure would be highly motivating factor. Finally I would like to thank the Client Partnership Department & Ahmed Mahboob for creating an open door policy whereby stakeholders such as us could raise concerns which are addressed immediately and resolutions sorted in an effective timely manner.

# Relationships and Partnerships

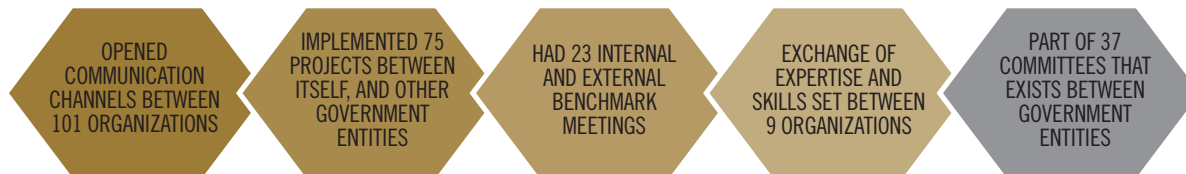
**F**or Dubai Customs, building strong relationships and partnerships is fundamental which contributes to its successful operations. We believe in building partnerships that brings and add value for our customers, our services as well as our employees. The organization has a strong mandate to have a leading role in protecting rights and interests of the community and achieve socio-economic development while minimizing negative environmental impacts. It is therefore imperative to work in collaboration with public and private organizations as well as NGOs, nationally, regionally and internationally.

A dedicated Government Partnership section as well as External Relations department exists in the organization which engages with other entities in ensuring that all business and support activities are well coordinated and transparently communicated. Joint meetings, workshops and

visits takes place with our partners to ensure that all best practices are shared, adapted, and taken into plan. We have successfully managed to open a communication channel between entities

and have implemented projects, activities and benchmarks for mutual benefits of all partners.

During 2011, an Executive Partnership Team has been formed within the organization comprising of the Dubai Customs Leadership, with an objective to form a high level strategy for our partnerships and relations. Simultaneously, a Strategic Partnership Team is also formulated tasked with outlining action & implementation plans to these strategies.







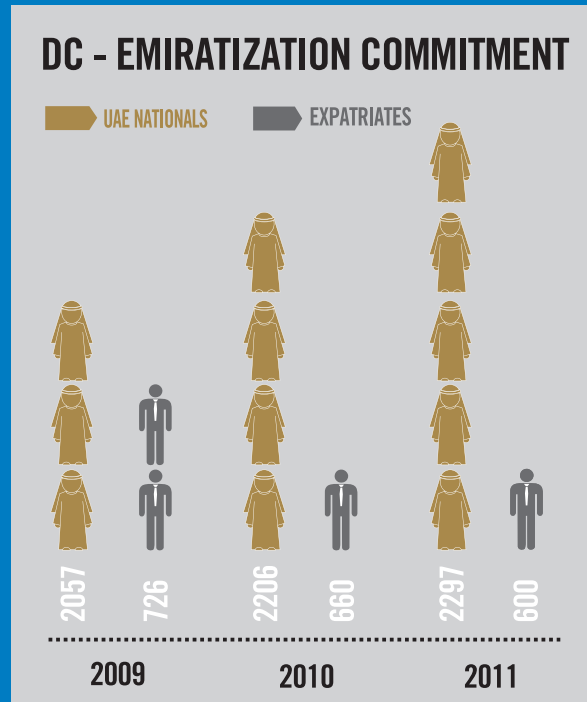


# Adding Value to the Economy

Since the inception of the organization, Dubai Customs have played a prominent role in the economic development of Dubai leading to the overall financial strength of the UAE Economy. Our contributions

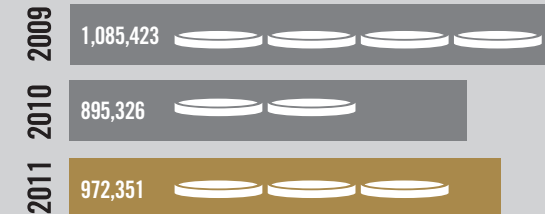
in terms of trade facilitation and duties collection supports the competitiveness of the Dubai government and provides necessary financial resources to the development and promotion of Dubai and the nation as a whole. With an overall increase of 11.7% in the total revenue of the organization for the year 2011 compared to last year, Dubai Customs contribution to the national economy has also increased. Our community investments / budgets for the year 2011 was 2.78 million dirhams. The financial management of the organization develops, reviews and update a package of strategies, methodologies and systems that ensure effective and efficient management of its financial resources. These strategies and systems are derived from the strategic direction of achieving efficient financial performance and is linked to our strategic plan of 2007- 2011

A concrete financial reporting methodology is applied across all departments of the organizations through which reports are compiled and submitted regularly to the leadership of the organization. Detailed feasibility and financial implications of all projects are thoroughly reviewed and analysed prior to selecting and implementing the suitable

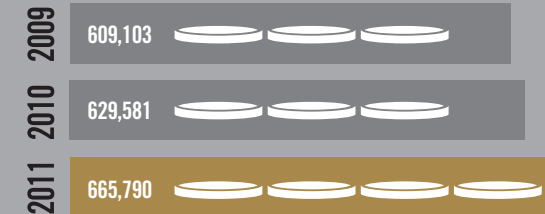


## KEY FINANCIAL DATA (IN AED 000'S)

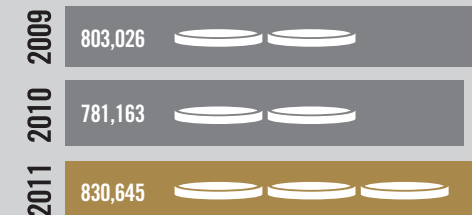
### NET OPERATING REVENUE



### STAFF COST



### TOTAL OPERATING COST

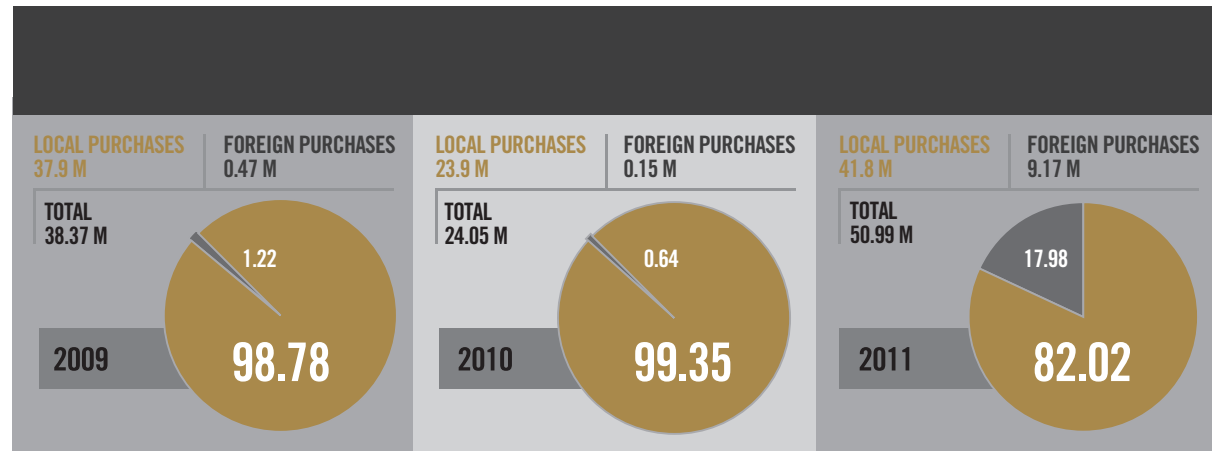




## OUR ECONOMIC PERFORMANCE

ones. Despite the current economic challenges faced by the government, Dubai Customs has achieved positive financial results and proved its ability to achieve profitable businesses results. Our financial budgets and expenditures are solely dependent on the service fees and duty collections without any external financial obligations or finances from other organizations which is considered as our major financial strength. We don't receive any financial assistance from the government, however, the entire financial budget for the organization is funded by the Government of Dubai where our revenues far exceed the organisational cost.

Dubai Customs is committed to the development of national talent for which we participate and fully support campaigns and events that help the education, development and increased recruitment of Emirati nationals in the field of Customs. We demonstrate leadership in Emiratization rates through the creation of a culture promoting learning and education. Our efforts in these areas improve the employability of nationals while enhancing the productivity and competitiveness of the workforce in general. We have consistently exceeded government-set targets in Emiratization and have been recognised for showing leadership in our contribution to the Emiratization initiatives set up by the UAE Government. We have always participated in recruitment exhibitions and career fairs



devoted for UAE nationals and communicated with the concerned governmental bodies to attract nationals such as Development and Employment of National Human Resources Association (Tanmia) and The E-employment website for UAE nationals (Ershaad).

**“ We have consistently exceeded government-set targets in Emiratization and have been recognised for showing leadership in our contribution to the Emiratization initiatives set up by the UAE Government.**

Dubai Customs follow Salary Scale pursuant to Dubai Government Human Resources Law No. 27/2006 and its amendments ensuring that our minimum salary levels are in accordance with the local minimum wage requirements. Dubai Customs has a procurement and contracting policy ensuring the legal and easy dealing with its suppliers and avoiding any conflicts of interest. We ensure, wherever possible, to work with local suppliers from within the UAE for goods and services for the betterment of our community and economy. Selection of suppliers is always based on their product or service quality, keeping in view the best prices offered to us. This is achieved through a well-developed tendering procedures to assure transparency and efficiency.













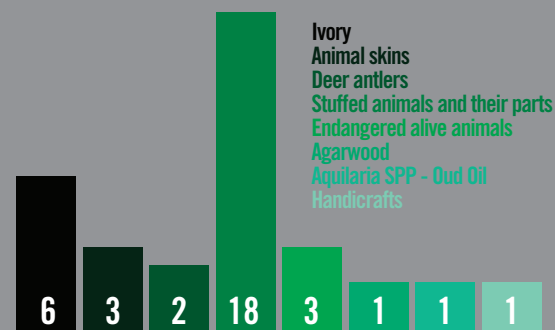
## Policy & Practices on Environment

The theme for our environment policy is “save energy – save environment” and we utilize a quality management system consistent with the requirements of ISO 14001:2004 to assist implementation of this policy. This 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. During 2011, the organization spent AED 90,000 as capital investment and AED 1.4 million as expenditure

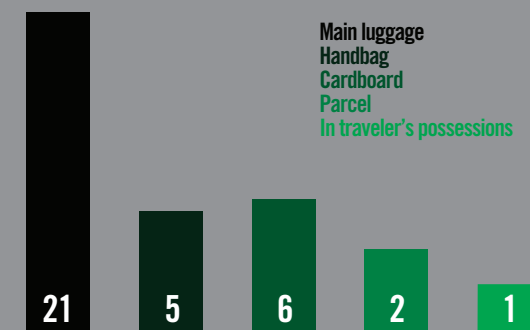
towards environmental protection within the organization. Following are some key measures and activities adopted in the organization to counter the negative impacts on environment:

- 1) EHS Audit twice a year to ensure compliance with ISO 14001:2004
- 2) Identify areas for improvement in terms of priority and importance.
- 3) Organize and participate in cleaning programs and events.
- 4) Exhibitions and awareness programs for protection of wildlife and endangered species.

**Endangered Species  
Classification of Offenses - 2011**



**Endangered Species  
Smuggling Ways - 2011**







## OUR ENVIRONMENTAL IMPACT

- 5) Adopt measures to control illegal trade of skins and remains of endangered species.
- 6) Monitoring and control of radiation through the periodic maintenance of inspection equipment.
- 7) Control of carbon emissions by regular servicing and maintenance of vehicles and relevant inspection machines.

As our contribution to combat environmental trade-crime which stands at a total of 20 billion dollars globally, Dubai Customs launched the Green Customs project during the year 2011. This project is an adoption of the Global Green Customs Initiative which is an unprecedented partnership of international organizations cooperating to enhance the capacity of customs and other relevant enforcement personnel to monitor and facilitate the legal trade and to detect and prevent illegal trade in environmentally-sensitive commodities covered by the relevant conventions and multilateral environmental agreements.

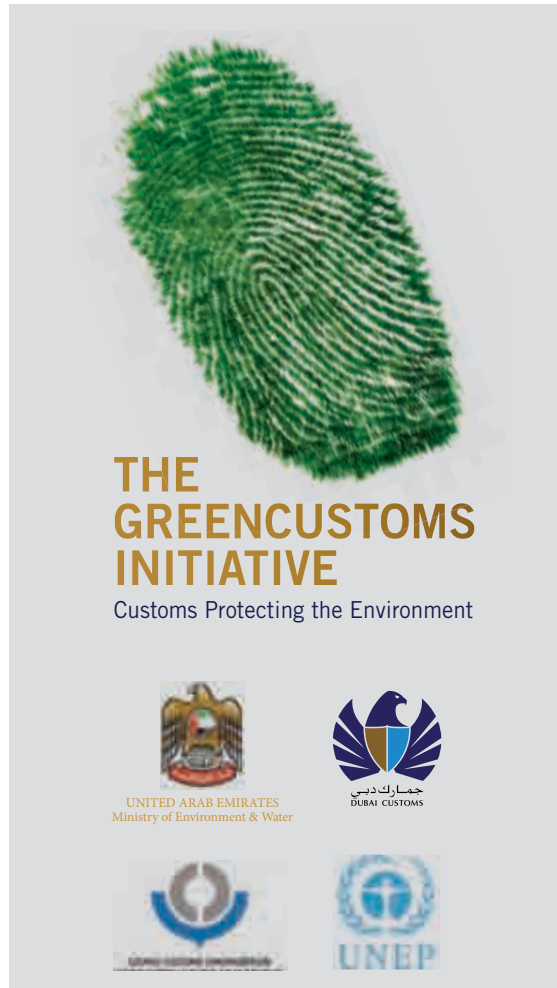
In 2011, Phase I of this project was completed where a global workshop was organized by Dubai Customs in partnership with The UAE Ministry of Environment & Water, The United Nations Environmental Program and The World Customs Organization. It was inaugurated by H.E. Dr. Rashid Ahmad Bin Fahad - UAE Minister for Environment & Water and H.E. Ahmed Butti



Ahmed - Director General Dubai Customs. It aimed to enhance awareness of customs staff and other external members involved in monitoring and facilitating of legitimate trade and preventing illicit trafficking of hazardous substances such as chemicals, hazardous wastes, endangered species and other

Ozone Depleting Substances (ODS) in order to protect the country and its people from the adverse effects on human health and the environment. The workshop was attended by 105 participants who represented several Ministries of the UAE, Foreign Embassies, International Customs Organizations, UAE

Federal Customs, Government Departments of Dubai, Key Traders of Dubai and all functions of Dubai Customs



## Energy Management

Dubai Customs is committed to provide services to the community without harming the environment and believes in reducing both its environmental impact as well as operating cost through energy management and reduction in water and electricity costs. ISO 14001 is explicitly used to collect and analyse our carbon impact, where we are still able to accumulate necessary data and information

required in this regard. Meanwhile, we are in transition for the way we manage our environmental activities, from an activity-based approach to an integrated management system.

We get our electricity and water requirements from the Dubai Water & Electric Authority on rental basis, however we engage in all possibilities to reduce these rental charges to contribute to our carbon footprint management. Installing energy-savers, light sensors and splitting the air-conditioning controls wherever possible have

Dubai Customs Head Quarters Electricity Consumption in KWH			
No of Months	Electricity Consumption -KWH	Electricity Consumption -KWH	Electricity Consumption -KWH
	2009	2010	2011
1	417,600	460,800	432,000
2	399,600	442,800	435,600
3	464,400	453,600	403,200
4	550,800	532,800	460,800
5	608,400	561,600	514,800
6	709,200	619,200	644,400
7	727,200	684,000	644,400
8	766,800	691,200	680,400
9	763,200	691,200	644,400
10	741,600	691,200	608,400
11	576,000	594,000	565,200
12	594,000	468,000	457,200
Total	7,320,809	6,892,410	6,492,811
Energy Saving in 2010	428,399 KWH		
Energy Saving in 2011	399,600 KWH		





“ALGRASS – A Socio-Environment Project Announced by Dubai Customs with an objective to benefit The Environment, The Society and The Economy”



## OUR ENVIRONMENTAL IMPACT



DUBAI CUSTOMS - HEADQUARTER WATER CONSUMPTION DETAILS 2011					
Nos.	Floor	Block	No.ofWC	No. of Wash Basin	Capacity of the WC flush Tank in Gallons
1	Ground	A & B Block	24	21	2
2	1st Floor	A & B Block	14	12	2
3	2nd Floor	A & B Block	14	13	2
4	3rd Floor	A & B Block	16	14	2
5	4th Floor	A & B Block	8	9	2
TOTAL			76	69	
TOTAL CAPACITY OF THE WC FLUSH TANK					152 Gallons
CONSUMPTION/PERSON/DAY (Assumed 3 Times/person/day and considering the discharge water)					4-32 Gallons

GREEN IT INITIATIVE – USER ENVIRONMENTAL IMPACT - PILOT STUDY 2011				
Username	Sheets	Trees Consumed	CO2 Produced	Equivalent Bulb Hours
tarek.abdelkhalek (Tarek Abdelkhalek)	1	0.001% of a tree	4 grams	0.3 hours
suhaib.almouhairy (Suhail Almouhairy)	1	0.001% of a tree	4 grams	0.3 hours
nazih.faraj (Nazih Faraj)	1	0.001% of a tree	4 grams	0.3 hours
mohamad.easawy (Mohamad Easawy)	1	0.001% of a tree	4 grams	0.3 hours
wael.nehme (Wael Nehme)	1	0.001% of a tree	4 grams	0.3 hours
shahina.musthafa (Shahina Musthafa)	2	0.002% of a tree	9 grams	0.6 hours
omkar.tirodkar (Omkar Tirodkar)	2	0.002% of a tree	9 grams	0.6 hours
hassan.aljawi (Hassan Aljawi)	2	0.002% of a tree	9 grams	0.6 hours
kashif.mrashid (Kashif Muhammad Rashid)	3	0.004% of a tree	13 grams	0.8 hours
ivan.shekar (Ivan Shekar)	3	0.004% of a tree	13 grams	0.8 hours
TOTAL	17	0.021% of a tree	76 grams	4.8 hours
Trees Consumed	The amount of trees that have gone into making the paper.			
CO2 Produced	The greenhouse gases released in the production of the paper.			
Equivalent Bulb Hours	The manufacturing energy used to produce the paper represented as the energy consumed by a standard light bulb in hours.			

enabled us to manage significant amount of electricity. Similarly, spreading awareness on water use, regular maintenance of taps and flush systems and other related initiatives help us manage our water consumption.

In addition to our on-going commitment to operate high-performance sustainable facilities, we emphasize on our new offices and premises to be of high performance. Our newer constructions and significant renovations to our facilities meet the energy- efficiency requirements of the international green building standards. Our building designs and approaches are updated regularly to include sustainable energy performance requirements and environmentally preferable materials and technologies. Dubai Customs facilities management always prefer low volatile compound paints to improve air quality, recycled-content materials to minimize waste, and low-flow plumbing fixtures and native plants to save water. We indulge in replacing older high-energy lights with energy-efficient lighting, as well as heating, ventilation, air conditioning systems and compressed air systems.

### DC HEADQUARTERS ENERGY CHARGES 2011



**WATER CHARGES**  
AED 195,216



**ELECTRICITY CHARGES**  
AED 2,804,788





## OUR ENVIRONMENTAL IMPACT

DUBAI CUSTOMS - HEADQUARTER CORRIDIR LIGHTS DETAILS 2011							
Nos	Floor	Blocks	Type of lights	Wattage of lights in KWs	Lights Working	Lights Disconnect	Total load in K.W
1	1st Floor	A Block	12V,50W Halogens	0.05	18	27	0.9
			2X18W PL lamps	0.036	12	4	432
		B Block	12V,50W Halogens	0.05	136	0	6.8
			2X,8W PL lamps	0.036	64	79	2.304
2	2nd Floor	A Block	12V,50W Halogens	0.05	42	0	2.1
			2X18W PL lamps	0.036	64	6	2.304
		B Block	12V,50W Halogens	0.05	220	6	11
			2X18W PL lamps	0.036	80	0	2.88
3	3rd Floor	A Block	12V,50W Halogens	0.05	29	79	1.45
			2X18W PL lamps	0.036	61	7	2.196
		B Block	12V,50W Halogens	0.05	47	141	2.35
			2X18W PL lamps	0.036	70	0	2.52
TOTAL CONNECTED LOAD OF THE CORRIDOR LIGHTS IN KW					37.236		
PRESENT CONSUMPTION/ DAY IN KWH (24 Hrs Consumption/Day)					893.664		
COST/DAY FOR THE CONSUMPTION IN AED 63 Fills/unit as per DEWA)					294.90912		
COST/MONTH FOR THE CONSUMPTION IN AED (30 Days / Month)					8847.2736		
COST/YEAR FOR THE CONSUMPTION IN AED (36, Days / Year)					107641.8288		

IT User Environment Impact in terms of papers / trees / carbon emission saved. At present a pilot study has been conducted to review the results and implement ability of this initiative during the year 2012.

The electronic paperless declarations system is another area through which we engage in our environmental support. Through this system, goods and consignments are cleared without the actual declaration papers being handed in to Customs desks and offices. One of the benefits of this system is that paperless declarations can be made remotely 24/7 with an electronic signature and without the need to provide hard copies to Customs, thus saving a huge amount of paper.

## Recycling and Waste Management

In order to become greener, it requires creativity and adoptability in all aspects of business. Dubai Customs perceives waste as an additional expense and recycling as a way to save money for the organization. Our aim is to reduce the amount of waste that we generate from our operations and encourage recycling as much as possible. In addition to promoting awareness among our

## Paper-Less Initiatives & Operations

At Dubai Customs, Information Technology (IT) systems are also given special emphasis while addressing sustainability. Auto Shut-down and Turning off PCs and other equipment after office hours and while not in use carry clear financial

and environmental value for us. Paper-less and paper-saving are the key drivers of our Green IT Policy and processes in practice. Our IT department has initiated a program called the Green IT Initiative which aims to study an

employees towards waste management and recycling, we promote the culture of paperless operations to our clients and encourage our suppliers to use more sustainable packaging which is recyclable.

Our long-term waste management goal is to be a zero-waste organization and help our customers and suppliers achieve the same. Our long-term recycling objective is to support the United Nations agenda of saving billion trees

through our programs and projects aiming to recycle paper, plastic, metal, printer cartridges, electronics and peripherals and much more. During 2012, Dubai Customs aims to launch an on-going program to promote waste management and recycling while on the other hand encourage trees plantation, which will not only engage our employees, but also our other stakeholders like clients, suppliers, partners and other government organizations.

Waste and Recycling Collection Details in Customs 2011

Month	Dry Port - 4.5 cbm		Port Rashid Customs Office - 4.5 cbm	Archive Customs AlAweer - 4.5 cbm	PR Customs Coastal Berth - 4.5 cbm
	Gen. Waste (tons)	Recyclables (tons)	Gen. Waste (tons)	Gen. Waste (tons)	Gen. Waste (tons)
Jan	495.72	13,350	33.48	2.2	27
Feb	440.64	12,240	35.64	2.2	30.78
Mar	495.72	16,250	33.48	2.7	52.92
Apr	459	10,070	32.4	2.2	43.2
May	495.72	14,290	33.48	2.2	52.92
Jun	477.36	11,270	32.4	2.2	49.14
Jul	477.36	9,130	28.62	2.2	49.14
Aug	477.36	7,340	9.18	2.2	49.14
Sep	459	8,360	21.6	2.2	49.14
Oct	495.72	8,990	28.62	2.2	52.92
Nov	459	8,460	25.38	2.2	49.14
Dec	477.36	8,200	25.92	2.2	49.14
TOTAL	5709.96	127950	340.2	26.9	554.58

**FOR THE PERIOD  
2009 – 2011**



**Saved 208,000  
Trees through Recycling  
& Waste Management**

**Reduced 41,000  
Tons of Green House  
Gases (GHG)**



**Saved  
AED 37,000,000  
as cost of Trees Saved**

**Reduced 828,000  
KWH from Electricity  
Saving Initiatives**









# Corporate Culture

**E**mployees are the real investment of Dubai Customs. The strategic objectives for our Human Resource function are:

1. Development of superior workforce
2. Re-engineering of the HR services and processes
3. On-going personal development for employees at all levels
4. Positive organization climate
5. Employee oriented organization culture focusing quality, high performance & continuous improvement

## The HR Department focuses on three major organizational levels; Employees, Middle Management & Strategic Team

Dubai Customs has always promoted a culture in which integrity and ethical conduct are recognized, respected and demonstrated by our employees. Our Code of Conduct helps our employees understand and maintain our high standard of business and personal ethics. It is available to all employees through our company Intranet and Web site thus setting the legal and ethical standards with which our employees are expected to comply. We promote awareness and communication of the Code of Conduct to our employees through electronic and printed material and provide appropriate training to our employees

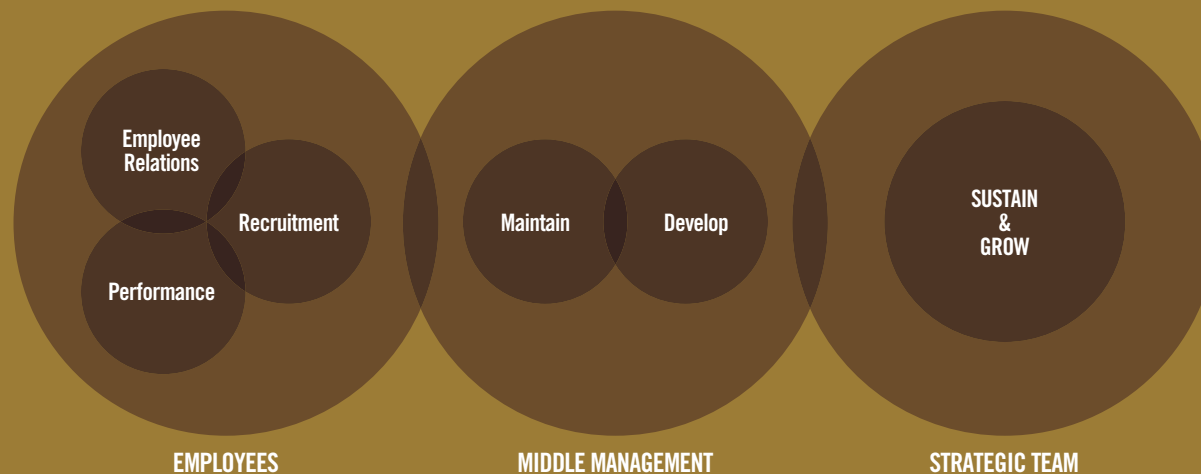
on a wide range of compliance and ethics topics. Employees from all Departments & Sections of the organization are assessed and analysed to ensure compliance of human rights and employee conduct in accordance with the Dubai Customs HR Policy and the Dubai Government HR Law.

Central emphasis of our employment culture is based on employee engagement and involvement through a systematic motivation approach of employee's suggestions in all areas of the organizational development. We are committed to transparency and freedom of opinion, and take into consideration employees' viewpoints as an essential pillar for organizational improvement. Our dedicated Suggestion and Reward section is responsible to gather constructive ideas from our employees at all levels in order to increase productivity, cost-cutting measures and improve working conditions in the organization. In 2011, Dubai Customs was awarded for the second year in a row with the Platinum Accreditation by the Ideas UK which is the highest globally recognized standard for a suggestion system.

This section also effectively deals with employees' grievances and complaints in coordination with the respective departments and help boost the morale and loyalty respectively. Key objectives of this initiative is to:

- Promote continuous and effective communications from all staff levels to the Management.
- Eliminate inefficiency and improve morale

## Conceptual Understanding of HR at Different Organizational Levels

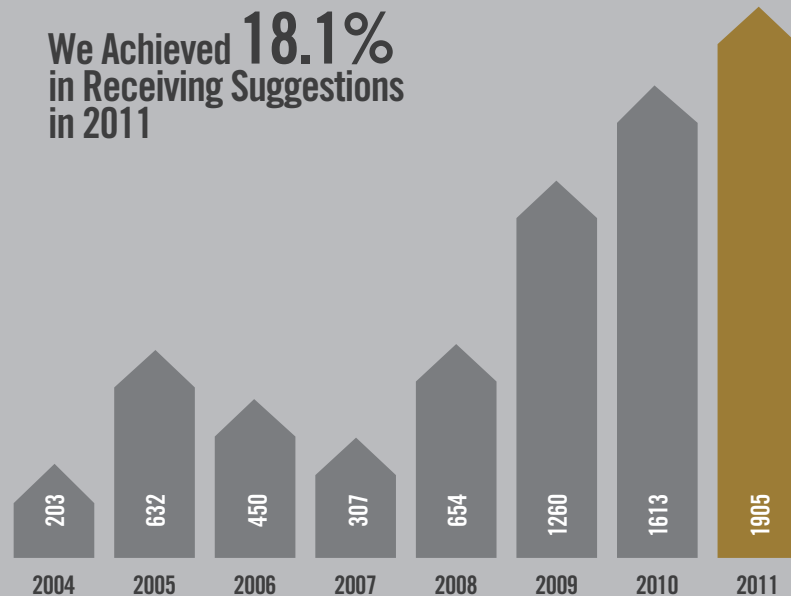




## EMPLOYEE SUGGESTIONS AND REWARD SCHEME

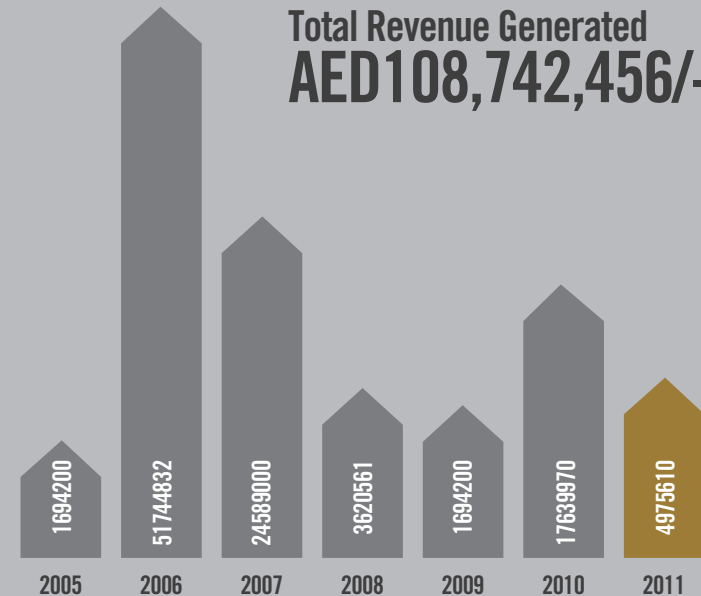
### SUGGESTIONS RECEIVED IN EACH YEAR (2004 - 2011)

We Achieved **18.1%**  
in Receiving Suggestions  
in 2011



### REVENUE GENERATED (2005 - 2011)

Total Revenue Generated  
**AED108,742,456/-**



through employees' involvement and engagement.

- Empowering employees through implementing creative ideas and rewarding them.
- Evaluate the scheme through surveys, studies and measure return on these

implementation.

- Enhance employee motivation and concerns through prompt handling of complaints and grievances.

Dubai Customs proudly became the first government organization in Dubai to implement

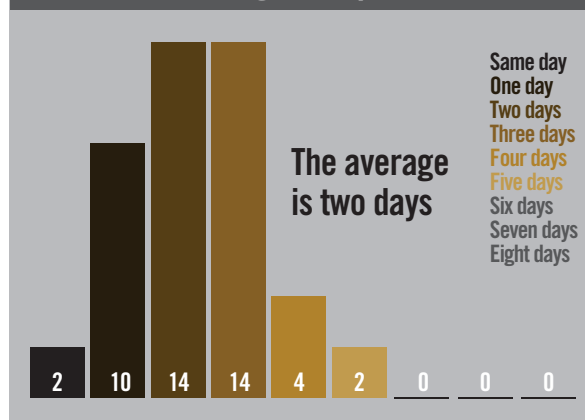
the E-Suggest system on the same day when it was launched on 17th May 2011 by H. H. Sheikh Hamdan bin Mohammed bin Rashid Al Maktoum, Crown Prince of Dubai. E-Suggest is a unified and decentralized electronic system, organized by the Service Improvement Department at The Executive Council, tailored



#### SYSTEM EFFICIENCY AND EFFECTIVENESS

- All 46 real complaints were resolved within seven working days, and 15 out of the total complaints were resolved within the same day and one working day, of the period for dealing with complaints
- The average period taken to solve problems in 2011 (Two Days)

#### The number of days required for resolving a complaints



to serve the requirements of all the Government entities within Dubai, to ensure best practices in dealing with suggestions, including handling, facilitation and resolutions to measure the impact and improve performance. The scope of the suggestion system covers all customer and employees ideas on government services provided by Dubai government entities.



## Employees Rights & Diversity

We respect and follow the United Nations' Declaration of Human Rights and its 10 principles. Key elements for our HR commitment are compliance with strict standards to provide a safe and healthy working environment, a strict ban on child and forced labour and all forms of discrimination, as well as a clear commitment to diversity and equality among employees in order to maintain fair and competitive working conditions. All recruitments are carried out as per the Human Resources Management Law No. (27) 2006 of UAE.

We are always committed to valuing diversity and promoting equality for our employees. 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. Our Diversity 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. During the year 2011, Dubai Customs extended its Child Care Center and Nursery services to its male employees in addition to its female members.

Dubai Customs aim to recruit, retain and develop employees based on merit, competence and potential. The remuneration of our male and female employees is another central aspect of equality of opportunity and



## Dubai Customs Working Mother Award

A Flag Ship Initiative of  
**DUBAI CUSTOMS**  
Towards Female Work-Life Balance



Balance Your Family

Balance You

Balance Your Career

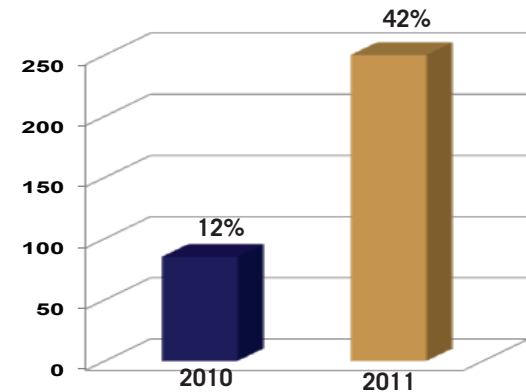
there is no discrimination between salaries paid to men and women engaged in comparable types of work. Our UAE National employees are a part of the formal pension scheme while our expatriate employees are entitled to end of service gratuities.

An increasing proportion of women working for the organization, especially the percentage of female leaders, is another key aspect of our endeavours to increase diversity. Dubai Customs





have always been a role-model, a leader and a notable organizations among the government sector for its efforts towards female employees.

We have always been successful at facilitating our females in challenges of balance between raising a family and achieving excellence in the workplace. Dubai Customs Working Mother Award, which was launched during 2010 was concluded to the next phase during the year 2011. An exclusive ceremony was organized to

### THE NUMBER OF EMPLOYEE CASES RESOLVED WITH EMPLOYEE REPRESENTATIVE



### EMPLOYEE REPRESENTATIVE VOTING

Vote	Results
Bader Al Raeesi 	21.18 % (Votes: 173)
Mohammad SalmanAli 	19.46% (Votes: 159)
Mona Al Mutawa 	11.02% (Votes: 90)
Nadia Gharib 	48.35% (Votes: 395)

DC – EMPLOYEE TURNOVER			
TOTAL EMPLOYEES & rate of employee turnover with the following details	2009	2010	2011
Resigned/Terminated/Retired/Deceased Age Groups (up to 30 years)	94	153	117
Resigned/Terminated/Retired/Deceased Age Groups/above 30 years)	90	223	117
TOTAL EMPLOYEES & rate of employee joined DC	2009	2010	2011
Age Groups up to 30 years	373	280	114
Age Groups up to 30 years	149	121	51

DC – NUMBER OF FEMALE EMPLOYEES			
Total Numbers of female employees as per the levels below	2009	2010	2011
Senior Management	5	5	5
Middle Management	30	39	37
Lower Management	319	370	404
Others	254	254	256
Contractual	22	5	1
<b>TOTAL</b>	<b>630</b>	<b>673</b>	<b>703</b>

DC NUMBER OF EMPLOYEES (CATEGORIZED)			
CATEGORY	2009	2010	2011
UAE Nationals	2057	2206	2297
Expatriates	726	660	600
<b>TOTAL</b>	<b>2783</b>	<b>2866</b>	<b>2897</b>
Males	2153	2193	2194
Females	630	673	703
<b>TOTAL</b>	<b>2783</b>	<b>2866</b>	<b>2897</b>
Permanent	2689	2858	2889
Temporary	94	8	8
<b>TOTAL</b>	<b>2783</b>	<b>2866</b>	<b>2897</b>
Senior Management	41	40	36
Middle Management	192	207	197
Lower Management	1182	1286	1331
Others	1274	1325	1325
Contractual	94	8	8
<b>TOTAL</b>	<b>2783</b>	<b>2866</b>	<b>2897</b>

award 10 winners out of 50 participant women who managed to successfully pull off this balancing act and promote this culture. Held under the patronage of Shaikha Manal bint Mohammed bin Rashid Al Maktoum, President of Dubai Women's Establishment (DWE) and wife of Sheikh Mansour bin Zayed Al Nahyan, Minister for Presidential Affairs, the ceremony honoured working mothers from various fields

within the organization including a specialized category for females with special needs.

We believe in maintaining a comprehensive social accountability system for managing ethical workplace conditions and strive to continuously improve our performance through conforming to all the requirements of SA 8000 Standards and complying with existing local and federal legislation and approved codes and practices.

We, therefore review our Social Accountability policy on regular basis and ensure that it is communicated, understood, implemented and maintained at all levels in the organization and is readily available to the public. During 2011, an independent election of the Employee Representative through employee voting was held where around 50% of the employees participated across the organization.







## Health & Safety

Avoiding accidents and protecting the health of our employees in the workplace are two of prime objectives of our health and safety practices. This includes identifying and assessing potential hazards, extensive risk management and ensuring a healthy working environment. We manage an Occupational Health and Safety System which is accredited with OHSAS 18001-2007 Health & Safety standard, ensuring that risks are identified and managed in consultation with our employees on any issues which may affect their health and safety. Although, the frequency of workplace injuries and the number of workdays lost is absolutely zero,

**“ We adhere to concrete emphasis on safety warnings and instructions to our employees. Health & Safety awareness sessions are being conducted periodically to raise awareness of employees towards these instructions.**



we maintain accidents log and lost-time record at all times in the context of applying the OHSAS standard. Internal Audit by qualified health and safety auditors are being conducted twice a year to ensure compliance to these standards in order to identify and

implement areas for improvement. Follow up on the recommendations for improvement is done periodically in terms of priority and importance.

We adhere to concrete emphasis on safety warnings and instructions to our employees.

Health & Safety awareness sessions are being conducted periodically to raise awareness of employees towards these instructions. This includes providing the Customs Inspectors with the appropriate safety equipment training and professional technical handling to ensure adherence to safety standards fitting the work nature. Quarterly safety inspections by EHS Officer are made to check all equipment and technical procedures related to safety. There is always entry prevention to dangerous areas by displaying safety instructions and signs of warning in all areas access by our visitors. In addition, security staff and inspectors are always around to avoid customers entering the inspection yards and construction areas. Identification information from visitors entering the Customs premises is always recorded in order to contact them and help evacuate as per safety standards. Periodic maintenance of all machines including scanners, X-ray machines and other inspection equipment is observed by the Technical Support Team in coordination with specialized vendors to eliminate any hazardous aspects. Fire alarm system is available throughout all the premises of the organization where mock drills and evacuation exercises are conducted regularly to ensure awareness of safety procedures related to fire alarms.

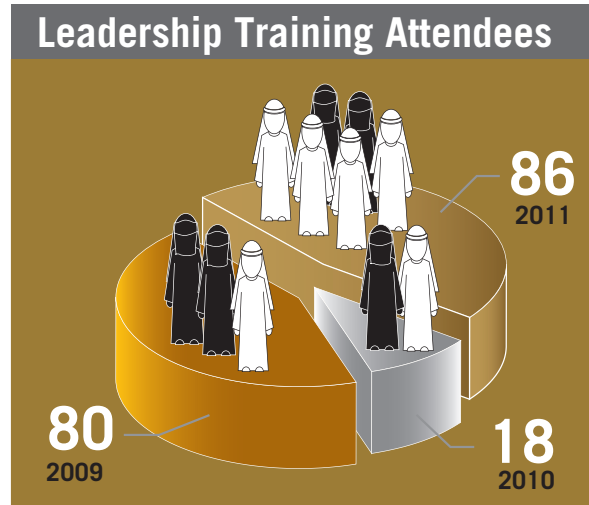
## Employee Development and On-going Training

Dubai Customs strives to recruit best human resources and ensures to build up UAE national competencies, enhance training and development of its employees, foster culture of excellence and creativity amongst employees. The organization believes that employees are the real assets of investment and the pillar upon which we stand to advance towards achieving challengeable objectives and realization of successful outcomes. As we strive to uplift with our human resources, increase their productivity and paramount their loyalty, we have focused our training to be more core and prioritised items that were part of our core and daily activities. The Human Resource Department launched in March, 2011 the "CADRE" initiative with aim of enhancing channels of communication with all employees





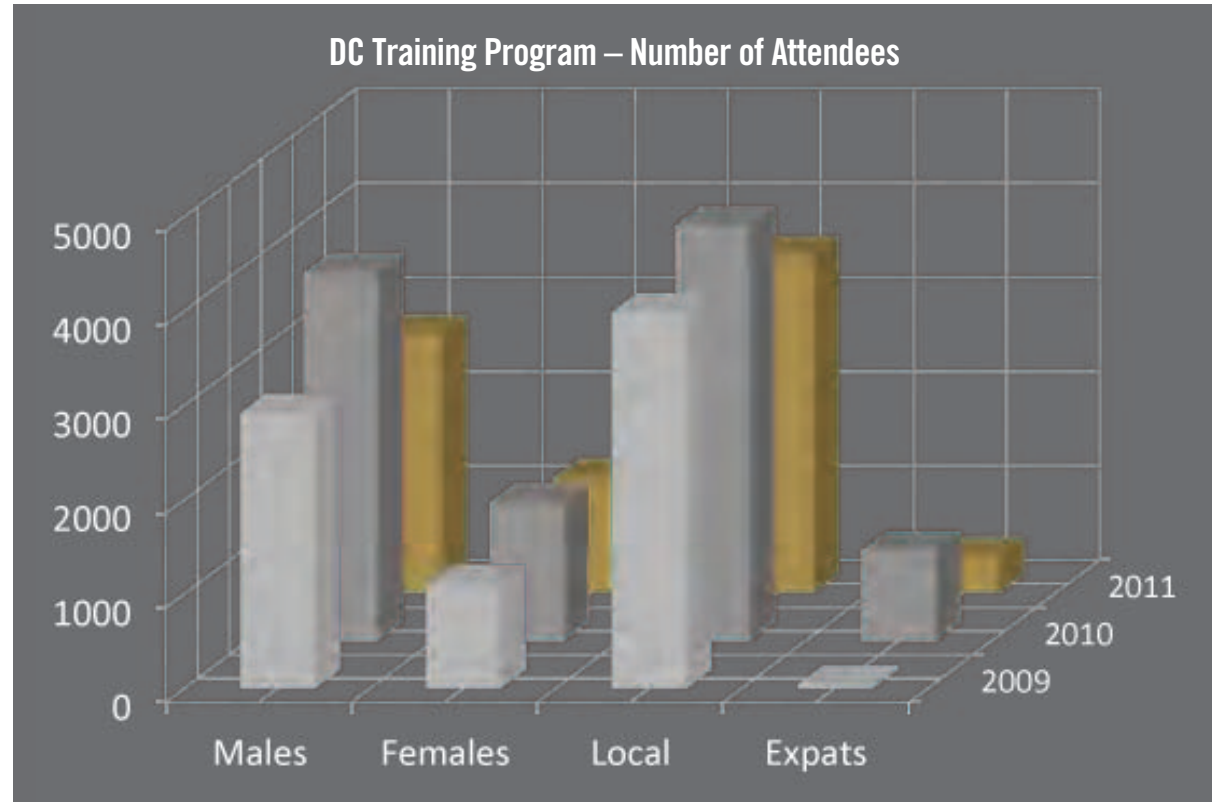
## OUR PEOPLE



guided by the four basic themes as below;

Dubai Customs employees are considered the cornerstone in maintaining security and safety of the United Arab Emirates. Therefore, Dubai Customs pays special attention to the training and development of employees as this directly contributes to the preparation of qualified Customs Officers capable of applying best Customs knowledge and practices to protect the community and its safety.

Training programs are broadly based, reflecting the widely varying training and development needs of our employees. Most of the training is delivered internally as we now have a dedicated new training centre and facility



at our headquarters which was inaugurated during 2011. In addition, whenever required, other external sources are also engaged to provide specialized training and development to our employees. All training programs are evaluated for quality & satisfaction. The success & satisfaction level for our employee training

program is measured through indicators such as turnover rate, absenteeism and our staff satisfaction survey.

Currently, HR Department is aiming to reinforce its strategic role of employee development in addition to its operational role. Hence, the Dubai Customs Competency



### DC Training Program - Number of Training Hours 2011 (By Category)

Gender	Total Hours	Average
Males	62,188	19.1
Females	22,858	16.1
Nationality	Total Hours	Average
Local	79,374	18.7
Expats	5,671	13
Employees Catogarized	Total Hours	Average
Senior Management	1,101	12.7
Middle Management	12,769	14.3
Others	71,164	19.2

Framework project has been kicked off which aims to link behavioural and technical

### Training Programs Conducted

	2009	2010	2011
Internal	50	117	146
External	244	207	216

competencies to all jobs allowing employees to understand their horizontal and vertical career progression within their divisions. This project provides employees, with the support of their departments, the opportunity to determine the necessary programs and training courses required for their advancement. Employees' performance is then assessed in line with the achievements made to serve the departments' and Dubai Customs objectives.







# Awareness on Core Customs

## Kidzania

Dubai Customs successfully inaugurated its pavilion in Kidzania on April 2011. This is a unique effort of the organization to educate and promote awareness about the role of customs to its youth and new generation and a means of community engagement with the residents of Dubai and UAE towards the world of Customs and its operations. Dubai Customs became the first and only organization in the world to have such a pavilion among the 12 worldwide locations of Kidzania, which is considered as one of the world's most powerful community engagement and experiential marketing concepts for children.

Following were some of the main objectives to have this facility;

- Promote Dubai Customs Brand Image
- Enhance the importance of Border Controls among children
- Highlight the Overall Role of Customs Authorities
- Inculcate a culture for Intellectual Property Rights
- Awareness on Anti-Smuggling, Anti-Narcotics and Drugs Enforce
- Promote education on Control of Illegal & Banned Items

## IPR Awareness & Award

Combating counterfeit and protecting intellectual rights is one of the core business elements at Dubai Customs and is always considered as our top business priority. It is promulgated as our prime commitment toward the society as well as the economy and is in line with the organizational vision of being the leading customs administration in the world supporting legitimate trade.

A well drafted policy is implemented in Dubai Customs with respect to recording of trademarks and intellectual property rights for customs purposes and a transparent recording system exists in this regard concerning provisions for filing a complaint against infringement of a trademark. The aim and objective of this systems is to:

- Protect and maintain consumer and society safety against negative impacts 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 economy and trade through imposing fees and penalties against violators and trademark infringers.

- Earn good local and international reputation being a secured area for practicing trade activity.
- Strengthen relations between the producing companies, brand owners and other customs authorities.

Realising the importance of the Intellectual Property Rights (IPR) protection, a dedicated IPR department functions within the organization. In addition to enforcing federal and international laws and policies related to IPR, the department's prime aim is to promote awareness on the consequences and implications of fake products and counterfeit.

**During the year 2011, a total of 22,500 children attended the Dubai Customs at Kidzania to learn about its role and activities.**

Dubai Customs IPR department engages into extensive programs and activities related to awareness-raising education programs targeting the young generation of the country through schools, colleges, universities and other educational institutions in order to promote the concept of IPR. The objective of these programs







## OUR COMMUNITY CONNECTIONS



is to inculcate a culture of loyalty and build a secure communal and economical role against counterfeiting and piracy especially among the youth and children of the emirate. During the past three years, more than 39,000 students have attended these awareness programs

Dubai Customs, in collaboration with the UAE Ministry of Education, also organized the IPR Award competition for students of 6th to 12th grade in schools & universities across the UAE. Teams from students were expected to prepare, organize and carry out a program in the field of IPR with the aim of serving specific objectives, such as enhancement of a sense of belonging, nationalism, voluntarism amongst

all students from government and private schools & universities, thus supporting national identification, establishing IPR orientation and guidance, innovation, protecting the community from commercial and industrial frauds and controlling exploitation of innovative ideas. A total of 12 schools participated from which 120 students submitted their nomination and 5 schools were awarded as winners. In addition, 2 universities were also awarded with best programs on IPR.

### **Community Awareness and Education**

Following the special strategic relationship between Dubai Customs and Dubai

Community Development Authority, directors and managers from Dubai Customs participated in a discussion session in which they demonstrated the department's expertise in the field of intellectual property rights and its role in increasing the trade movement in the UAE by protecting trademarks and individuals from piracy, fraud and counterfeiting as the Department seeks to maintain a healthy investment environment and encourage creativity and innovation. The discussion session was organized by Dubai Community Development Authority (CDA) in Al Rashidiya Council with the participation key members of Dubai Customs. Dubai Customs has participated in the discussion session as part of its efforts to enlighten the public on the customs' role in protecting intellectual property rights.

The discussion evolved around the history and establishment of IPR Department at Dubai Customs which is considered the first of its kind in the Middle East and is significant for executing the IPR-related federal laws, in addition to its role as the protector of the main entries in Dubai throughout 18 land, sea and air entries and exits. It included details about IPR, trademark terminology, difference between forgery and counterfeiting, fraud and counterfeiting techniques and alerts against the use of these dangerous counterfeited goods on humans' health and the country's economy.

# Contribution to Local Community

## **SANID Training**

With an objective to contribute effectively to emergency response efforts and providing the citizens of UAE with the knowledge and the skills to protect themselves and their community while reducing the impact of emergency situations as much as possible, Dubai Customs has become one of the leading public organizations in the region to have participated in SANID training programs for its employees to be prepared for disasters and natural events. SANID programme is the partnership between National Crisis and Emergency Management Authority (NCEMA) and Takatof which is the volunteer programme of the Emirates Foundation for Philanthropy.

All SANID volunteers are trained to assess crisis situations and determine what response is required. They are able to assess injuries and provide first aid and CPR, as well as other emergency response. The main objective to participate in the SANID program is to support the nation's strong culture of volunteering and community support, enabling selected employees from Dubai Customs to become a valuable resource for the UAE and for those around them in any crisis situation.

## **National Identity Initiative from Fresh Graduates**

Dubai Customs places heavy emphasis on the



promotion of UAE National Identity as part of its social commitment and its fostering loyalty to national culture and heritage. The organization adopted a number of programs during the UAE National Day to allow all segments of society to participate and express their joy. Dubai Customs was actively involved in celebrations of the 40th National Day in partnership with a number of government and private entities that represented all society segments who participated in several competitions and contest that aimed at instilling union's spirit, inspired by the vision of their Highnesses, the Founders of the UAE. These initiative included

## **ELEMENTS OF SANID TRAINING**

- Certified Basic Training
- First Aid and CPR
- Certified Skills Review and Practical Exercise
- Emergency Response Volunteer Basic Training
- Crisis Communication and Crisis Reception Points
- Management of Spontaneous Volunteers
- Advanced First Aid and AED Training
- Advanced Certified Training
- Team Organization and Local Orientation
- General Leadership and Team Building
- Advanced Emergency Response Volunteer Practical Exercise and Disaster Simulation



## OUR COMMUNITY CONNECTIONS



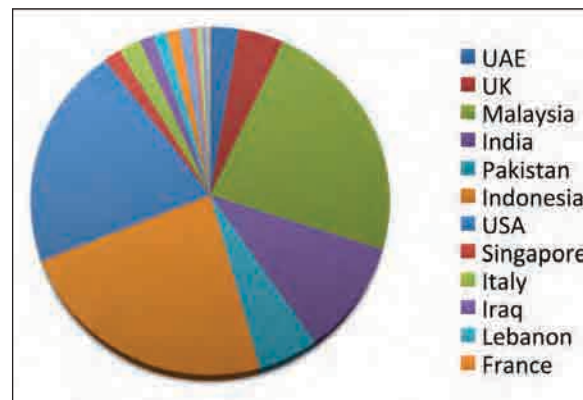
the launch of a photography competition which included generous rewards and prizes. In addition, it also included building a huge puzzle picture at Midriff City Center over a week time. More than 35,000 participants got engaged and attracted to these activities.

To promote the concept of national identity, Dubai Customs embraced a capstone project designed by the graduation group of students from Zayed University, with the aim of strengthening national identity by touring throughout the UAE. The project aimed at consolidating the Emirati flag image in the minds of citizens and residents as a symbols of national identity. Dubai Customs has adopted the project and will promote it under the slogan of Alami (My Flag), where the main focus is to educate and spread the UAE flag within the nation.

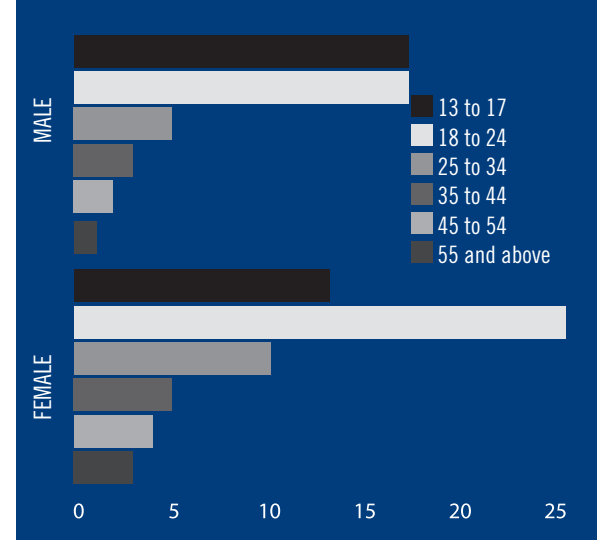
### Social Media

During the year 2011, Dubai Customs initiated a new communication channel with the community aiming at transparency, engagement

### Social Media Countries Outreach



### Social Media Out-Reach Statistics 2011



and information. With the boost of social media on the surface, the organization decided to play a powerful role in community engagement through adding Dubai Customs CSR dedicated sites at Facebook and Twitter. The organization has also prepared an animated video on the functioning and operations of the Customs and the role of Customs Inspectors and Officers towards the protection of borders and trade facilitation. This video has been posted at our links in Facebook and You-tube in order to educate and spread awareness among its followers as well as the community in general.



# Sustainable Approach to Charity & Donations

## Dubai Customs Donation campaign

A very comprehensive donation campaign was initiated by Dubai Customs CSR team during the year 2011 as part of the organization's endeavours to foster social responsibility programs and anchor cohesion by lending a hand to the needy. Under this In-kind donation campaign, named "Best Are Those Who Care For Others" a different item is planned to be collected every month in order to meet the needs and requirements of the poor community. The campaign is yet another sustainable charitable initiative launched by Dubai Customs in cooperation

**“ A very comprehensive donation campaign was initiated by Dubai Customs CSR team during the year 2011 as part of the organization's endeavours to foster social responsibility programs and anchor cohesion by lending a hand to the needy.**





## OUR COMMUNITY CONNECTIONS



with other Charitable Organizations to urge employees, clients, suppliers and all strategic partners to donate new, used or surplus items for the needy in the UAE as well as overseas. The campaign's slogan is quoted from the Prophet's (SAW) Hadith which is translated as "Best people are those who are most helpful to people".

### **Computer Donations to Third World**

During 2011, Dubai Customs donated a number of computers and PC accessories to Mohammed Bin Rashid Humanitarian and Charity Establishment as part of its program in refurbishing used computers with the help of Dubai Municipality and Microsoft. The donation program is mainly intended to rehabilitate such systems and PC equipment and then donate them to educational, societal and charitable organizations so that the systems may help in implementing technical educational programs to benefit school children in poor countries. As per an agreement between Dubai Customs and Mohammed Bin Rashid Humanitarian and Charity Establishment, there is a cooperative arrangement with Dubai Municipality PC Repairing Centre and Microsoft to refurbish and repair these systems and then donate these PCs and equipment to third world countries.

The donated items included 38 PC's, 30 printers and 5 monitors. These donated systems have become outdated due to on-going technical and electronic progress that takes place in the department. The systems were collected within the environment preservation program adopted by Dubai Customs through methods of recycling, reusing and rationalization to preserve environment and reduce carbon emissions that can be caused by manufacturing or dumping these machines. These machines release 80% of their share in carbon emissions during manufacturing processes.

### **Mosques in Third World Countries**

During the year 2011, Al Maktoum Charity Organization completed building two mosques in Somalia which were financed by Dubai Customs donations offered to the Foundation during 2009 to 2011. The first mosque is built in Hargeisa in Somaliland and the second mosque is in Bosaso in Puntland. Through this initiative, Dubai Customs takes pride in supporting the charitable and humanitarian activities tackled by the local charity organizations and foundations and seek to reinforce our social role with humanitarian contributions. The initiative was not just related to building mosques, but rather have a complete self-sufficient community project



which has shops in its building to generate income to cover all expenses related to the mosque and its administration.

Republic of Somalia is estimated to have around 9 million residents and is suffering from poor infrastructure due to the massive

destructions the civil war caused. Even mosques were hit partially or completely by the war, and a few mosques were rebuilt in the previous period due to the ferocity of these wars which crippled all sorts of developmental projects in Somalia. Hargeisa





## OUR COMMUNITY CONNECTIONS

mosque is built on 168 square meter land and comprises a 20-meter high minaret and a two-room house for the Imam, besides 2 Waqf stores and a close school for teaching boys and girls holy Quran. 2000 people in Carn village benefit from the second mosque built in Bosaso which is a prayer house and a platform/centre for preaching Islamic teachings and training Imams.

### **Ramadan & Religious Activities**

During Ramadan, Dubai Customs organized various activities supporting the theme of charity, fasting and religious knowledge, both internally as well as externally. A partnership with Mohammad Bin Rashid Establishment was organized where 125 families benefited from Meer cards, whereby giving needy families the freedom to choose their items according to their needs. Quran classes for 50 children were organized within the premises of Dubai Customs, who were taught the correct way of reciting Quran (Tajweed) and support in memorizing at least one chapter of Quran. Two Islamic lectures were organized for Dubai Customs employees, where more than 180 colleagues from all our offices benefited. These lectures were delivered by Dr. Mohamed Al Arifi and Dr. Anas bin Mesfer. Finally, 27 volunteers from Dubai Customs employees distributed 5000 iftaar

boxes in 19 different areas in Dubai during the Holy month of Ramadan.

### **Fisherman Education and Awareness on Healthy Living**

About 70 fishermen living at the coastal areas of Dubai, benefited from the health awareness campaign organized by Dubai Customs in cooperation with Dubai Health Authority (DHA). They got their blood pressure and glucose checked, their weight & height measured, and they acquired useful medical and health tips. During previous years, Dubai Customs built houses with the needed amenities for these fishermen in order to facilitate their living. Dubai Customs provided these Fisherman the opportunity of getting a medical check-up at their workplace and provide valuable medical advice on how to eat and drink healthy food and beverages, besides keeping them away from the risk of getting infected with various diseases.

### **Volunteerism**

Promoting the culture of volunteerism and engagement is yet another major objective behind the programs and activities of the CSR team in Dubai Customs. Various events, activities and programs were conducted during the year 2011 including participation in projects organized within Dubai Customs

**“ Promoting the culture of volunteerism and engagement is yet another major objective behind the programs and activities of the CSR team in Dubai Customs.**

as well as contribution and support to projects organized by other organizations. These include the Annual Cleaning Campaign organized under the Emirates Environmental Group which aims to clean various locations in the emirate through employee engagement and volunteer from many organizations. Also, participation in the annual international cleaning campaign under the Municipality of Dubai is yet another event where employees from Dubai Customs volunteer regularly every year. The annual beach and coast cleaning campaign organized by Dubai Customs to support the environment of the country is a regular event and employees and divers participate in these programs to support our CSR cause. An overall count of more than 400 volunteers from Dubai Customs participated in these and many other programs all through the year 2011.













## Service and Quality Improvement

**T**o overcome global challenges in the regional economy and trade, research and innovation always play a key part in terms of service and customer care. Dubai Customs also places high importance to service quality and improvement in order to gain sustainable development and future growth for the organization. For us, innovative capability means demonstrating to the global market that we have a competitive edge through

### MYSTERY SHOPPER ACHIEVEMENT LEVEL

93

2009

95

2010

96

2011



our research and technology excellence and through innovative services. Since we are closely aligned with our customers and understand their needs and requirements, our research and development activities are a continuous process of adaptation.

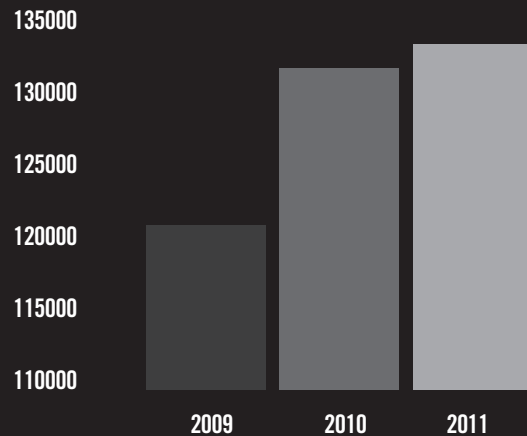
One of our key objectives is to provide unique, creative and tailored solutions in meeting the needs of our customers, both regionally as well as globally. This is achieved through offering most efficient and supportive services designed for our customers' requirements. This includes;





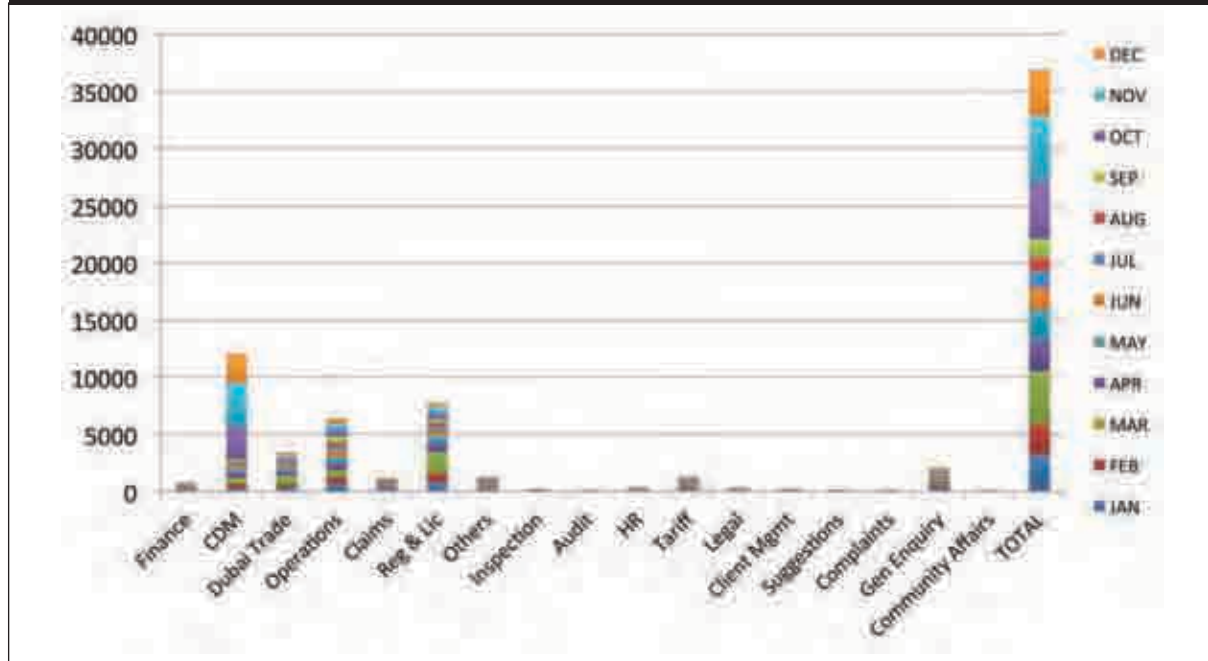
## OUR MARKETPLACE

### CLIENTS REGISTERED WITH DUBAI CUSTOMS



- Simplifying, re-designing and improving our services to align with customers' needs
- Communicating in a clear, transparent and accessible manner to provide the information required by our customers
- Proactively develop solutions and enhancements to our services to meet ever-changing customer requirements.
- Assessing and improving the impact of health & safety of our customers in relation to our services all through the stages of product development, modernization, marketing and delivery.

### CALL CENTER STATISTICS - 2011



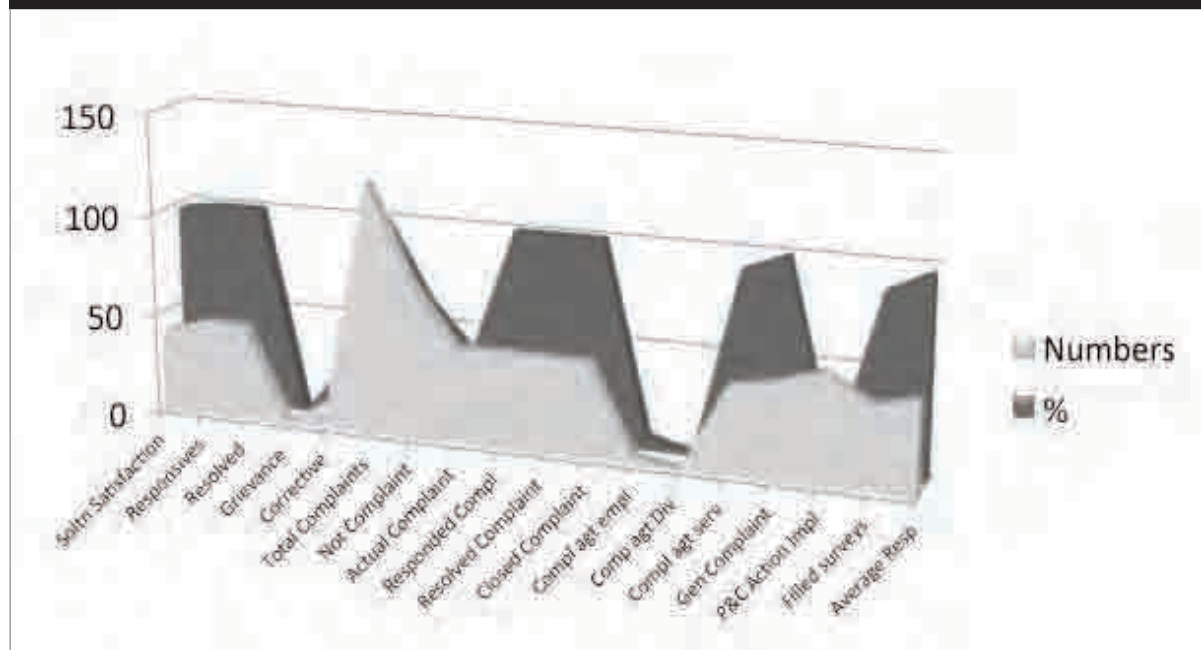
## Customer Management

At Dubai Customs, customers are our number one priority and we always strive to be 100% customer-service oriented. In order to assure success always, it is fundamental for our organization to build strong relationships with the market as well as all our clients. Our client

management has an operating mandate to ensure protection of all rights and interests of our customers in order to achieve a high degree of socio-economic development while minimizing negative environmental impacts.

During GITEX 2011, Dubai Customs has launched its concept "My SMART Reports", a set of integral mobile inventive services for the service of mega companies. The service

## CUSTOMER SATISFACTION RESULTS - 2011



provides statistical reports and digital customs transaction data that could help companies in planning out decisions.

In addition to following all international laws and regulations pertaining to market and customer services, we also have strict policies on IT and data security to ensure customer privacy. Although we have adopted all reforms and modernization activities for our customers

to access our services on-line, with an intention to become a completely paper-less customs organization, we recognize our responsibility to treat confidential information with respect and safeguard personal information for our clients. We strive to deliver exceptional customer experience every time and ensure this through ISO and quality standards for the organization. To ensure our customers'

## Service Information Published Covering Majority of Core Processes

Dubai Customs website	Dubai Trade website	As Literature
Customs procedures, e.g. import, export, etc.	eServices	IPR related information
Vehicle clearance procedure	Declaration types	Customs Law
Inspection procedure		Customer Charter
Declaration types		Passenger Charter
Duties, service fees, registration fees		Passenger Customs Guide
Customs policies		Valuation Guide
IPR procedures		Economic Agreements
Client Licensing procedure		Goods prohibition & restriction
Vessel registration procedure		Customer Guide
E-Services		Origin Rules
B2G services		Customs Suspended
DUCAMZ services		

on-going satisfaction, we conduct regular audits, both internally as well as externally. In addition, mystery shoppers evaluate our service centres on the quality of customer service, knowledge of our services and overall image of the organization on national security.







## Arabia CSR Award – 2011

**D**ubai Customs won the first place in the Public sector Category of the Arabia CSR Award Arabia Award, which is highest accreditation in the field of Corporate Social Responsibility in the Arab World, competing among more than 100 organizations from 12 countries. This award is organized yearly by the Arabia CSR Network, in cooperation with the United Nations Global Compact under the patronage of HH Sheikh Ahmed Bin Saeed Al Maktoum, Chairman Dubai Civil Aviation Authority and Supreme Head of the Emirates Group.



## Platinum Accreditation from IDEAS UK - 2011

The Suggestion and Rewards System of Dubai Customs achieved the Platinum Accreditation for the year 2011 which the highest level of accreditation from the Ideas UK. Under the umbrella of The UK Association of Suggestion Schemes, The Ideas UK Accreditation Award is a globally recognized, world-class standard for suggestion systems and qualifies organizations' that demonstrate excellence in the operations of their schemes. The requirements for accreditation focus mainly on the scheme administration method and evaluation process. The Accreditation is in 4 levels - Bronze, Silver, Gold and Platinum, with Platinum being the highest level.







## Report Application Level

			C	C+	B	B+	A	A+
Standard Disclosure	<div>Profile Disclosure</div> <div>output</div>	Report on: 1.1 2.1 - 2.10 3.1 - 3.8, 3.10 - 3.12 4.1 - 4.4, 4.14 - 4.15	Report Externally Assured	Report on all criteria listed for Level C Plus: 1.2 3.9, 3.13 4.5 - 4.13, 4.16 - 4.17	Report Externally Assured	Same as requirement for Level B	Report Externally Assured	
	<div>Disclosure on Management Approach</div> <div>output</div>	Not Required		Management Approach Disclosures for each Indicator Category		Management Approach disclosed for each Indicator Category		
	<div>Performance Indicators &amp; Sector Supplement Performance Indicators</div> <div>output</div>	Report fully on a minimum of any 10 Performance Indicators, including at least one from each of: social, economic and environment.		Report fully on a minimum of any 20 Performance Indicators, at least one from each of: economic, environment, human rights, labour, society, product responsibility.		Respond on each core and Sector Supplement indicator with due regard to the materiality Principle by either: a) reporting on the indicator or b) explaining the reason for its omission.		





## GRI INDEX AND ASSURANCE



“Dubai Customs Annual Sustainability Report 2011 is been prepared in alignment with the Global Reporting Initiative’s (GRI) G3.1 Sustainability Reporting Guidelines, compliant to self-declaring Level A. This level has been verified by the GRI. The table below lists the GRI indicators, shows which we have been able to report against and provides links to the relevant information.”

GRI Section	Page / Direct Answer	Disclosure Level
<b>Profile Disclosure</b>		
<b>Strategy and Analysis</b>		
1.1	Page 9	Full
1.2	Page 16	Full
<b>Organizational Profile</b>		
2.1	Cover Page	Full
2.2	Page 11	Full
2.3	Page 16	Full
2.4	Page 11	Full
2.5	Only within UAE	Full
2.6	Page 11, 16	Full
2.7	Page 11, 16	Full
2.8	Page 11, 13, 16	Full
2.9	Page 16	Full
2.10	Page 65	Full
<b>Report Parameters</b>		
3.1	Page 13	Full
3.2	Page 13	Full
3.3	Page 13	Full
3.4	Page 13	Full
3.5	Page 13	Full
3.6	Page 13	Full
3.7	Page 13	Full
3.8	No Joint Ventures	Full
3.9	Page 13	Full
3.10	No Re-statements	Full
3.11	No Significant Changes	Full
3.12	Page 67, 68	Full
3.13	Page 13, 68	Full
<b>Governance, Commitment &amp; Engagement</b>		
4.1	Page 15, 16	Full
4.2	Page 15, 16	Full
4.3	No Such Arrangement	Full
4.4	Page 15 to 18	Full
4.5	Page 15	Full
4.6	Page 15 to 18	Full
4.7	Page 15 to 18	Full
4.8	Page 6	Full
4.9	Page 15 to 18	Full
4.10	Page 15 to 18	Full
4.11	Page 15 to 18	Full
4.12	Page 15 to 18	Full
4.13	No Such Membership	Full
4.14	Page 25	Full

4.15	Page 25	Full
4.16	Page 25	Full
4.17	Page 25 to 27	Full
<b>Management Approach</b>		
DMA EC	Page 15 to 18, 29 to 30	Full
DMA EN	Page 15 to 18 - 33 to 39	Full
DMA LA	Page 15 to 18 - 41 to 49	Full
DMA HR	Page 15 to 18 - 41 to 49	Full
DMA SO	Page 15 to 18 - 21 to 25	Full
DMA PR	Page 15 to 18 - 25 to 26	Full
<b>Performance Indicators</b>		
<b>Economic</b>		
EC 1	Page 29	Full
EC 2	Not Applicable	Not
EC 3	Not Applicable	Not
EC 4	Page 30	Full
EC 5	Page 30	Full
EC 6	Page 30	Full
EC 7	Page 29	Full
EC 8	Not Applicable	Not
EC 9	Page 29, 30	Full
<b>Environmental</b>		
EN 1	Not Applicable	Not
EN 2	Not Applicable	Not
EN 3	Not Applicable	Not
EN 4	Page 35, 37, 38	Full
EN 5	Page 35, 37, 38	Full
EN 6	Page 33 to 39	Full
EN 7	Page 33 to 39	Full
EN 8	Page 33 to 39	Full
EN 9	Only Purchased Water	Full
EN 10	Not Applicable	Not
EN 11	Not Applicable	Not
EN 12	Not Applicable	Not
EN 13	Not Applicable	Not
EN 14	Not Applicable	Not
EN 15	Not Applicable	Not
EN 16	Page 33 to 39	Full
EN 17	Page 33 to 39	Full
EN 18	Page 33 to 39	Full
EN 19	Not Applicable	Not
EN 20	Not Applicable	Not
EN 21	Not Applicable	Not
EN 22	Page 39	Full
EN 23	Not Applicable	Not
EN 24	Not Applicable	Not
EN 25	Not Applicable	Not
EN 26	Page 33 to 39	Full
EN 27	Not Applicable	Not
EN 28	No Such fines	Full
EN 29	Not Material	Not
EN 30	Page 33	Full





## GRI INDEX AND ASSURANCE

Social: Labour Practice & Decent Work		
LA 1	Page 45	Full
LA 2	Page 45	Full
LA 3	Page 41 to 49	Full
LA 15	Page 41 to 49	Full
LA 4	Not Applicable	Not
LA 5	On-line Employee Handbook	Full
LA 6	Not Applicable	Not
LA 7	No Such Incidents	Full
LA 8	Page 41 to 49	Full
LA 9	No Such Agreements	Full
LA 10	Page 49	Full
LA 11	Page 41 to 49	Full
LA 12	Page 41 to 49	Full
LA 13	Page 41 to 49	Full
LA 14	Page 41 to 49	Full
Social: Human Rights		
HR 1	No Such Agreements	Full
HR 2	No Such Agreements	Full
HR 3	Page 41 to 49	Full
HR 4	No Such Incidents	Full
HR 5	Not Applicable	Not
HR 6	Page 41 to 49	Full
HR 7	Page 41 to 49	Full
HR 8	Page 41 to 49	Full
HR 9	Page 41 to 49	Full
HR 10	Page 41 to 49	Full
HR 11	Page 41 to 49	Full
Social: Society		
SO 1	Not Available – Will be done 2012	Not
SO 9	Not Applicable	Not
SO 10	Not Applicable	Not
SO 2	Page 17	Full
SO 3	Page 18	Full
SO 4	Page 18	Full
SO 5	Not Applicable	Not
SO 6	Not Applicable	Not
SO 7	No Such Legal Actions	Full
SO 8	No Such Fines	Full
Social: Product Responsibility		
PR 1	Page 61	Full
PR 2	No Such Incidents	Full
PR 3	Page 61, 62	Full
PR 4	No Such Incidents	Full
PR 5	Page 63	Full
PR 6	Not Applicable	Not
PR 7	No Such Incidents	Full
PR 8	No Such Complaints	Full
PR 9	No Such Fines	Full



### Statement GRI Application Level Check

GRI hereby states that **Dubai Customs** has presented its report "Annual Sustainability Report 2011" to GRI's Report Services which have concluded that the report fulfills the requirement of Application Level **A**.

GRI Application Levels communicate the extent to which the content of the G3.1 Guidelines has been used in the submitted sustainability reporting. The Check confirms that the required set and number of disclosures for that Application Level have been addressed in the reporting and that the GRI Content Index demonstrates a valid representation of the required disclosures, as described in the GRI G3.1 Guidelines.

Application Levels do not provide an opinion on the sustainability performance of the reporter nor the quality of the information in the report.

Amsterdam, March 15th 2012



Nelmaria Arboix  
Deputy Chief Executive  
Global Reporting Initiative



The Global Reporting Initiative (GRI) is a network-based organization that has pioneered the development of the world's most widely used sustainability reporting framework and is committed to its continuous improvement and application worldwide. The GRI Guidelines set out the principles and indicators that organizations can use to measure and report their economic, environmental and social performance. [www.globalreporting.org](http://www.globalreporting.org)

**Disclaimer:** Unless the relevant sustainability reporting includes external links, including to public social media, this statement may contain details submitted to GRI at the time of the Check on March 16 2012. GRI explicitly excludes the statement being subject to any later changes to such material.











## GLOSSARY

ITEM	DEFINITION
Accountability	The principle those 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.
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.
Business Ethics	The critical, structured examination of how people & institutions should behave in the organization
CADRE	A new communication initiative launched by the Dubai Customs HR Department which evolves around Competence; Assuring Sustainability; Development & Growth; and Reliable Care
Child	Any person age less than 15 years, unless local minimum age law stipulates a higher age for work or mandatory schooling, in which case the higher age apply. However, if local law is set at 14 years in accordance with developing-country exceptions under ILO Convention 138, the lower age will apply.
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.
Code of Conduct	Formal statement of the values and business practices of a company and sometimes its suppliers.
Corporate Governance	A system that direct & control businesses by a set of relationships between a company's management, its board, its shareholders & other stakeholders.
CSR or CR (Corporate Social Responsibility)	When companies integrate social & environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis.
Customs Declarations	A statement declaring goods brought into a country on which customs duty is to be paid
DGEP	Dubai Government Excellence Program
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.
GRI	Global Reporting Initiative – An international body providing standards & guidelines for Sustainability Reporting
Governance	Term that refers broadly to the rules, processes, or laws by which businesses are operated, regulated, and controlled. The term can refer to internal factors defined by the officers, stakeholders or constitution of the organization, as well as to external forces such as clients, suppliers and government regulations
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.
ISO 14001	An international environmental management standard developed by the International Organisation of Standardisation.
Key Performance Indicator	A statistical measure (quantitative or qualitative) of how well an organisation is doing.
Legitimate	Complying with the law, having official status defined by law, complying with recognized rules, standards, or traditions
Mirsal 2	On-line paperless declaration system of Dubai Customs through which clients and customers can process and apply for their consignment clearance through internet without submitting any documents at the Customs counter

ITEM	DEFINITION
Monitoring	The process of regularly collecting information to check performance against certain criteria.
Non-Compliance	Failure or refusal to conform to or follow rules, regulations, or the policies and procedures
ODS	Ozone Depleting Substances – These are items which are harmful to the environment
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.
Partnership	Both a strategy and a formal relationship between organisations that engenders cooperation for the benefit of both parties.
Reform and Modernization Program	Seeks to develop customs processes, procedures and technology. The commitment to integrating innovation and technology to ensure the best possible level of service and compliance with regulatory responsibilities
Risk Management	Introducing of change or control measures with the intention of eliminating or bringing the level of risk associated with a hazard within acceptable limits.
SANID	SANID means support in Arabic and this is a program between National Crisis and Emergency Management Authority and the Takatof Social Volunteer program aiming at equipping individuals to response to national and international emergencies
Social Accountability 8000 (SA 8000)	An initiative by Social Accountability International (SAI), a body created out of the Council on Economic Priorities Accreditation Agency (CEPAA). Its objective is to ensure ethical sourcing of goods and services. SA8000 is a voluntary standard and can be applied to any size of organisation across all industries. The standard can replace or augment company specific social accountability codes. SA8000 sets basic standards for: child labour, forced labour, health & safety, freedom of association & right to collective bargaining, discrimination, disciplinary practices, working hours, remuneration & management systems.
Stakeholder	An individual, community or organisation that affects or is affected by some of an organisation's products, operations, markets, industries, and outcomes.
Supply Chain	The movement of materials as they flow from their source to the end customer. Supply Chain includes purchasing, manufacturing, warehousing, transportation, customer service, demand planning , supply planning and Supply Chain management
Sustainability	Developments that meet present needs without compromising the ability of future generations to meet their needs
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.
WCO	World Customs Organization
Work Culture	A combination of qualities in an organization and its employees that arise from what is generally regarded as appropriate ways to think and act
Work Life Balance	Term used to explain the balance that is achieved between the work and personal life. It encompasses dedication and accomplishment of one's professional working time without compromising the importance of personal life, health, society and responsibilities
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.
WTO	World Trade Organization





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