



SUSTAINABILITY REPORT 2012



“The United Arab Emirates is not merely a financial or economic centre, nor is it only a tourist destination between East and West, but an important humanitarian centre on the international stage”.

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

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Towards Wider Horizons of Sustainable Social Responsibility

I am pleased and delighted to issue and present our 5th Sustainability Report in accordance with the Global Reporting Initiatives (GRI) guidelines. Our annual report detailing our CSR efforts, results, challenges and achievements portrays the degree to which we continue to embed sustainability principles in all aspects of our organizations functions. This report is an integrated document for our sustainability reporting highlighting the direct connection between the organizations' sustainable practices and its success. And our success is mainly dependent on achieving the right balance among economic, environmental and social considerations critical to our stakeholders.



Our aim is to implement the best practices to reach and engage our stakeholders at all levels and we are proud to be leaders in the adopted approach within our industry peers. With an aim to contribute towards the economic and social development of Dubai and UAE, we are committed to make sustained efforts to modernize and improve our services and stakeholders satisfaction. Supporting our vision to be the leading customs organization in the world, we continue to support regional and global initiatives towards environmental sustainability. We understand the importance of increased awareness and contribution for both our country as well as the world and strive to improve corporate and individual efforts in this area.

We have clear objectives and goals that guide our efforts as well as measure our progress on each of these objectives. I feel proud as well as honored to head an organization with a long-standing commitment to good governance, social values, environmental concerns and employee engagement. We know that becoming a more responsible and sustainable organization not only improves our bottom line but also gives a sense of pride to our employees to be part of an organization that respects employee values, care for the environment and service to the community.

Ahmad Butti Ahmad

Executive Chairman of Ports, Customs and Free Zone Corporation
Director General - Dubai Customs

Brief about Dubai Customs and its History

Dubai Customs (known as the Mother of Government Departments) is the eldest government departments in Dubai. Over more than one hundred years, Dubai Customs passed through many stages that contributed in gaining a regional and international reputation. Continuous enhancement of facilities and services provided by Dubai Customs has participated in maintaining the image of Dubai as it was and still the best choice for investors and businessmen.

Famously known as the City of Trade, Shopping and Merchants, Dubai has taken immense advantage of its location on one of the oldest sea routes between East and West. During the last 30 years or more, International trade became the back-bone of Dubai's economy and Customs emerged as a well-organized body supporting economy and treasury.



Dubai Customs has developed and expanded its operations towards trade facilitation, legitimate business and border controls. With broader spectrum of responsibilities and perspective, this organization stands as a symbol of control and security leading to the gateway of prosperity. Due to the phenomenal growth of tourism, business, trade and urban development, there has been a remarkable growth of activities, services and infrastructure of Dubai Customs' scope to cater for the increasing volume of imports and re-exports.

Customs Business At a Glance

Dubai Customs is a Government organization with an agenda to facilitate free trade and ensure the control and security of Dubai's borders and integrity. In addition, the organization also hold the responsibility of customs' revenues collection as well as administration of fair trade transactions to ensure that the trade community fully abide by the international agreements and conventions, identify and address smuggling operations and transactions that do not comply with the WTO and WCO rules and regulations.

Dubai Customs is a strategic partner in all the development initiatives of the Government of Dubai and occupies a leading position in establishing working relationships with all stakeholders to ensure the best possible level of service that is consistent with the strategic direction of the emirate and its leadership.

Introduction of modern, simplified and re-engineered customs processes and procedures have facilitated smooth movements of consignments in and out of the country, and resulted in remarkable international trade growth. The liberal economic policy regarding customs operations has brought about rapid increase in the development and trade of Dubai as well as UAE. The re-export policy adopted by the emirate is another factor in the speedy development achieved by the economy of Dubai.

Today, Dubai Customs has a total work force of approximately 2,775 employees who are functionally divided into various divisions and departments functioning and supporting the operation. A network of 27 Customs Centres are distributed around Dubai and report to the Headquarters located at the Mina Street in Bur Dubai, near Port Rashid. The detailed organization chart in the following pages explains this division and hierarchy.

Vision, Mission and Goals

Vision

The leading Customs administration in the world supporting legitimate trade

Mission

To protect society and enhance economic development through compliance and facilitation

Goals

- > To sustain customs revenue growth
- > Facilitate Trade and Passengers Movement
- > Develop organizational capabilities and competitive advantage
- > Encourage Compliance and Combat Illegitimate Trade
- > Secure and Protect Customs Centers and Supply Chain



REPORT CLARIFICATIONS

Sustainability
Report 2012

Report Significance

For Dubai Customs, the Annual Sustainability Report is a significant document to share its Sustainability endeavors. This is our fifth regular annual publication which aims to highlight the economic, social and environmental values that the organization creates for its stakeholders in a transparent manner.

Reporting Period and Scope

The report spans the period between January 1, 2012 to December 31, 2012 and presents three years of data for quantifiable achievements to identify their trends over time. It covers the Headquarters as well as all the Centres of Dubai Customs evolving the four main areas of Community, Environment, Workplace and Marketplace.

Reporting Methodology, Framework, Limitations and Features

This report is consistent with the Reporting Guidelines of Global Reporting Initiatives (GRI) G3.1 and a GRI Index is an integral part of this report. Material issues were identified based on Social, Economic and Environmental impacts of Dubai Customs influencing the stakeholder's opinions and decisions. Issues have not been prioritized; however, based on materiality they have been reported and clarified. Stakeholder's identification, engagement and expectations are explained fully in details in the report. A thorough internal quality assurance was performed for enhanced reliability of the Report contents.

Contact Details for More Information

For more information on this report, please visit our website on www.dubaicustoms.ae and for direct inquiries, comments and feedback, please contact us through:

*Corporate Communications Department
Dubai Customs, P.O.Box 63, Dubai - UAE
e-mail: CSR.DC@dubaicustoms.ae
or Dubai Customs CSR on Facebook or Twitter*

- > 520,907 Beneficiaries from CSR Projects and Programs upto 2012
- > 460 Initiatives, Projects and Programs on CSR upto 2012
- > AED 110,796,098 Revenue generated from Suggestions upto 2012
- > Total Savings of AED 167,000,000 from CSR related activities upto 2012
- > Overall Objective Achievement for CSR KPIs at 110% for the year 2012
- > Awareness Program on IPR for more than 40,358 students from Colleges & Universities
- > More than 58,226 Children awareness and participation for Inspector Role at Kidzania
- > 2012 – 3rd time consecutive Winners Ideas UK Platinum Accreditation
- > 420,682 Trees Saved from Recycling and Waste Management Initiatives upto 2012
- > More than 84,000 tons of carbon emission saved upto 2012
- > A reduction of 22.62% in paper printing from corporate campaign
- > Saved 460,799 KWH from Energy Consumption Initiatives during 2012
- > Marketplace initiatives reduced intervention rate from 20% to 12%
- > IT Operations costs was reduced by 65% as a result of the B2G Project
- > 3000 Trees and Saplings were distributed among employees to promote greenery and environment protection under the national campaign “Union Tree”
- > 15% increase in the number of clients registered with the organization as a result of contributions to marketplace.
- > Runners-up Arabia CSR Award in Public Organization Category for 2012
- > Runners-up Arabia CSR Award in the NGO Collaboration Category for 2012
- > Winners of El Baz Awards For Corporate Social Responsibility from Hamdan University for 2012
- > Winners of the Middle East Business Leaders Award for Excellence in CSR for 2012
- > Winners Best Electronic Engaging Panel Award for Social Media from E-Government Web Awards for 2012

During the year 2012, Dubai Customs has been accredited with various awards for its contribution to Sustainability and Social Responsibility. These are as below:



Ideas UK Platinum Accreditation

For the 3rd Consecutive year, Dubai Customs became the first and only organization in the world to obtain the Platinum Accreditation from the Ideas UK for its Suggestions System. This is the highest level of award that can be achieved by any organization from the highest globally recognized competition with best standards worldwide.



Arabia CSR Award - Public Sector

Dubai Customs achieved the 1st Runners up Award in the Public Sector Category for the Arabia CSR Awards which is the most prestigious Corporate Social Responsibility and Sustainability related accolade in the region. This Award honors and showcases organizations in the Middle East, Levant and North Africa region that demonstrate a clear strength and effective implementation of CSR



Arabia CSR Award - Corporate-NGO Collaboration

Dubai Customs was also awarded with the 1st Runners up Award for the Corporate-NGO Collaboration by the Arabia CSR Award for the best Social Project that was implemented jointly with an NGO. This year, Dubai Customs collaboration with the Al Maktoum Foundation for construction of a Mosque and educational institution on Somalia was recognized as one of the best project aiming towards the betterment of the Third World community.



Middle East Business Leaders Award

Dubai Customs won the Corporate Social Responsibility Award for the exemplary leadership in contributions back to the community. The Award is organized yearly by Malaysian Leaders Magazine International and My Events. It conceptualizes and recognizes the achievements of the Mid-East Asia's niche business visionaries, across all industry sectors and honors their great contributions towards the Arab Gulf region's economic development and other global contributions that had brought them and their establishments to superb degree of achievements.



El Baz Award For Excellence in Organizational Sustainability

Organized by the Hamdan Bin Mohammad E-University, Dubai Customs won the El Baz Award for Excellence in Organizational Sustainability. The El-Baz Award for Excellence in Organizational Sustainability has been developed for the purpose of encouraging Corporate Social Responsibility in organizations and driving excellence in different parts of the world across different operations. This Award is organized yearly to honor the incessant work that Dr. Farouk El-Baz has undertaken over many years and to recognize his unique and significant contributions.



Best Electronic Engaging Panel for Social Media Award

Dubai Customs are also winners for the Best Electronic Engaging Panel Award for Social Media from E-Government Web Awards. This award is an acknowledgement of the contributions made to the Community awareness and Social Responsibility networking undertaken by Dubai Customs through its Facebook and Twitter pages and posts.

OUR APPROACH TOWARDS CSR AND SUSTAINABILITY

Sustainability
Report 2012

CSR Vision, Mission and Values

Vision: To integrate economic, social and environmental concern in our business operations and interaction with our stakeholders on a voluntary basis in order to meet ethical, legal, commercial and public expectations.

Mission: with perfect sincerity and integrity will strive to fulfill our responsibilities: our economic, social and environmental responsibilities.

Values:

- > Customer experience core values
- > Commitment to our employees
- > Operate business ethically
- > Give back to the community
- > Continuous Strive for improvement

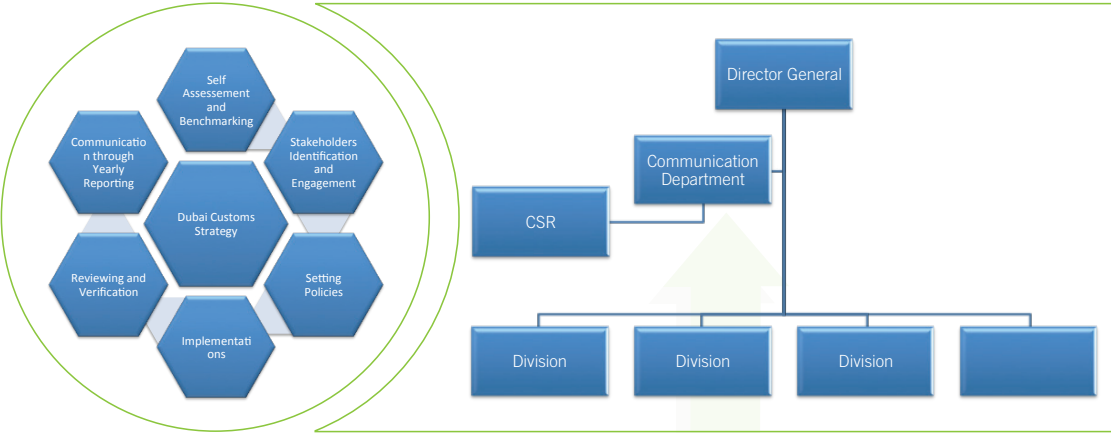


CSR Strategy, Methodology, Process and Policy

Dubai Customs, in accordance with its vision and mission, is committed to manage its activities in an ethical manner and to continuously improve the conditions of service of its employees and the life of the community it serves. CSR strategy has been built on four main pillars which are Business Sustainability, Social Responsibility, Environmental Responsibility and Employee's Work Conditions to be the platform for a well-designed process to achieve the sustainable goals.



CSR Team has been affected by significant management changes as a result of restructuring of Dubai Customs organization structure that aim to facilitate the procedures and ensure greater effectiveness. Currently, DC CSR team is part of Corporate Communication Department that reports directly to the Director General.



Our Approach to corporate responsibility

- Key drivers to corporate responsibility include:
- > Our organizational values and direction
 - > Socio-economic priorities and environmental concerns
 - > Strategic Plans and objectives of Dubai and UAE
 - > Transparency, Trust and Stakeholder satisfaction

Our aim is to attain our CSR priorities and commit ourselves to CSR values concentrating on the 4 main areas, through a well-defined strategy and process. CSR concepts and techniques developed in other sectors including public and private, will provide a benchmark for our organization. The challenge of adopting CSR benchmarking management techniques in Customs organizations in the UK and Far East opens up a door to help examine the extent of organizational culture influence in a cross-cultural setting, enabling the generated models of CSR to better handle and understand cultural dynamics.



CSR Priorities and Scope

Dubai Customs’ overall vision is to contribute to Dubai’s Social and Economic development, adopt best practices, contribute to Technology and Human Resources and above all achieve Customers and Stakeholders satisfaction and loyalty. Our involvement in CSR projects, initiatives and activities contributes to the retaining and creating jobs and income, improvement of corporate governance, sound environmental and social performance, and the development of the local communities.

We seek to ensure that our action plans contribute continually to sustainable development. We are committed to securing high standards of CSR as a fundamental aspect of sound business management and business practice.

The Scope of our CSR activities encircles around:

- > Community Initiatives
- > Workplace Initiatives
- > Environment Initiatives
- > Marketplace Initiatives

Scope and Commitment	Goals and Objectives
Social Commitment To establish our information network and programs to support those needs ensuring our business grows in harmony with society and community	Meeting our social responsibility by ensuring our technology is widely accessible and applied in ways that benefit society, through: <ul style="list-style-type: none">> Further expanding our network coverage and infrastructure> Developing diverse set of services to satisfy our customers’ needs> Create a secure and healthy environment for all stakeholders> Help those in need by supporting poverty alleviation and education> Contribute to the overall advancement of society and culture
Environmental Commitment To rationalize our energy use, and promote recycling. Also enhancing our departments, financial and individual performance in regard to environment.	Meeting our environmental responsibility by protecting the natural environment, through: <ul style="list-style-type: none">> Supporting and operating a “green network”, to reduce energy use and helps lower emissions> Managing waste, building an environmentally friendly organization> Conducting research and promoting recycling and reuse> Continue raising the public’s awareness of environmental issues and encourage public participation in environmental activities
Economic Commitment To develop our business in a sustainable way through using integrity and high ethical standards to guide the way we operate	Meeting our economic responsibility by managing a long-term sustainability of our business, through: <ul style="list-style-type: none">> Implementing innovative and effective management structures and methods> Striving to ensure low cost, high efficiency operations> Engaging in effective management and risk controls> Growing our business to add value and to take advantage of our key strengths> Creating new opportunities, improving our capabilities & lead internationally
Organizational Commitment To develop our workforce and enhance employee satisfaction level using initiatives and programs for their overall well-being	Meeting our organizational responsibility by developing our workforce and ensuring their well-being through: <ul style="list-style-type: none">> Policies and practices safeguarding their health and safety> Implementing practices in order to improve working conditions and organizational environment> Developing future leaders and resources through skill enhancement and training> Continue raising the level and services and facilities for our workforce to enhance and develop their satisfaction and loyalty level

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

Human rights

It is a fundamental value of the Dubai Customs to respect the basic human rights, and we cannot accept forced or compulsory labor and the use of child labor in activities, which are dangerous to

the moral or physical well-being and development of the child. We advocate non-discrimination and encourage promoting gender equality.

Employee and Labor practices

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

Occupational Health and Safety (OHS)

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

Environment

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

Anti-corruption

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

Product responsibility

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

Community development and society aspects

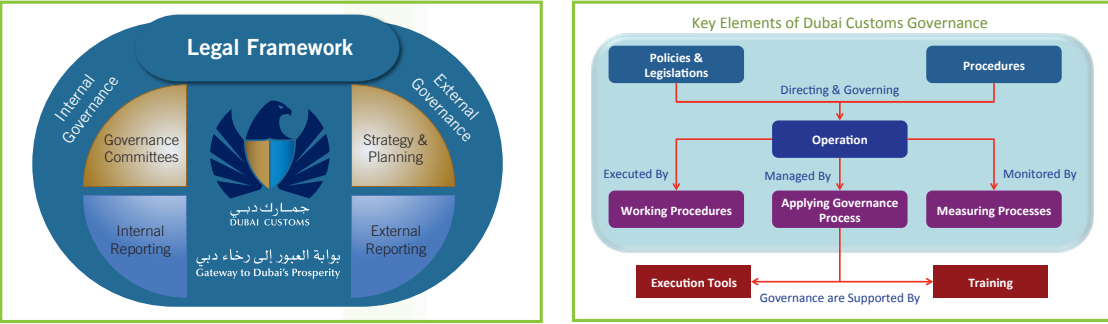
Dubai Customs encourage contributing to the development of the local society within the ability and the scope of its core business and business concept.

Animal welfare

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

Our Operating Rules and Corporate Policies

The Executive management at Dubai Customs, under the leadership of the Director General, is independent in its management activities and ensures productive checks, balances and controls strengthening its responsibility being the decision making team. We use management systems to monitor and control the implementation of our business strategies and policies including risk management, operations, stakeholder’s engagement, and environment health and safety. We continue to focus on improving our systems and making them robust, interconnected and consistently applied across the whole organizations.



DC’s corporate governance consists of a set of framework, laws, policies, methodologies, procedures and practices controlling and affecting the way DC is directed and managed towards achieving its strategic goals and objectives without ignoring the interests of DC external and internal stakeholders. At Dubai Customs, corporate governance aims to guarantee the achievement of the organization’s strategic goals effectively through:

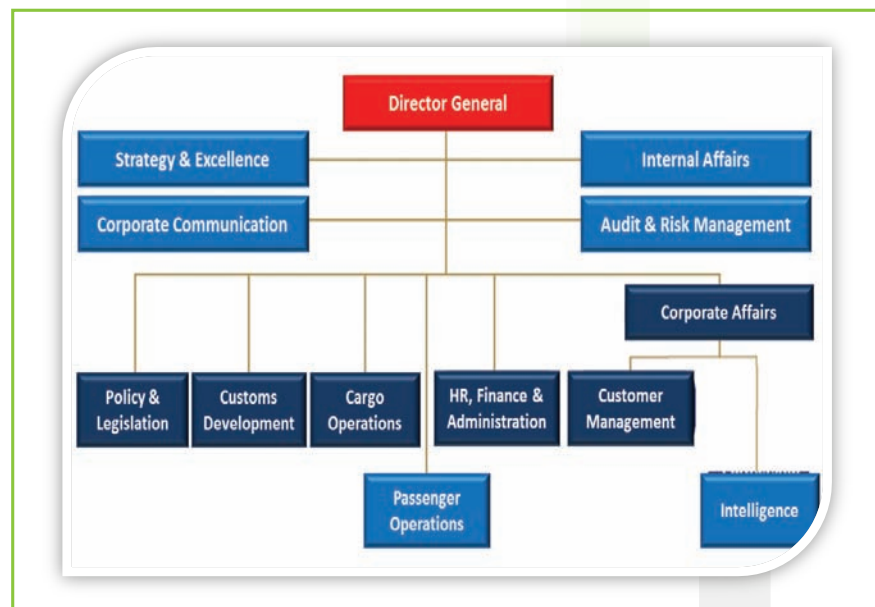
- > Clarifying and simplify taking decisions and addressing responsibilities processes through applying clear rules and policies.
- > Improving service quality and related performance mentoring.
- > Enhancing the quality of the organization’s internal systems, in order to reach best results.
- > Applying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

Our corporate strategic direction and objectives have direct references and mapping with the Dubai Strategic Plan, Dubai Government Excellence Program, UAE Government Strategy and UAE Vision. Its boundaries and framework is governed under the Dubai Government Laws, International Customs Policies and Legislation and the United Association for customs Laws with bodies such as WTO & WCO.



The Laws of Dubai Government and The Executive Council draw the roles and responsibilities of the Director General and an authority matrix developed by the organization states the administrative, legal and financial authorities. The Senior Executive Director oversees, leads, guides, advises and ensures the effective functioning of the Customer Management Division, Intelligence Department and Special Task. He also introduces world class standards and best practices in Intelligence and Customer relationship areas in order to enhance and protect Dubai's population, society, assets and safety record. The role of the Executive Directors is to lead their related function and ensure that Dubai Customs achieves its business objectives through effective service delivery, effective Financial and Administrative management and ensure valuation, tariff & origin policies are aligned to national and international requirements, while ensuring the legal requirements are fulfilled through inspection and investigation. All senior staff members are paid by the government of Dubai, as yet social and environmental performance does not influence any performance related remuneration.

Organization Structure



During the year 2012, there have been significant changes in the organization structure of Dubai Customs. These changes are explained as below:

1) Policy and Legislation Division:

- "Policies and Procedures Department" has been converted into two sections under "Legal Affairs Department". The Sections are "Customs Policies" and "Customs Procedures" with both reporting to the Director of Legal Affairs Department.
- "External Relations Department" has been amended from three sections to two sections and the "Arab League and Boycott Office" is now a function under the "Government Partnership Section".

2) Cargo Operations Division:

Cargo Inspection Zones have been merged with Customer Service Zones. The unified Departments are now "Customs Centre Management", reporting to the Executive Director – Customer Management. These are

- Air Customs Centers Management
- Jebel Ali Customs Centers Management
- Coastal Customs Centers Management
- Inland Customs Centers Management

3) Passenger Operations Department:

- Passenger Operations Section is moved as an Office under the Director - Passenger Operations.
- Detained Goods Section is merged with Inspection.

4) HR, Finance and Administration Division:

- "Facilities Management Section" and "Administration Services Section" have been merged as "Facilities Management and General Administration Section" reporting to the Director - "Administration and Facilities".
- "Child Care Centre" (Section) has been moved from Community Affairs and Government Partnerships Division to Administration and Facilities Department as a Section, reporting to Director - "Administration and Facilities Department."

5) Customer Management Division:

- Contact and Electronic Services Centre has been closed down. The Section "Contact Center" has been moved under "Client Management Department" and will report to Director - Client Management.
- E-Services have been closed down and its functions are transferred to Corporate Communication Department and Client Services Development.

6) Community Affairs and Government Partnership Division:

The Sections under this division have been moved and hence it does not exist:

- Child Care Centre has moved to Administration & facilities Department.
- Corporate Social Responsibility Section has moved under Corporate Communications Department.

- iii. Government Partnership Section has moved under Corporate Communications Department.
- iv. Suggestions and Complaints Section has been functionally split. Employee Suggestions has been transferred under Strategy and Excellence Department as a Section. Client Complaints has moved under Client Service Development as a function.

7) Special Tasks Department:

This Department has moved under “Intelligence Department” as a Section.

Codes of Conduct

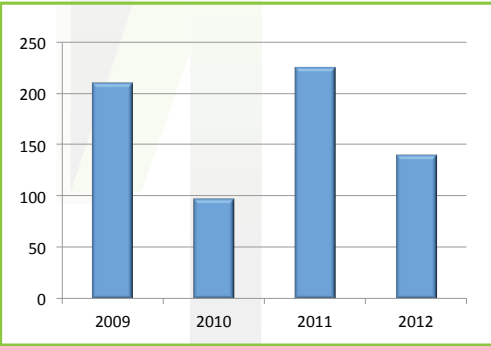
Our Code of Conduct is a summary of how we do business with a commitment to integrity and honesty. By following this Code, we ensure that our business activities and decisions support DC’s values and principles. We endeavor to deal with our employees, customers, suppliers and all our stakeholders honestly, openly, and impartially, adhering to the philosophy of service excellence and client satisfaction. All employees are required to comply with the standards and ethical conduct as stipulated and required in their jobs. They are required to;

- > Behave in a manner that maintains and enhances the reputation and professional standing of Dubai Government in general, and their department in particular
- > Perform their duties with care, diligence, professionalism and integrity
- > Strive for the highest ethical standards, not just the minimum required to meet legal or procedural requirements
- > Treat colleagues with courtesy and be sensitive to their rights and duties
- > Deliver outstanding quality services to customers (internal and external alike) and adopt a friendly and helpful attitude in dealing with the public
- > Avoid waste, or the extravagant use of public resources
- > Not take, or seek to take improper advantage of any official information acquired during the course of official duties



All topics covered are in governance to all UAE laws, and Ministry of Labor rules and regulations. All Departments & Sections of the organization (100%) are analyzed 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



Audit & Risk Management

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



Business Continuity is a key element of our Risk Management. Any unexpected significant incident of disruptive or threatening nature can lead to a crisis. Our Audit and Risk Management Methodology has been drafted having in mind the Organization’s Business Continuity Management objective, Statutory, Contractual obligations, legal duties, and business-specific incidents that may lead to disruption of business transactions. This methodology is simply a set of instructions and ideas to aid Dubai Customs in collecting the information required to identify, assess and manage contingency and risk management teams in line with the business continuity program and the way to respond to any crisis and emergency.



The scope of work would be, effective Risk Management methodology planning and recovery process facilitating and accelerates the resumption of critical business activities after disruption affecting operations, technical infrastructure, information assets, facilities and people, and by assessing the acceptable level of risk. It 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 is well in place. All procedures and processes within the formal risk management framework are benchmarked against other international and organizational risk management practices.

Government Authorities and International Bodies	Compliance with local and international laws and regulations of Customs issues	<ul style="list-style-type: none"> Regular communications Memorandums of Understandings Service agreements Knowledge management sessions
Valuable Chain Partners	Meet customer needs and mutually beneficial growth	<ul style="list-style-type: none"> Training Contract bidding and procurement Supplier assessment and management
Other Customs Organization	A fair competitive environment as well as sustained industry development	<ul style="list-style-type: none"> Meetings Industry discussion forums Global organizational platforms Training
The Community	Social activities engagement, protection to the environment and the economy, awareness sessions	<ul style="list-style-type: none"> Community engagement Voluntarism and donations Awareness sessions Exhibitions Competitions

Stakeholders Engagement

We engage with our stakeholders using various communication tools. The following table highlights the communication methods utilized at Dubai Customs when involving any of our stakeholders.



The following table highlights our tools and methods for engagement.

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

Some stakeholder's quotes and replies for our CSR efforts and previous Sustainability Reporting

Rivoli Group
Commendable presentation of Annual Sustainability Report 2011. It is very informative and portrays transparency, commitment & initiatives of Dubai Customs towards the community, environment, employees and stakeholders. Dubai Customs have set up a benchmark by the vision of its leaders. We are indeed gratified to be associated with Dubai customs.

R. Sanakarankutty
Senior Manager - Logistics

Danzas AEI Emirates LLC
The Report gives an excellent over view of Dubai Customs and its determination to make Dubai the leading hub of business. It is nice to see the developments happening and the change concept getting into place more smoothly. Danzas Dubai would like to thank Dubai Customs for their Vision and Innovation.

Satheesh Chundayil
Manager - Customs Compliance

Expeditors Dubai
The sustainability report truly reflects the vision of Dubai Customs and shows why the organization is one of the leading customs administrations in the world in terms of innovation, technology and transparency. Dubai Customs values are reflected in all you do from the initiative to host the “Ideas International Week” for customers and stakeholders to the internal program for “Employee Suggestion and Reward Scheme”. These initiatives and programs along with the open door policy and the supportiveness showed from all levels within the organization to your customers are only a few great examples of the success of Dubai Customs.

We are proud and thankful to take part of the success of Dubai Customs and we are looking forward to a continued successful partnership.

Helena Hedensio
Customs Brokerage & Compliance Manager

Policies & Practices on Environment

Our priority at Dubai Customs is to preserve our national land and environment and create eco-friendly values by social and economic needs and striking the right balance between these needs. In addition to clearly defined policies and practices, DC is striving to reduce its carbon emissions through diverse environment projects and activities. We keep monitoring our energy consumption and strengthen employee training, awareness and engagement on environmental issues. We are actively looking for opportunities to reduce and control our GHG Emissions. With our environmental management system based on ISO 14001, we make sure that all our operations, management activities, constructions, maintenance and other initiatives comply with global environmental standards.

Energy Management

At Dubai Customs, we keep reducing energy consumptions through high-energy efficient facilities and employees efforts to use energy and resources more efficiently. We continue to monitor and control our water consumption to ensure efficient use of water resources. We get our electricity and water requirements from the Dubai Electricity and Water Authority (DEWA) 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 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. We are committed to ensuring that all our existing as well as new buildings and offices will be registered for LEED certification.

No of Months	2010	2011	2012
1	460,800	432,000	424,800
2	442,800	435,600	396,000
3	453,600	403,200	381,600
4	532,800	460,800	457,200
5	561,600	514,800	482,400
6	619,200	644,400	583,200
7	684,000	644,400	594,000
8	691,200	680,400	633,600
9	691,200	644,400	612,000
10	691,200	608,400	568,800
11	594,000	565,200	489,600
12	468,000	457,200	406,800
Total	6,892,410	6,492,811	6,032,012
Saved		-399,599	460,799



Total Electricity consumed during 2012 is 6,032,012 KWH or 21,698 gigajoules.

Recycling & Waste Management - AlGrass

As part of the "Al Grass" initiative, which is a challenging Socio-Environment project aiming to promote volunteerism and participation through Reduced consumption of resources; Recycling of these resources; Managing wastes, Observing contribution to carbon footprint and finally Promoting greenery, around 3,000 employees at Dubai Customs are committed to replace their desk trash bins with recycling containers and boxes to be distributed and placed at different department and sections throughout the organization. This is a first of its kind campaign by a government organization, which aims to promote volunteerism, community engagement and environment protection.

DETAILS	2012
Water Charges	AED 1,376,930
Electricity Charges	AED 6,508,009

22,440 Kilos of Paper, Plastic & Metal Recycled	381 Trees Saved Due to Recycling	76 Tons of Carbon Saved	140,003 Dirhams Saved as Cost of Trees

The name "Al Grass" means "planting of seedlings" and portrays the strong relationship that exists between plants, trees, the earth, its life and the environment we all live. This campaign has been launched initially at Dubai Customs headquarters where a set of three (3) boxes are placed in order to collect recyclable items and waste throughout the organization; one dedicated for paper, the other for plastics & metals and the third for general waste and trash, such as glass and other organic items. In addition, special recycling boxes for customs seals have also been distributed to key customs centers, which will be placed at all locations in the near future.

AlGrass Phase II - Green IT Project Reducing Papers Printed

Details	Jun to Aug 2012	Sept to Nov 2012	% age Reduction
Total Sheets Printed	222517	172174	22.62%
Trees Consumed	2.76 Trees	2.14 Trees	
Co2 Produced	1001.3 Kg	774.8 Kg	
Equivalent Bulb Hours	63046.50 hrs.	48782.60 hrs.	

Waste and Recycling Collection Details in Customs 2012

Month	Customs PR		Archive Customs	DUKAMZ	Dry Ports		Hamriya Port Customs	PR Customs Coastal Berth
	Gen. Waste (tons)	Recyclables (tons)	Gen. Waste (tons)	Gen. Waste (tons)	Gen. Waste (tons)	Recyclables (tons)	Gen. Waste (tons)	Recyclables (tons)
Jan	28.08		2.7	72.9	495.72	8.87	15.6	56.7
Feb	27		2.16	67.5	459	9.03	15	49.14
Mar	27.54		2.16	70.2	477.36	7.37	15.6	49.14
Apr	28.08	0.5	2.16	70.2	477.36	7.88	15.6	49.14
May	29.26	0.76	2.7	72.9	495.72	6.95	15.6	49.14
Jun	27	0.8	2.16	67.5	459	7.86	16.6	0.03
Jul	29.16	1.22	2.16	72.9	495.72	6.19	16.2	0.1
Aug	25.92	1.89	1.62	67.5	459	4.96	16.2	0.1
Sep	28.08	3.5	2.16	70.2	477.36	7.8	15.6	0.22
Oct	27	4.3	2.7	70.2	477.36	5.66	15.6	0.48
Nov	27.54	2.63	2.16	67.5	459	6.13	15	0.46
Dec	29.7	2.39	2.16	72.9	477.36	6.36	17.1	0.54
TOTAL	334.26	17.99	27	842.4	5709.96	85.06	189.7	1.93

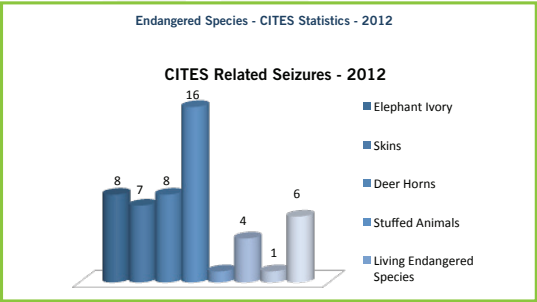
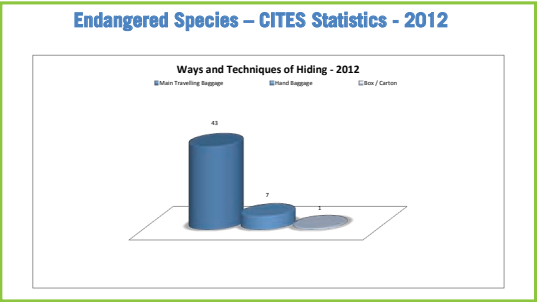
In continuation to the Al Grass Recycling campaign, a second phase was also launched at the end of 2012 which comes in-line with our strategy of using greener and cleaner technologies. This initiative is planned and developed by the DC IT Department with an aim to introduce a uniform and consistent approach to the allocation, access and usage of printers in order to provide a more cost effective, flexible and reliable solution and at the same time minimize the environmental impact of the organization. The objective of this campaign is to introduce and

implement a habitual culture of saving papers and printer-ink among all employees within the organization. This can be done by simply avoiding unnecessary printing, copying and promoting electronic filing. All policies, procedures and rules of this campaign have been designed keeping in mind our business requirements, operational flexibility and manageable controls



Endangered Species

As part of the overall environmental contribution, Dubai Customs has the strategy of educating the community about imperiled animals and increasing awareness about various environmental and community issues. We are one of the leading government departments that places emphasis on matters related to the protection of environment and habitats as part of their strategic priorities to ensure adherence to international conventions and initiatives in this regard. This campaign is also in line with our Social Responsibility efforts and keenness to preserve the environment and our goal of spreading a culture of environment protection.



We emphasize that smuggling of endangered animals, plants and their products is against Islamic principles and in violation of international legislations including the convention of CITES. The UAE Federal Law No. (11) of 2002 pertaining to Regulating and Controlling of the International Trade in Endangered Species of Wild Fauna and Flora restricts the export, transit, unloading, re-shipping, re-exporting or entry of any animals or plants or their derivatives without official approvals, certificates and attestation.



Greening the Environment

In implementation of the “Union Tree” Initiative, launched by UAE Vice President, Prime Minister and Ruler of Dubai His Highness Sheikh Mohammed bin Rashid Al Maktoum, H.E Ahmed Butti Ahmed, the Executive Chairman of Ports, Customs and Free Zone and Director General of Dubai Customs planted on Sunday, November 18, 2012, the “Union Tree” in the garden adjacent to Dubai Customs Head Quarters Building, Port Rashid, Al Mina Road, accompanied by a number of executive directors and employees as well as children from the department’s Child Care Centre. In addition, a total of 3000 saplings, in corporation with Dubai



Policy, Approach and Practices

At Dubai Customs, our customers are the most important stakeholders and it is our priority to understand and oversee their needs, develop services that directly influence the quality of their business and offer them innovations with most advantageous conditions. In today diverse era of business conditions, we are aware that simply understanding the needs and requirements of the customers is not enough and we will have to keep offering improvements and variety in our services in order to meet the satisfaction level. We therefore analyze all technological and logistical innovations for the customs perspective, evaluate them, develop and implement practices that add value to our customers and the market. We consider the elements of social, environmental and economic impacts on the services that we are offering to our clients with an objective to manage the evaluate associated implications. Key aspects of our policy in this regard are as under:

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



Code of conduct for our Suppliers and Customers

As a part of its continual effort to improve the provided services to its clients with consistent and high quality, and to maintain the leadership by providing locally and internationally distinguished projects and services, Dubai Customs has established Client and Passenger Service Charters, to enhance the importance of providing improved and monitored level of services. These have been developed and managed according to the guidelines provided by ISO 10001:2007, and to the best international practices.

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

Service Information Published Covering Majority of Core Processes

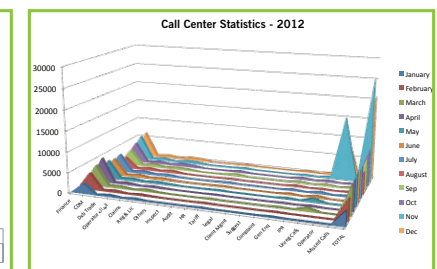
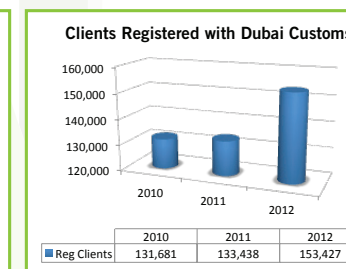
Dubai Customs website	Dubai Trade website	As Literature
Customs procedures, e.g. import, export, etc.	eServices	IPR related information
Vehicle clearance procedure	Declaration types	Customs Law
Inspection procedure		Customer Charter
Declaration types		Passenger Charter
Duties, service fees, registration 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		



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.

Our targets with regard to our market place initiative are:

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



New features & Improvements for our services

In July 2012, Dubai Customs launched its **"Client Ambassador Service"** which is a specialized client relationship management program, dedicating a single point of contact client for all clients. The aim and objective of this initiative is to:

1. Retain existing clients and exceed their service level expectation.
2. The Return of the Lost Clients.
3. Acquisition of new clients.

Under this initiative, clients will be distributed among client administrators industry segment-wise. Phase I of this project aims to create a portfolio of top 100 clients in each segment and their portfolio will be assigned to the respective client administrator.

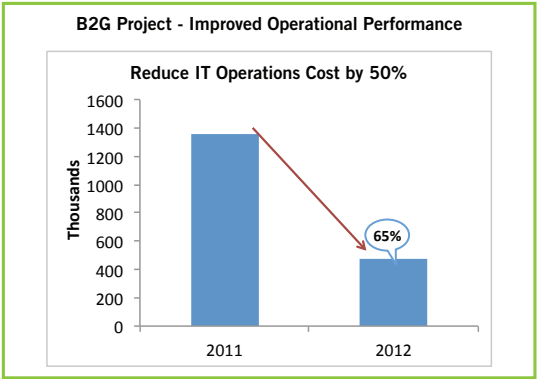
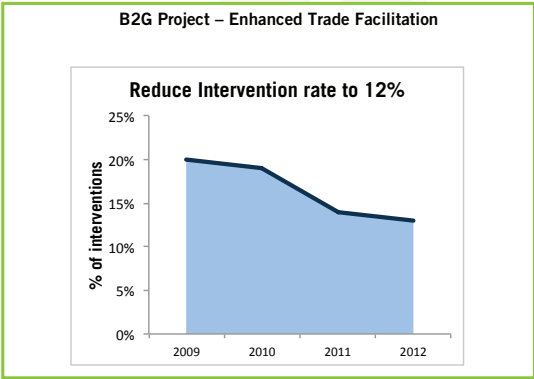
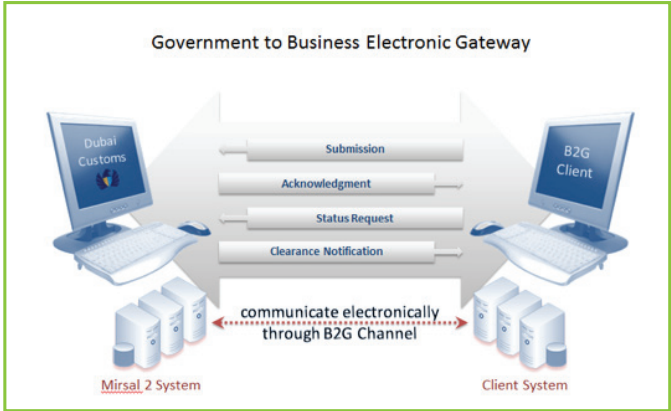
During 2012, Dubai Customs also launched the “Irtibaat” program based on the values and principles of service in creating an attractive work environment through support to customers, partners and the opportunity to communicate effectively. It aims at strengthening relationship with the embassies and consulates of the trading countries in order to retain and attract strategic investments in Dubai. Meetings were held with the German Embassy and the Italian Embassy in 2012



Dubai Customs is also a leading stakeholder in the Dubai Executive Council initiative called the “Dubai Model for Service Excellence”. The initiative is based on involving the customers in service delivery operation and focus on their needs and expectations through best utilization of all resources in service delivery. Its aim is to design an integrated system to improve service level of Dubai Government Departments and put in place an integrated system between customer experience and upgraded service efficiency. The project will achieve:

- > One methodology for government service improvement based on main priority
- > One tool to measure internal capability in service providing points
- > One tool to measure service improvement level

During 2012, Dubai Customs won the joint award for the Distinguished Joint Government Project from the Dubai Government Excellence Program. The award was given to the B2G Project of Dubai Customs which is yet another achievement that contributed to building the emirate’s customs capacity, promoting quality of customs business and facilitating trade activity by virtue of its functional competencies and implementation of advanced systems. It is a proof of Dubai Customs’ organizational keenness on adopting a continuous development methodology.



Employee engagement

As employees are the real assets of any organization, it is crucial that there is transparency between employees and the top level. Engagement is essential for employees. At Dubai Customs, employees are engaged when it comes to sharing decisions, work schemes, or any work related matter.

To emphasize on this matter more, there are five strategic objectives that the human resource department follows:

- > Development of superior workforce
- > Re-engineering of the HR services and processes
- > On-going personal development for employees at all levels
- > Positive organization climate
- > Employee oriented organization culture focusing on quality, high performance and continuous improvement

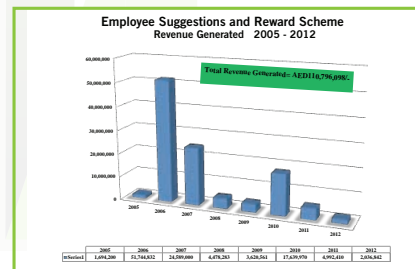
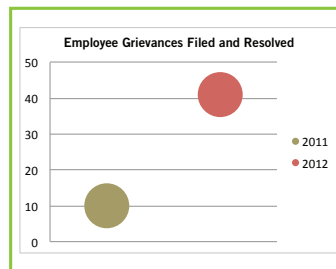
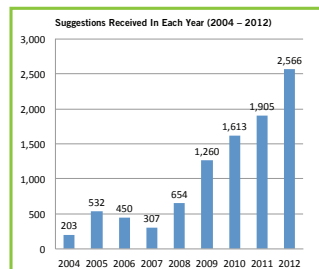


Employee Suggestions & Complaints

The employee's suggestions & complaints scheme is a part of Dubai Government scheme that is implemented across all government bodies to bring together innovative ideas and cost effective solution to the organization.

The key objective is this initiative is to:

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



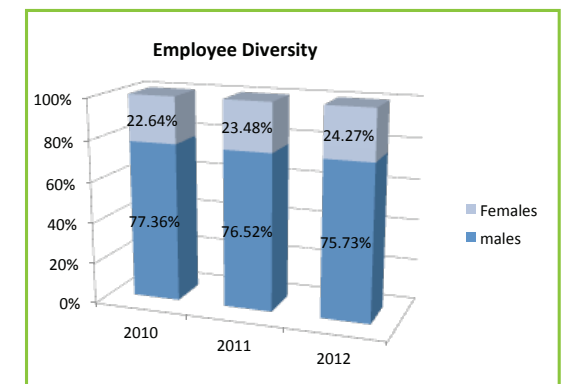
Employee Rights & Diversity

Dubai Customs, in accordance with its vision & mission, is committed to manage its activities in an ethical manner and to continuously improve the conditions of service of its employees and the life of the community it serves. We believe that human resources are our main base, accordingly decided to implement a comprehensive social accountability system for managing ethical workplace conditions and shall strive to continuously improve its social performance through:

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

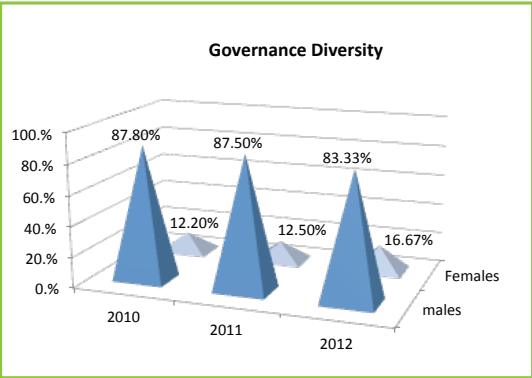


DC NUMBER OF EMPLOYEES (CATEGORIZED)			
CATEGORY	2010	2011	2012
UAE Nationals	2206	2297	2213
Expatriates	660	600	562
TOTAL	2866	2897	2775
Males	2193	2194	2104
Females	673	703	671
TOTAL	2866	2897	2775
Permanent	2858	2889	2772
Temporary	8	8	3
TOTAL	2866	2897	2775
Senior Management	40	36	26
Middle Management	207	197	187
Lower Management	1286	1331	1347
Others	1333	1333	1215
TOTAL	2866	2897	2775
Age Up to 30 years	1483	1472	1322
Age Between 30 – 50 years	1200	1276	1287
Age Above 50 years	183	149	166
TOTAL	2866	2897	2775



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

DC – NUMBER OF FEMALE EMPLOYEES				
Total Numbers of female employees as per the levels below				
	2010	2011	2012	
Senior Management	5	5	6	
Middle Management	39	37	32	
Lower Management	370	404	399	
Others	254	256	234	
Contractual	5	1	0	
TOTAL	673	703	671	



way we operate.

Details	2010	2011	2012
Total Days of absence of employees	83	242	251

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

DC Senior Management	2010	2011	2012
Age Group upto 30 years	0	0	0
Age Group between 30 – 50 years	21	20	20
Age Group above 50 years	19	16	6
TOTAL	40	36	26

DC – EMPLOYEE TURNOVER				
TOTAL EMPLOYEES LEFT				
	2010	2011	2012	
Age Groups (up to 30 years)	112	47	16	
Age Groups (above 30 years)	15	29	1	
TOTAL	127	76	17	
Males	111	53	11	
Females	16	23	6	
TOTAL	127	76	17	
TOTAL EMPLOYEES JOINED				
	2009	2010	2011	
Age Groups up to 30 years	386	176	94	
Age Groups above 30 years	58	120	26	
TOTAL	444	296	120	
Males	393	198	82	
Females	51	98	38	
TOTAL	444	296	120	

Employee Training & Development

Dubai Customs endeavors to recruit best human resources and ensures to build up competencies, enhance training and development of its employees.

DC Training Program				
Training Programs Conducted				
	2009	2010	2011	2012
Internal	50	117	146	88
External	244	207	216	277

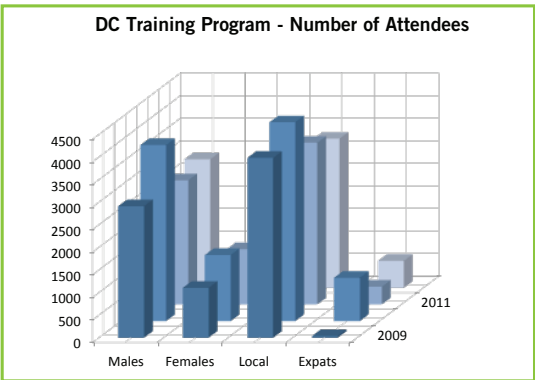
DC Training Program - Number of Training Hours (By Category)					
		2011		2012	
Gender		Total Hours	Average	Total Hours	Average
Males		62,188	19.1	65,763	23.1
Females		22,858	16.1	16,419	15.6
Nationality		Total Hours	Average	Total Hours	Average
Local		79,374	18.7	70,278	21.3
Expats		5,671	13	11,903	19.9
Employees Categorized		Total Hours	Average	Total Hours	Average
Senior Management		1,101	12.7	1,115	12.1
Middle Management		12,769	14.3	11,690	15.2
Others		71,164	19.2	55,837	23.0

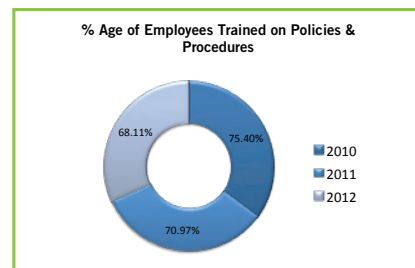
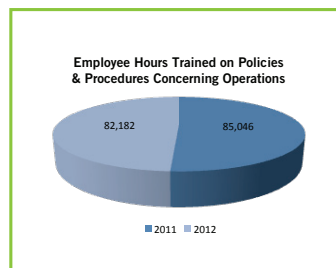
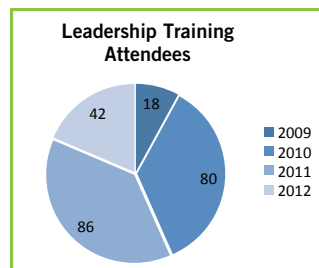
The Human Resource Department launched in march, 2011 the "CADRE" initiative with aim of enhancing channels of communication with all employees guided by the four basic themes as below; as of 2012 Dubai Customs still applies CADRE which pays special attention to the training and development of employees.



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. 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.

The success & satisfaction level for our employee training program is measured through indicators such as turnover rate, absenteeism and our staff satisfaction survey. Initiated in 2011, and continuing in 2012, the HR Department is aiming to reinforce its strategic role of employee development in addition to its operational role. Hence, the Dubai Customs Competency Framework project has been kicked off which aims to link behavioral and technical 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.

Employee 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 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.

The following is done to ensure that our rapport of absolute zero is kept well under control.

- > Emphasis on safety warnings and instructions to our employees.
- > Health & Safety awareness sessions are being conducted periodically
- > Quarterly safety inspections checking equipment and technical procedures for safety
- > Security staff and inspectors are always around to avoid customers entering the inspection yards and construction areas.
- > Periodic maintenance of all machines including scanners, X-ray machines and other inspection equipment is observed.
- > 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.

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

Dubai Customs achieved strong financial results in 2012. With the help of prudent financial management, we exceeded our earnings targets, generated strong cash flows, continued to strengthen our balance sheet and strategically positioned ourselves to deliver future growth and sustainability for the organization. Keeping 2009 as the base year, our key financial figures are presented below as comparative percentages.

KEY FINANCIAL DATA	2010	2011	2012
Net Operating Revenue	98%	81%	107%
Staff Cost	116%	119%	124%
Total Operating Cost	116%	113%	117%

Our community investments / budgets for the year 2012 was 0.66% of the overall organizational expenditure budget. Going along with the organization's strategic objectives and guided by the organizational excellence methodologies and governance. The financial management develops, review and update a package of strategies, methodologies and systems that ensure effective and efficient management of its financial resources. These strategies and systems emerged from the strategic direction "to achieve the efficient financial performance". Financial Reports are submitted regularly to several levels of leadership in the organization with an objective to study the financial implications of all projects and analyse alternatives to select the suitable ones.

At Dubai Customs, all financial budgets and expenditures are solely dependent on the service fees

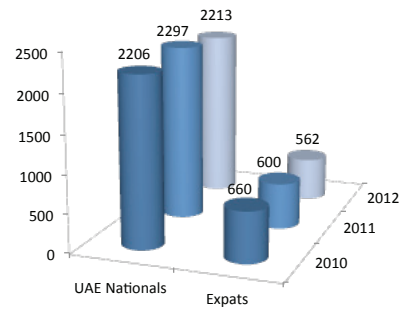
SUPPORTING THE COMMUNITY

Projects Supporting Customs Core Business

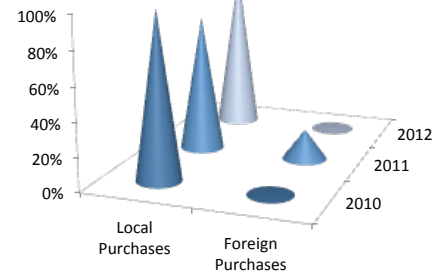
On June 26th, 2012, Dubai Customs, in coordination with Dubai Health Authority and Dubai Media Incorporated, launched an awareness campaign about the risks of Tramadol abuse. This campaign coincided with the International Day Against Drug Abuse and it comes as part of Dubai Customs' keenness on protecting individuals from the potential risks of dangerous substances which are detrimental to their health and safety, while preventing the illegal entry of restricted goods, including "Tramadol", and encouraging public collaboration in thwarting attempts of smuggling this type of narcotics meant for local use in illegal ways. During 2012, more than 95 million Tramadol tablets and capsules were seized while being smuggled at Dubai borders which prompted us to come out with a public awareness on this issue. Tramadol is a double-edged sword; it is a pain-reliever when used exactly as prescribed by a physician, carefully following his/her instructions regarding the dose and period of time the drug must be used. On the other hand, abusing the drug, either by illegally obtaining it and using it without any medical need, or by increasing the dose prescribed by the doctor can lead to addiction which has devastating effects on the individual and the community at large. Dubai Customs and its strategic partners have used all modes and tools of media including TV, Radio, Newspapers, Magazines, Printed Brochures, Handouts, Flyers, signage, Facebook, Twitter and much more to spread mass awareness and information about this campaign. In addition, lectures, presentations and workshops are organized at Universities, Schools, Malls, Pharmacies, Hospitals and other public places to ensure reaching the community at large. More than 700 individuals directly benefitted from this awareness campaign.



DC Emirization Commitment



DC Purchase Trend



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 Emirization 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. 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 always and possibly attempts to work with local suppliers from the UAE of goods and services with an objective and clear direction to support and better the local community. Suppliers are always selected based on quality of products and services. A comprehensive procedure is in place to compare best prices and conditions through tendering procedures assuring transparency and efficiency.

Dubai Customs celebrated (26 April 2012) the World Intellectual Property (IP) Day on 26th April 2012 under the theme “Visionary Innovators”, supporting its belief in producers and the creative thinkers’ rights in the different fields whether industrial, commercial or literary. During 2012, we emphasized our efforts in educating and raising awareness of the IPR and the hazards and dangers of counterfeit on the community and its individuals’ health. A number of workshops were conducted for a wide range of society segments including schools and universities in the UAE as well as the shopping centers and clubs. In addition, Customs inspectors receive training courses throughout the year in order to increase their knowledge and understanding of how to differentiate between original and fake goods and original and duplicate trademark. Such workshops took place in participation with the trademark owners themselves which reflects positively on the inspectors’ competencies and their efforts in protecting the local community and maintaining the Emirati



DC - Intellectual Property Rights Awareness

- > During 2012, 46 awareness campaign on IPR were held which benefitted 810 individuals.
- > 2 workshop were held and organized on the protection of Intellectual Property Rights.
- > 8242 Handbooks on awareness on Intellectual Property Rights.
- > 469 SMS were distributed on IPR Community awareness.



Dubai Customs pavilion at children's indoor edutainment fun city of Kidzania in Dubai Mall received 58,226 children from its opening in April 2011 upto Dec 2012. This demonstrates our efforts and the childrens interest in learning about the role of Dubai Customs which it plays in societal and business environment, especially, in areas of Customs inspection operations. The pavilion and activities at Kidzania allows children aged 4 through 15 years old to feature learning about the Customs inspectors’ responsibilities and functions, methods of how controlling movement of goods and ensuring safety of the shipment from any potential prohibited goods. They wear the Blue-Customs Inspector uniform branded with Dubai Customs logo, mimicking the tasks of Customs inspectors who performing inspection of goods and luggage, using scanners and handheld devices to ensure safety of shipment from prohibited and fake goods. Another objective of this project is to responsively contribute to enhance relations between Dubai Customs and the community and encourage talent potentialities of upcoming generation to get involved in the Customs works.



Community Well-Being

In continuation to our campaign towards providing basic living facilities and necessities of life to the Fisherman who lives alongside our coasts, Dubai Customs organized a session attended by more than 10 fishermen briefing them on basic living standards, hygiene, safety and security. In collaboration with the Municipality of Dubai, the session emphasized on ways and requirements for all individuals who are living in the country to become good citizens. During 2012, under this campaign, free health checkups, lectures on healthy living and distribution of basic day-to-day necessities were also conducted.





Dubai Customs continues to engage its employees in volunteerism and donation activities which are of sustainable nature. During 2012, there were three Blood Donations campaigns organized where more than 150 bottles of blood were collected and distributed to patients of Thalassemia.

With the intention to help the poor and needy living within the society and community, Dubai Customs launched its comprehensive on-going philanthropic campaign named “God Loves a Cheerful Giver”. The objective of the campaign is to engage employees from the organization to volunteer and donate items of daily use for poor and needy. Every month a dedicated theme and category of item was collected and distributed through recognized NGOs and strategic partners. These included books, abayas, children clothes, shoes, male and female dresses, school bags and much more.



Contribution to National Identity and Culture

Dubai Customs always anchors the concept of social solidarity which reflects positively on the individuals and fosters patriotism as well as the national identity and culture. During 2012, overall 26 initiatives and campaigns were dedicated to the National Identity. The Alami project which intends to spread and enhance awareness on the UAE National Flag and its history is an ongoing campaign from the organization. Dubai Customs also held its diverse event that was organized at the Mirdif City Centre as the celebration of the UAE 41st National Day which took place at the Department main building, customs centres and Mirdif City Centre, between November 26 and December 2, 2012. Promotion and use of Arabic Language, organizing Carpet and Cultural Oasis and organizing other cultural events are all part of Dubai Customs contributions towards National Identity.



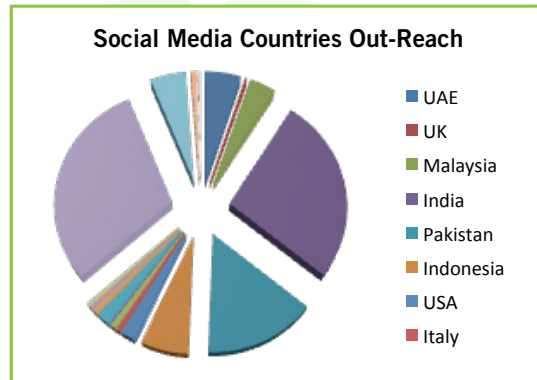
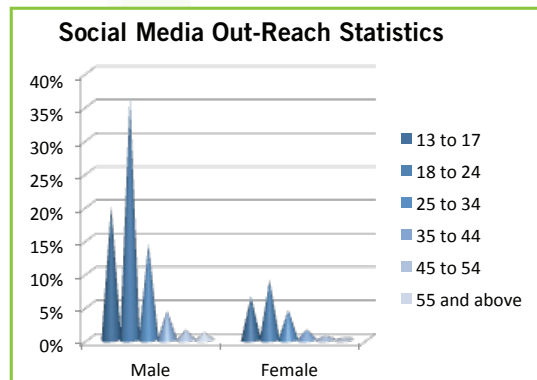
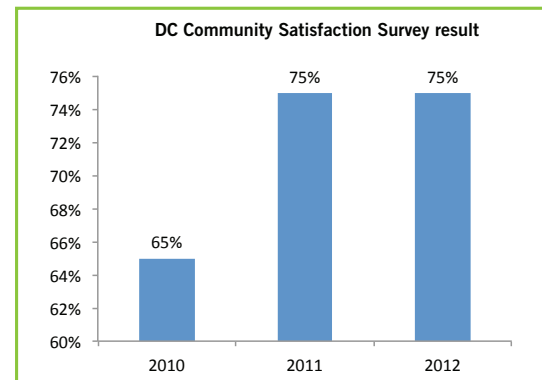
In line with Dubai Customs strategy and directives towards supporting community partnership and contributing to creating equal opportunities for its employees and help them tolerate the marriage-related expenses; thus, fostering the principle of social solidarity which reflects positively on individuals and enhance their national identity, loyalty and awareness, the organization during 2012 also celebrated the first mass wedding for its female staff with 52 brides attending the ceremony held at Al Rashideya Hall in Al Bustan Hotel under the patronage and in the presence of Her Highness Sheikhha Rawda Bint Ahmad bin Juma Al Maktoum, wife of HH Sheikh Hamdan Bin Rashid Al Maktoum, Deputy Ruler of Dubai and the Minister of Finance.





Community Outreach and Social Media

The objective of Dubai Customs community contribution is to identify the current satisfaction level of community activities and initiatives find the elements of dissatisfaction and problems, in order to develop and improve the current situation and the development of a strategic plan to raise the level of satisfaction. During the past years, we have improved and maintained this level and have exercised all efforts to reach the community through all available tools. The ever increasing likes, followers and comments on our Social Media, Facebook and Twitter are an active evidence of our achievements and contributions.



GRI APPLICATION LEVEL & INDEX

Sustainability
Report 2012

Profile Disclosures			
GRI Section	Content	Page/ Direct Answer	Disclosure Level
Strategy and Analysis			
1.1	Statement from the Director General	6	Fully
1.2	Description of key impacts, risks, and opportunities.	21, 22	Fully
Organizational Profile			
2.1	Name of the organization	Cover Page	Fully
2.2	Primary brands, products, and/or services	7, 8	Fully
2.3	Operational structure of the organization	18, 19	Fully
2.4	Location of organization's headquarters	8	Fully
2.5	Number of countries where the organization operates	UAE is the only country in which the org operates	Fully
2.6	Nature of ownership and legal form	7, 8, 17 & 18	Fully
2.7	Markets served	7, 8, 17 & 18	Fully
2.8	Scale of the reporting organization	7, 8, 17 & 18 DC is a Public Org & not Private	Fully
2.9	Significant changes during the reporting period	19, 20	Fully
2.10	Awards received in the reporting period	11, 12	Fully
Report Parameters			
3.1	Reporting period for information provided.	9	Fully
3.2	Date of most recent previous report	9	Fully
3.3	Reporting cycle	9	Fully
3.4	Contact point for questions regarding the report or its contents.	9	Fully
3.5	Process for defining report content.	9	Fully
3.6	Boundary of the report	9	Fully

3.7	State any specific limitations on the scope or boundary of the report	9	Fully
3.8	Basis for reporting on joint ventures, subsidiaries, etc.	No Joint Ventures	Fully
3.9	Data measurement techniques and the bases of calculations	9	Fully
3.10	Explanation of the effect of any re-statements of information provided in earlier reports	No Re-Statements	Fully
3.11	Significant changes from previous reporting periods in the scope	No Significant Changes	Fully
3.12	Table identifying the location of the Standard Disclosures in the report.	9, 47	Fully
3.13	Policy and current practice with regard to seeking external assurance for the report.	9	Fully
Governance, Commitments and Engagement			
4.1	Governance structure of the organization	17, 18	Fully
4.2	Indicate whether the Chair of the highest governance body is also an executive officer	17	Fully
4.3	State the number of members of the highest governance body that are independent and/or non-executive members.	No Such Arrangement	Fully
4.4	Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body.	17, 18	Fully
4.5	Linkage between compensation for members of the highest governance body, senior managers, and executives and the organization's performance	18	Fully
4.6	Processes in place for the highest governance body to ensure conflicts of interest are avoided.	17, 18	Fully
4.7	Process for determining the qualifications and expertise of the members of the highest governance body for guiding the organization's strategy on economic, environmental, and social topics.	17, 18	Fully
4.8	Internally developed statements of mission or values, codes of conduct, and principles relevant to economic, environmental, and social performance	8	Fully
4.9	Procedures of highest governance body for overseeing the organization's identification & management of economic, environmental & social performance	17, 18	Fully
4.10	Processes for evaluating the highest governance body's own performance, particularly with respect to economic, environmental, and social performance.	17, 18	Fully
4.11	Explanation of whether and how the precautionary approach or principle is addressed by the organization.	17, 18	Fully
4.12	Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organization subscribes or endorses.	17, 18	Fully
4.13	Memberships in associations and/or national/international advocacy organizations	We don't have any such membership	Fully

4.14	List of stakeholder groups engaged by the organization.	23, 24	Fully
	Basis for identification and selection of stakeholders with whom to engage.	23, 24	Fully
4.16	Approaches to stakeholder engagement	25	Fully
4.17	Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting.	23, 24	Fully
Management Approach			
DMA EC	Disclosure on Management Approach EC	17 to 22; 39 & 40	Fully
DMA EN	Disclosure on Management Approach EN	17 to 22; 26 to 29	Fully
DMA LA	Disclosure on Management Approach LA	17 to 22; 34 to 38	Fully
DMA HR	Disclosure on Management Approach HR	17 to 22; 34 to 38	Fully
DMA SO	Disclosure on Management Approach SO	17 to 22; 41 to 46	Fully
DMA PR	Disclosure on Management Approach PR		Fully
Performance Indicators			
Economic			
EC1	Direct economic value generated & distributed, including revenues, operating costs, employee compensation, donations & other community investments, retained earnings, and payments to capital providers and governments.	36, 39 & 40 Being a Government organization, we don't pay any taxes	Fully
EC2	Financial implications and other risks and opportunities for the organization's activities due to climate change.	Being a public service org, there are no financial implications & other risks due to climate change	Not
EC3	Coverage of the organization's defined benefit plan obligations.	Does Not Exist	Not
EC4	Significant financial assistance received from government.	39	Fully
EC5	Range of ratios of standard entry level wage compared to local minimum wage at significant locations of operation.	40	Fully
EC6	Policy, practices, and proportion of spending on locally-based suppliers at significant locations of operation.	40	Fully
EC7	Procedures for local hiring and proportion of senior management hired from the local community at significant locations of operation.	40 Approx 62% of the senior Mgmt is hired from the local community	Fully
EC8	Development & impact of infrastructure investments and services provided primarily for public benefit	39, 40	Fully

EC9	Understanding and describing significant indirect economic impacts, including the extent of impacts.	39, 40	Fully
Environmental			
EN1	Materials used by weight or volume.	Not Applicable	Not
EN2	Percentage of materials used that are recycled input materials.	Not Applicable	Not
EN3	Direct energy consumption by primary energy source.	Not Applicable	Not
EN4	Indirect energy consumption by primary source.	26 Electricity is purchased from DEWA - 6,032,012 KWH	Fully
EN5	Energy saved due to conservation and efficiency improvements.	26	Fully
EN6	Initiatives to provide energy-efficient or renewable energy based products & services, & reductions in energy requirements as a result of these initiatives.	26	Fully
EN7	Initiatives reduce indirect energy consumption & reductions achieved.	26	Fully
EN8	Total water withdrawal by source.	26 Water Purchased From DEWA	Fully
EN9	Water sources significantly affected by withdrawal of water	Only Purchased Water	Fully
EN10	Percentage and total volume of water recycled and reused	Not Applicable	Not
EN11	Location & size of land owned, leased, managed in or adjacent to protected areas & of high biodiversity value outside protected areas	Not Applicable	Not
EN12	Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas.	Not Applicable	Not
EN13	Habitats protected or restored.	Not Applicable	Not
EN14	Strategies, current actions, & future plans for managing impacts on biodiversity.	Not Applicable	Not
EN15	Number of IUCN Red List species and national conservation list species with habitats in areas affected by operations	Not Applicable	Not
EN16	Total direct and indirect greenhouse gas emissions by weight	27, 28	Partially
EN17	Other relevant indirect greenhouse gas emissions by weight	27, 28	Fully
EN18	Initiatives to reduce greenhouse gas emissions & reductions achieved.	27, 28	Fully
EN19	Emissions of ozone-depleting substances by weight.	Not Applicable	Not
EN20	NOx, SOx, and other significant air emissions by type and weight.	Not Applicable	Not
EN21	Total water discharge by quality and destination.	Not Applicable	Not
EN22	Total weight of waste by type and disposal method.	27 No hazardous Waste	Fully

EN23	Total number and volume of significant spills.	Not Applicable	Not
EN24	Weight of transported, imported, exported, or treated waste deemed hazardous under the terms of the Basel Convention Annex I, II, III, and VIII, and percentage of transported waste shipped internationally.	Not Applicable	Not
EN25	Identity, size, protected status, and biodiversity value of water bodies and related habitats significantly affected by the reporting organization's discharges of water and runoff.	Not Applicable	Not
EN26	Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation.	26 to 29	Fully
EN27	Percentage of products sold and their packaging materials that are reclaimed by category.	Not Applicable	Not
EN28	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws & regulations.	No Such Fines	Fully
EN29	Significant environmental impacts of transporting products and other goods and materials used for the organization's operations, and transporting members of the workforce.	Not Material	Not
EN30	Total environmental protection expenditures and investments by type.	26 to 29	Fully
Social: Labor Practices and Decent Work			
LA1	Total workforce by employment type, employment contract, and region.	35	Fully
LA2	Total number & rate of employee turnover by age group, gender & region.	36	Fully
LA3	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by major operations.	34 to 38	Fully
LA15	Return to work and retention rates after parental leave, by gender	34 to 38	Fully
LA4	Percentage of employees covered by collective bargaining agreements.	Not Applicable	Not
LA5	Minimum notice period(s) regarding significant operational changes, including whether it is specified in collective agreements.	All Info available on On-line Employee Handbook	Fully
LA6	Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor & advice on occupational health and safety programs.	Not Applicable	Not
LA7	Rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities by region.	36	Fully
LA8	Education, training, counselling, prevention, & risk-control programs in place to assist workforce members, their families, or community members regarding serious diseases.	34 to 38	Fully
LA9	H&S topics covered in formal agreements with trade unions.	No such Agreements	Fully
LA10	Average hours of training per year per employee by employee category.	37	Fully

LA11	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings.	34 to 38	Fully
LA12	Percentage of employees receiving regular performance and career development reviews.	34 to 38 All Employees at DC receive regular semi-annual & annual performance reviews	Fully
LA13	Composition of governance bodies and breakdown of employees per category according to gender, age group, minority group membership, and other indicators of diversity.	36	Fully
LA14	Ratio of basic salary of men to women by employee category.	34 to 38	Fully
Social: Human Rights			
HR1	Percentage and total number of significant investment agreements that include human rights clauses or have undergone human rights screening.	No such Agreements	Fully
HR2	Percentage of significant suppliers and contractors that have undergone screening on human rights and actions taken.	No such Agreements	Fully
HR3	Total hours of employee training on policies and procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained.	38	Fully
HR4	Total number of incidents of discrimination and actions taken.	No such Incidents	Fully
HR5	Operations identified in which the right to exercise freedom of association and collective bargaining may be at significant risk, and actions taken to support these rights.	Not Applicable	Not
HR6	Operations identified as having significant risk for incidents of child labor, & measures taken to contribute to the elimination of child labor.	34 to 38	Fully
HR7	Operations identified as having significant risk for incidents of forced or compulsory labor, and measures to contribute to the elimination of forced or compulsory labor.	34 to 38	Fully
HR8	Percentage of security personnel trained in organization's policies or procedures concerning aspects of human rights relevant to operations.	34 to 38	Fully
HR9	Total number of incidents of violations involving rights of indigenous people and actions taken.	34 to 38	Fully
HR10	Percentage and Total Number of Operations that have been subject to Human Rights reviews and/or Impact assessments	No such Arrangements	Fully
HR11	Number of grievances related to Human rights filed, addressed and resolved through formal grievance mechanism	34	Fully
Social: Society			
SO1	Nature, scope, and effectiveness of any programs and practices that assess and manage the impacts of operations on communities, including entering, operating, and exiting.	Not Available	Not

SO9	Operations with significant potential or actual negative impacts on local communities	Not Available	Not
SO10	Prevention and mitigation measures implemented in operations with significant potential or actual negative impacts on local communities	Not Available	Not
SO2	Percentage and total number of business units analysed for risks related to corruption.	20	Fully
SO3	Percentage of employees trained in organization's anti-corruption policies and procedures.	20	Fully
SO4	Actions taken in response to incidents of corruption.	20	Fully
SO5	Public policy positions and participation in public policy development and lobbying.	Not Applicable	Not
SO6	Total value of financial and in-kind contributions to political parties, politicians, and related institutions by country.	Not Applicable	Not
SO7	Total number of legal actions for anti-competitive behaviour, anti-trust, and monopoly practices and their outcomes.	No such Legal Action or Case Exists	Fully
SO8	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations.	No such Fines	Fully
Social: Product Responsibility			
PR1	Life cycle stages in which health and safety impacts of products and services are assessed for improvement, and percentage of significant products and services categories subject to such procedures.	30, 31	Fully
PR2	Total number of incidents of non-compliance with regulations and voluntary codes concerning health and safety impacts of products and services during their life cycle, by type of outcomes.	No Such Incidents	Fully
PR3	Type of product and service information required by procedures and percentage of significant products and services subject to such information requirements.	30, 31	Fully
PR4	Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labelling, by type of outcomes.	No such Incidents	Fully
PR5	Practices related to customer satisfaction, including results of surveys measuring customer satisfaction.	30 to 33	Fully
PR6	Programs for adherence to laws, standards, and voluntary codes related to marketing communications, including advertising, promotion, and sponsorship.	Not Applicable	Not
PR7	Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship by type of outcomes.	No such Incidents	Fully
PR8	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data.	No such Complaints	Fully
PR9	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services.	No such Fines	Fully

GRI – Report Application Level

Report Application Level		C	C+	B	B+	A	A+
Standard Disclosure	Profile Disclosure output	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	
	Disclosure on Management Approach output	Not Required		Management Approach Disclosures for each Indicator Category		Management Approach disclosed for each Indicator Category	
	Performance Indicators & Sector Supplement Performance Indicators output	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.	
			Report Externally Assured		Report Externally Assured	Report Externally Assured	



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	benchComparison 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 revolves 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	codeFormal statement of the values and business practices of a company and sometimes its suppliers.
Code of Ethics	Such standards as are reasonably necessary to promote (1) honest and ethical conduct, including the ethical handling of actual or apparent conflicts of interest between personal and professional relationships; (2) full, fair, accurate, timely, and understandable disclosure in the periodic reports required to be filed by the issuer; and (3) compliance with applicable governmental rules and regulations.
Conflict of Interest	Situation in which a person is in a position of trust that requires her to exercise judgment on behalf of others (people, institutions, etc.) and also has interests or obligations of the sort that might interfere with the exercise of her judgment, and which the person is morally required to either avoid or openly acknowledge.
Corporate Governance	A system that direct & control businesses by a set of relationships between a company's management, its board, its shareholders & other stakeholders.
Corruption	Misuse of entrusted power for private gain.
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

ITEM	DEFINITION
Discrimination	Different treatment given to people in hiring, remuneration, access to training, promotion, termination or retirement based on race, caste, national origin, religion, disability, gender, sexual orientation, union membership, political affiliation or age.
DGEP	Dubai Government Excellence Program
Equal Opportunities	Employer's adoption of employment practices that do not discriminate on the basis of race, colour, religion, sex or national origin. The opposite of Discrimination.
Ethics	A branch of philosophy that studies and recommends the fundamental principles and basic concepts of what is considered morally good and bad, right and wrong in human conduct.
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	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
Mission Statement	A statement of the role, or purpose, by which an organisation intends to serve its stakeholders. It describes what the organisation does (current capabilities), who it serves (stakeholders), and what makes the organisation unique (justification for existence).
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

ITEM	DEFINITION
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)	socialAn 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.
Transparency	A principle that allows those affected by administrative decisions, business transactions or charitable work to know not only the basic facts and figures but also the mechanisms and processes.
WCO	World Customs Organization

ITEM	DEFINITION
Vision Statement	A document that describes where the organisation intends to be in the future or where it should be to best meet the needs of stakeholders. It incorporates a shared understanding of the nature and purpose of the organisation and uses this understanding to move the organisation toward a greater purpose.
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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