



SUSTAINABILITY REPORT 2015 DUBAI CUSTOMS





Our aid has humanitarian objectives only; it is never governed by politics or limited by the geography, race, color or religion of the beneficiary. We provide humanitarian capital and are a major relief station for the poor; we do not hesitate to help and support the brother, the ill-fated friend or the needy wherever they are. This is our message to the world. And this is the United Arab Emirates

His Highness Sheikh

Mohammed Bin Rashid Al Maktoum

UAE Vice President, Prime Minister and
Ruler of Dubai

Vision

The leading Customs Administration in the world supporting legitimate trade

Mission

Protecting the Society and Sustaining economic growth through compliance, facilitation & innovation

What is in this Report

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Goals

- Provide an environment that supports the movement of international trade & passengers
- Promote security and combat illegitimate trade
- Improve and diversify revenues and sustain efficiency of revenue collection
- Building corporate capabilities and competitive advantage
- Leading Customs innovation globally

Values

- Leadership
- Happiness
- Loyalty
- Integrity
- Innovation and Creativity
- Empowerment





Chairman's Message



Sultan Ahmed bin Sulayem
Chairman
Ports, Customs and Free
Zone Corporation

The year 2015 is yet again characterized by increased volumes of trade and travel for Dubai and the UAE. Air and sea cargo has shown significant increase in volumes over the past years and the number of international air and sea passengers have increased many folds. With this, the business patterns are becoming more complex along with the diverse range of goods, biosecurity hazards and growing economic risks for the region. In this race of growth and development, we have collectively supported the government in achieving several milestones and I am proud of our customs officers and the entire team of Dubai Customs who have contributed tirelessly to these efforts across all roles and responsibilities.

At Dubai Customs, the traditional culture of being a regulatory authority has been overtaken by the mindset of becoming an organization that seeks to care and work for the needs of its internal and external stakeholders. This operational philosophy is administered by the motivation of being a public agency with a duty to pursue excellence in our work to benefit the community and the nation. It is our challenge today that we must maintain a sustainable, effective and robust regulatory regime that is able to adapt quickly to the changing dynamics of international trade and the growing complexity of supply chains.

To address these challenges, we have always adhered to our values and our integrity and have never compromised on our performance standards. It is for these reasons that we continue to gain the trust of traders and businesses from all around the globe. We undertake to continue on our sustainable journey in order to strengthen the capabilities for Dubai Customs by following the directives and vision of the UAE President His Highness Sheikh Khalifa bin Zayed Al Nahyan, and his brother His Highness Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE and Ruler of Dubai which leads to formalizing command and control of the border, providing a nationally coordinated approach to border operations, enabling shared information and intelligence systems for global security and implementing scalable traveller processing. I congratulate Dubai Customs on its accomplishments and contributions to the economic, social and sustainable development of Dubai and the UAE and endorse my confidence for all future endeavors.



Director of Dubai Customs' Message



Ahmed Mahboob Musabih
Director of Dubai Customs

Dubai Customs has a very long and proud history of serving the nation and sustaining its borders and revenue. We have successfully engaged ourselves to improve our service through strengthening our integrity regime, developing our core service behaviors, implementing technological developments and adopting a modernized operating model. A sustained approach to our intelligence and information technology capabilities has endorsed enhancement to our border experience for legitimate trade and travelling.

Guided and motivated by our rulers and national leaders, a team of highly committed employees, farsighted management and a steady focus on strategic objectives have ensured success for our overall customs administration during the past many years. This has positioned Dubai Customs to deliver on our goals and strategy, addressing future challenges and operational needs to meet the increasing service demands and resource pressures expected over the coming years towards 2020.

Our enhanced role exerts immense challenges across economic, security and social domains. While we have to ensure the smooth flow of trade in and out of country, we are responsible to address the wide-ranging concerns of our multiple stakeholders in trade-related matters. This requires us to actively develop partnerships, innovate and pursue continual improvements and sustainability. Today, we are the leading Customs authority that has consistently been ranked as top globally by various international surveys in aspects of operation. We partner with all our stakeholders to better understand their concerns and needs and collaborate with other government authorities as well as other customs organizations globally with an aim to bring about the best balance in facilitating trade and passenger movement.

I am once again honoured to share the latest update and performance information on our approach for sustainability and corporate social responsibility which is designed to meet the globally set standards of the Global Reporting Initiative (GRI – G4) and has been built on the pillars of transparency, integrity and engagement. I take this opportunity to thank our employees who are the ambassadors of security and control for their dedicated contributions towards our achievements in 2015.

 @Ahmed_Musabih



About the Report

(G4-17, G4-18)

Presented here is the eighth annual edition of Dubai Customs Sustainability Report sharing the performance data and other information for the year 2015, covering the period between 1st January 2015 to 31st December 2015. For comparison reasons on our social, economic, organizational and environmental information, we have transparently used the data for the past 2 years wherever it was available. All information and data contained herein covers all our offices (including the headquarters) which are all located in Dubai – UAE as this is the only country we have our operations.

The report contents details out our identified key stakeholders and the methodology with which we engage and interact with them. It also highlights the most critical areas, topics and issues which have been identified material and significant after understanding the expectation and interests of our stakeholders. The report has been primarily built around these material areas after thorough review and assessment and in accordance with the materiality principle. We strongly feel responsible towards our internal and external stakeholders as well as the community & environment in which we operate and have expressed our sustainability values through this report

We have applied the Global Reporting Initiative (GRI) G4 guidelines to define the contents and inclusions of this report choosing the “Comprehensive In Accordance” option and a detailed GRI index is an integral part of this report. The GRI Materiality Disclosures Service verifies that the General Standard Disclosures G17-4 to G27-4 were correctly located in both the GRI Content Index and in the text of the final report. We have attempted to build this report on the best possible standards of completeness, accuracy, quality assurance, standardization and transparent disclosure. Being a sensitive government organization, Dubai Customs does not publicly declare some of critical data and information, except in confidentiality to appropriate authorities as required by law. Thorough assessment and quality check have been applied by our internal QA team to verify the contents and information. Being a government and public service organization of national security level, all our functions are regularly audited by a central government body which is called the State Audit Institution, Dubai – UAE. The audit includes all functions such as finance, HR, Governance, Supply Chain, Employee Development, Conduct, Information Technology, Labour Practices, Social Responsibility etc. Due to sensitive information and security reasons, this report is only shared with our management and not publicly.

For any comments, feedback, suggestions or any additional information, please contact as below:

Website: www.dubaicustoms.ae;

e-mail: CSR.DC@dubaicustoms.ae

Direct Contact: Corporate Communications Dept of Dubai Customs, P.O. Box 63, Dubai – UAE;

Social Media: Facebook; Twitter or Instagram

The Organization

Profile:

Dubai Customs is a Government organization established with the objective to facilitate free trade and help secure the integrity of Dubai's borders. It is one of the oldest government department of Dubai, founded more than 100 years ago and is called the "The Mother of all Government Departments". During the era of the Late Sheikh Rashid bin Said Al Maktoum, Ruler of Dubai, Dubai Customs started to adopt an institutional approach and has today attained the professional limits to become a world leader in Customs administration through innovative and proactive services to our clients.

During the last 2 decades, The Emirate of Dubai experienced extraordinary growth in economic and urban development, which in turn created a corresponding growth in the function of Dubai Customs. With optimum human resources, modernization of overall operations and adoption of electronic, improved, simple and easy processes and procedures, Dubai Customs have ensured smooth movements of consignments in and out of the country, affording international trade and remarkable incentives. The services provided by the organization covers economic, social and statistical areas as below:

- Facilitate Trade Flow.
- Collect Revenue.
- Regulate Imports and Exports
- Generate Trade Statistics & Reports

A workforce of 2,909 employees, spread over the headquarters and 25 centres across Dubai are engaged to ensure best standards of services, convenience and quality to the global trade community. Dubai Customs has set high standards for government departments and Customs authorities across the region in terms of innovation and adoption of sustainable practices. Integration of technology through introduction of smart services, e-improvements and hi-tech digital developments has ensured legitimate trade is more feasible than ever before and has enabled Dubai to be an essential player towards the vision of being a competent, responsible and sustainable government services provider by adopting best practice business processes and continually improving customer satisfaction and loyalty.



Governance & Structure



Corporate governance is a cornerstone of our strong business performance and we at Dubai Customs have committed ourselves towards practicing and maintaining transparency & responsiveness to our stakeholders. The organisation is led by a team of Executive Directors under the leadership of the Director of Dubai Customs ensuring that all objectives, goals, and values chalked out for the organization are adhered to and accomplished. Our top most management is as below:



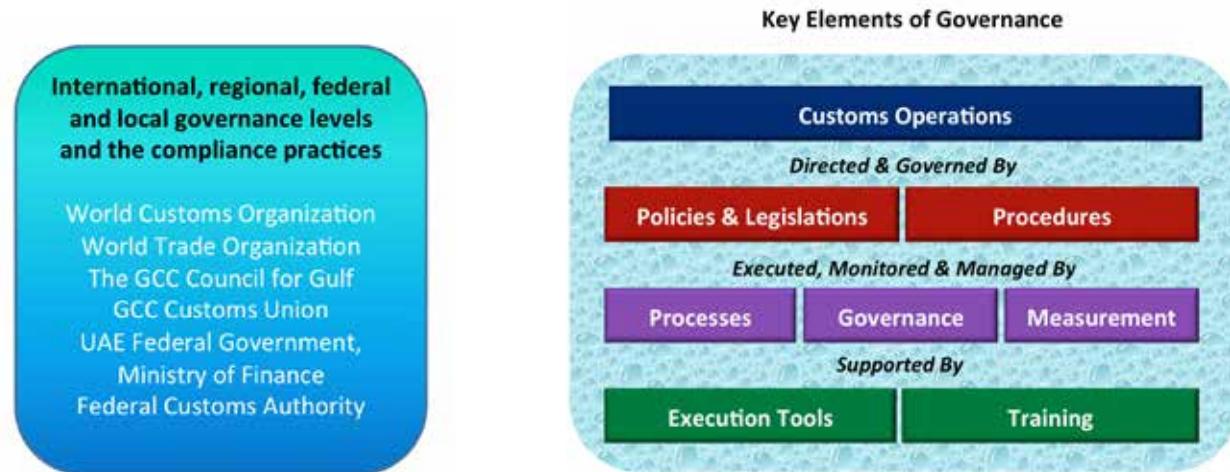
The roles and responsibilities of the Director of Dubai Customs and the Executive Management are governed by the laws of Dubai Government and the Executive Council. They are primarily tasked to oversee the overall strategic direction of Dubai Customs, set its relevant policies and plans and ensure its implementation. The emoluments of the Executive Management are set in accordance with the laws of Dubai Government and any social and environmental performance does not directly influence any related remuneration. The leadership of the organization supports the organization's efforts in adopting sustainability management, recognizing the planned performance and reputation benefits, within the framework which aims at the overall positive impacts for society. For this purpose, Dubai Customs' governance structure has a dedicated sustainability and corporate responsibility team directly reporting to the Director of Dubai Customs to oversee the social, economic, environmental and organizational impacts of the organization.



Governance Framework



The effectiveness of Dubai Customs' sustainable development is regularly reviewed by the Executive Management in conjunction with the Corporate Risk and Audit function. Based on quantitative and qualitative analyses and reporting of all risks associated with various functions, the management regularly defines the main targets for further steps in sustainable development. Line management at all levels sets specific and quantifiable targets for implementation and achievement of these goals, which also become part of the individual targets. Application of and adherence to external guidelines, declarations, and standards are important to DC and guide good governance and sustainability.



During 2015, only one change was implemented in the organization structure of Dubai Customs which is explained in the below table:

Month	Function	Previous Structure			New Structure			Remarks
		Division	Dept	Section	Division	Dept	Section	
July 2015	Coastal Berth	Customer Management	Coastal Customs Center Management	Creek Customs and Coastal Berth	Customer Management	Jebel Ali Customs Center Management	Port Rashid Customs Center	As a consequence of the move, Creek Customs and Coastal Berth is renamed "Creek Customs Center".

Internal Audit & Risk Management

At Dubai Customs, the internal audit and risk management process is managed by a dedicated department, which reports directly to the highest governance level in the organization and is tasked with identifying, registering and mitigating key business risks of the organization along with their level and impact. The process and methodology of the formal risk management framework enables the organization to:

- Consider the effectiveness of organization internal control systems
- Regularly review significant strategic business risks
- Limit, mitigate and monitor identified risks
- Consider the implementation of further action plans to manage strategic business risks

Some of the key elements of our Internal Audit and Risk management are Business Continuity, Statutory requirements, Contractual obligations, legal duties, and business-specific incidents that may lead to disruption of business transactions. It is extended to our core business as well as our support functions within the organization including Cargo & Passengers Operations, Customer Management, Customs Development, Human Resources, Finance, Administration, Policy & Legislations, Corporate Communications, Internal Affairs, Strategy and Excellence.



Internal Affairs and Code of Conduct

A dedicated Internal Affairs department, reporting directly to the highest level of the governance structure manages the corporate Code of Conduct which defines the guidelines and boundaries of our business with a commitment to integrity and honesty. Being a sensitive government entity, we are committed to abide by the local and global laws and are determined to sustain high standards of business and personal ethics. We strive to deal with our employees, customers, suppliers and all our stakeholders transparently and impartially ensuring adherence to our philosophy of service excellence and customer satisfaction. The detailed Code of Conduct manual, which is available through published and online versions, clearly outlines areas including work relations, responsibilities, conflicts of interest, communication protocols, information disclosure and compliance of relevant laws and policies. In addition to promoting and communicating these codes, we also provide appropriate training to our employees on a wide range of compliance and ethics topics. The risks related to anti-corruption and employee conduct is implemented throughout the organization and all divisions, departments and sections are prone to any actions in accordance with the Dubai Customs HR Policy and the Dubai Government HR Law.

Strategy, Quality, Performance & Excellence

We aim to build on our long-standing leadership in customs business and are committed to trade facilitation and customer inspired innovation. We continue to focus on our sustainability strategy which aims at overcoming global challenges of border control, security, health and safety and overall trade development adopting technological improvements and innovation. We foster community engagement and environmental improvements while ensuring economic stability and well-being for our workforce. Below is a model of our strategic approach which is based on the 4 elements of planning, aiming, implementing and measuring.



Dubai Customs follows an integrated corporate performance management approach which uses a cognitive processing model addressing and rating performance. Professionally selected measurement tools and techniques are engaged to identify trends in performance and assess evolution of measurements with respect to the set targets. The aim is to regularly monitor performance results to implement business initiatives, in order to achieve the set strategic objectives; correct performance deviation; improve service delivery; and increase the efficiency of human, technical and financial resource usage. The overall approach is comprised of the following main elements:

- On yearly basis, define & review KPIs for all business units
- On yearly basis, set corresponding performance targets based on historical data and global benchmarks
- Establish the procedure and mechanism for measurement data collection
- Establish aggregation and consolidation relationship of KPIs at various structural levels
- On quarterly basis, preparation of KPIs performance reports, corrective actions plans & follow up



At Dubai Customs, ensuring and maintaining the highest standards of quality is of utmost importance and is one of our core management principles. We have a well-organized and established quality section as part of our Corporate Strategy department in order to ascertain a culture of Total Quality Management in the organization. The approach aims at embedding a consistent and stimulating commitment towards the achievement of defined strategic objectives and goals. Excellence at Dubai Customs fosters the methodology and implementation of our strategy with an aim to adopt and share best practice business process and systems in accordance with global standards as well as the guidelines and criteria of the Dubai Government Excellence Program. This facilitates the implementation of international management systems and continuous improvement initiatives.

Communication

Dubai Customs Corporate Communication is seen as a strong strategic part of the planning and management processes. The communications strategy evolves to continually support the delivery of Dubai Custom's Strategic Direction and supports the delivery of strategic objectives within the business plan and stakeholder strategies. Corporate Communications department, which is a part of the Director General's office, is a support function for direct service provision to Dubai Customs stakeholders. It communicates on behalf of Dubai Customs to both internal and external audiences. Its practice is the discipline that looks after reputation, with the aim of earning understanding and support, and influencing opinion and behavior. The mission of this department is to clearly and accurately communicate information about Dubai Customs to key audiences. This includes providing information about core services, the government process, ordinances and regulations, and utilizing opportunities to enhance the image of the Dubai government in line with the Dubai Government Excellence Program. Key principles of Dubai Customs Corporate Communication are:

- Honesty, openness and accuracy
- Accessibility to internal and external stakeholders
- Clarity, simplicity and user-friendliness
- Consistency and relevance
- Timeliness and currentness
- Legitimacy and conformity with legislations and codes of practice
- High quality and cost-effectiveness



Our Sustainability & Corporate Social Responsibility

Approach & Strategy

Dubai Customs CSR vision is to integrate economic, social and environmental concerns in all business operations and interaction with stakeholders on a voluntary basis in order to meet ethical, legal, commercial and public expectations. Our mission is to fulfil our economic, social and environmental responsibilities maintaining our values towards customer experience, employee commitment, ethical business, strive for improvement and giving back to the community. Our sustainability strategy encompasses socio-economic priorities, environmental concerns and political risks. These elements are mapped from the organization's overall strategic plan as well as the vision of UAE and Dubai. In accordance with our corporate vision and mission, we are committed to managing our operations in an ethical manner and strive towards continuous improvement of our community, our employees, the environment and economic conditions.

For Dubai Customs, Corporate Social Responsibility means going beyond our core function of law and order to carry out initiatives and activities for the society's benefit. Besides keeping our country safe and secure, we are constantly encouraged to help contribute further to our society. With a strong CSR management system, we have ensured that key CSR performance indicators are fully integrated across our operations, striking a balance between our economic, social, and environmental performance and enabling sustainable growth for us and our stakeholders. We have a well-designed CSR Strategy and process which is implemented through the following steps:

- Self-Assessment and Benchmarking
- Stakeholder Identification and Engagement
- Setting of Scope, Policies and Framework
- Implementation of Action Plans
- Reviewing and Verification
- Stakeholder Communication through transparent reporting



CSR Scope and Commitment	CSR Goals and Objectives
Social Commitment of establishing information network and programs to support those needs ensuring our business grows in harmony with society and community	Meeting our social responsibility by ensuring that our CSR programs and initiatives develop diverse set of services to satisfy our customers' needs and contribute to the overall advancement of society and culture
Environmental Commitment by rationalizing 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 reducing energy use, lower emissions, managing waste and continue raising the public's awareness of environmental issues and encourage public participation in environmental activities
Economic Commitment by developing and promoting 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 innovative and effective management structures, low cost - high efficiency operations, risk controls and improving our capabilities
Workplace Commitment by developing our workforce and enhancing 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 Policies and practices safeguarding their health and safety, Implementing practices in order to improve working conditions and organizational environment and developing future leaders and resources through skill enhancement and training

Stakeholders

(G4-24; G4-25; G4-26; G4-27)

At Dubai Customs, engagement with stakeholders is a continuous process that is practiced on a day to day basis across all stakeholders. We use a range of formal and informal mechanisms to ensure that we understand the expectations of our stakeholders and respond to them in a strategic and comprehensive manner. We ensure that our stakeholders are always communicated with through all possible internal and external methods and as a responsible, transparent and accountable organization. Our stakeholders are those individuals or entities that affect, or can affect, our activities or decisions, or that are, or can be, affected by our actions and professional practice. Our stakeholders are:

- Our Customers
- Our Value Chain Partners
- Government Authorities & International Bodies
- Other Customs organizations
- Our Employees
- The Community



For our successful operation and continuous growth, building stakeholder relationship and partnerships is fundamental which brings an added value to our customers, our services as well as to our employees. As we have a strong mandate to have a leading role in protecting rights and interests of the community and achieve socio-economic development while minimizing negative environmental impacts, it is imperative to work in collaboration with public and private organizations as well as NGOs, nationally, regionally and internationally.

Stakeholder	Method of Engagement	Stakeholder Expectation
Customers	<ul style="list-style-type: none"> • Customer Satisfaction Survey • Customer Complaint Management • Customer Service Center • Customer Call Centre 	<ul style="list-style-type: none"> • Providing high quality, innovative product and services to meet the needs of our customers
Employees	<ul style="list-style-type: none"> • Employee Representative • Suggestions and Complaints • HR Tools & Programs • Grievances Committee 	<ul style="list-style-type: none"> • Provide equal employment and career development opportunities • Recognize and work on employee health issues and create a safe working environment
Government Authorities & Int'l Bodies	<ul style="list-style-type: none"> • Regular Communication • MOUs and Service Agreements 	<ul style="list-style-type: none"> • Comply with relevant laws and regulations • Reduce energy use & manage waste
Value Chain Partners	<ul style="list-style-type: none"> • Training for Value Chain Partners • Contract Bidding • Procurement Management • Supplier Assessment and Management 	<ul style="list-style-type: none"> • Work with value chain partners to meet the needs of our customers • Mutually beneficial growth
Other Customs Authorities	<ul style="list-style-type: none"> • Meetings • Industry Discussion Forums 	<ul style="list-style-type: none"> • Build a fair competitive environment • Promote sustained industry development
The Community	<ul style="list-style-type: none"> • Community Engagement • CSR Programs and Initiatives • Community Satisfaction Surveys 	<ul style="list-style-type: none"> • Build a harmonious society • Actively engage in philanthropic activities • Protect the environment

(G4-19; G4-20; G4-21; G4-24; G4-25; G4-26 & G4-27)



We have dedicated departments for Client Management, Government Partnership as well as External Relations which engage with our clients, other government and non-government entities, locally, regionally and globally to ensure that all business and support activities are well coordinated and transparently communicated. To achieve the targeted goals with our stakeholders, the following is implemented:

- Develop and design strategies, objectives, policies, and service delivery mechanisms
- Enhance the level of communication and cooperation
- Establish partnerships with Government departments in the areas of support & operation
- Strengthen legitimacy and effectiveness of economic, social and environmental governance
- Implement world class community strategies for a brighter future of UAE
- Support and help customers on inter-government departmental issues
- Facilitate MOUs and Agreements process for better cooperation
- Monitoring and measuring the outcomes of partnerships & collaborations

Dubai Customs has a set materiality framework in alignment to our long term vision and mission and we continue to review, act and report on a range of important material risks and opportunities. We regularly conduct our materiality assessment to identify the most critical sustainability aspects for the business and stakeholders. Material aspects and their priority, scope and boundaries are identified based on organizational strategy, stakeholder mapping, historical data and information on risk, guidelines of local and international customs bodies as well as guidelines from Global Reporting Initiative (GRI) G4 Guidelines.



Materiality is a critical input into our corporate sustainability strategy because it ensures that we provide our stakeholders with the sustainability information most relevant to them. Below is our materiality matrix with priority ranks to our material issues and their boundaries within and outside our organization:

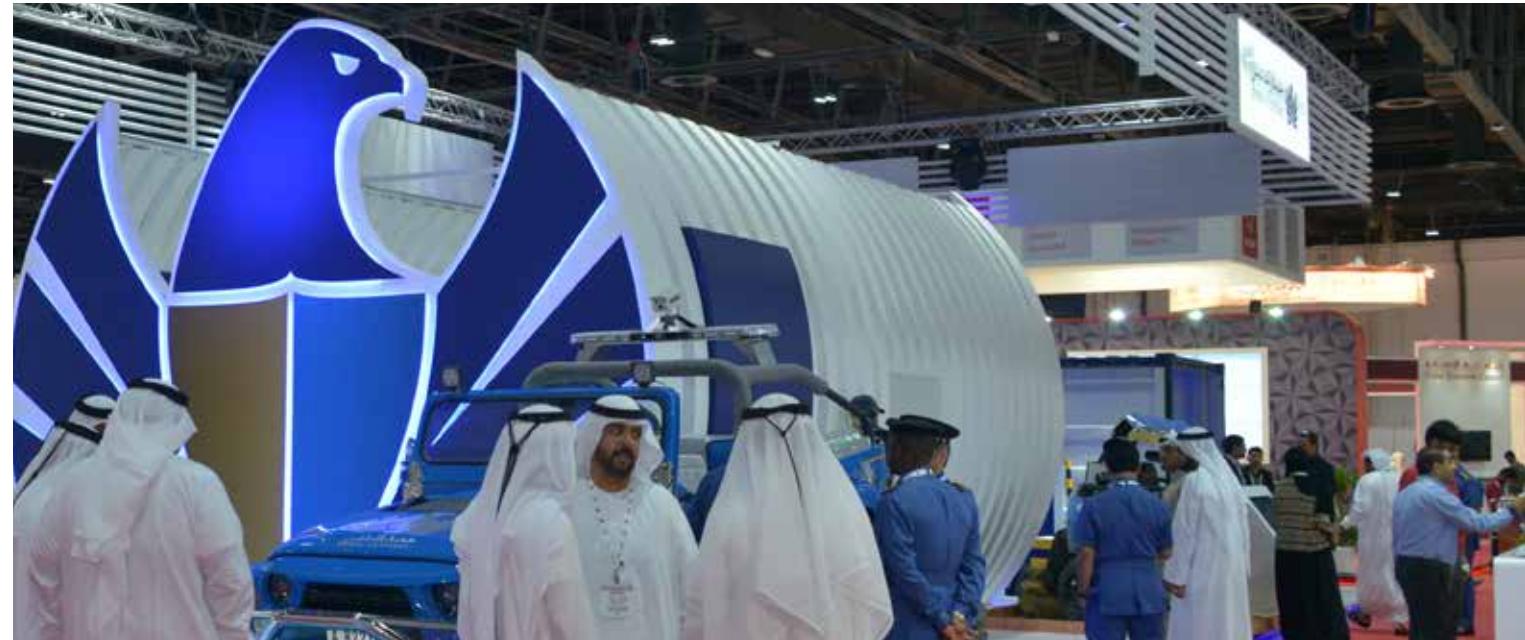
(G4-19; G4-20 & G4-21)

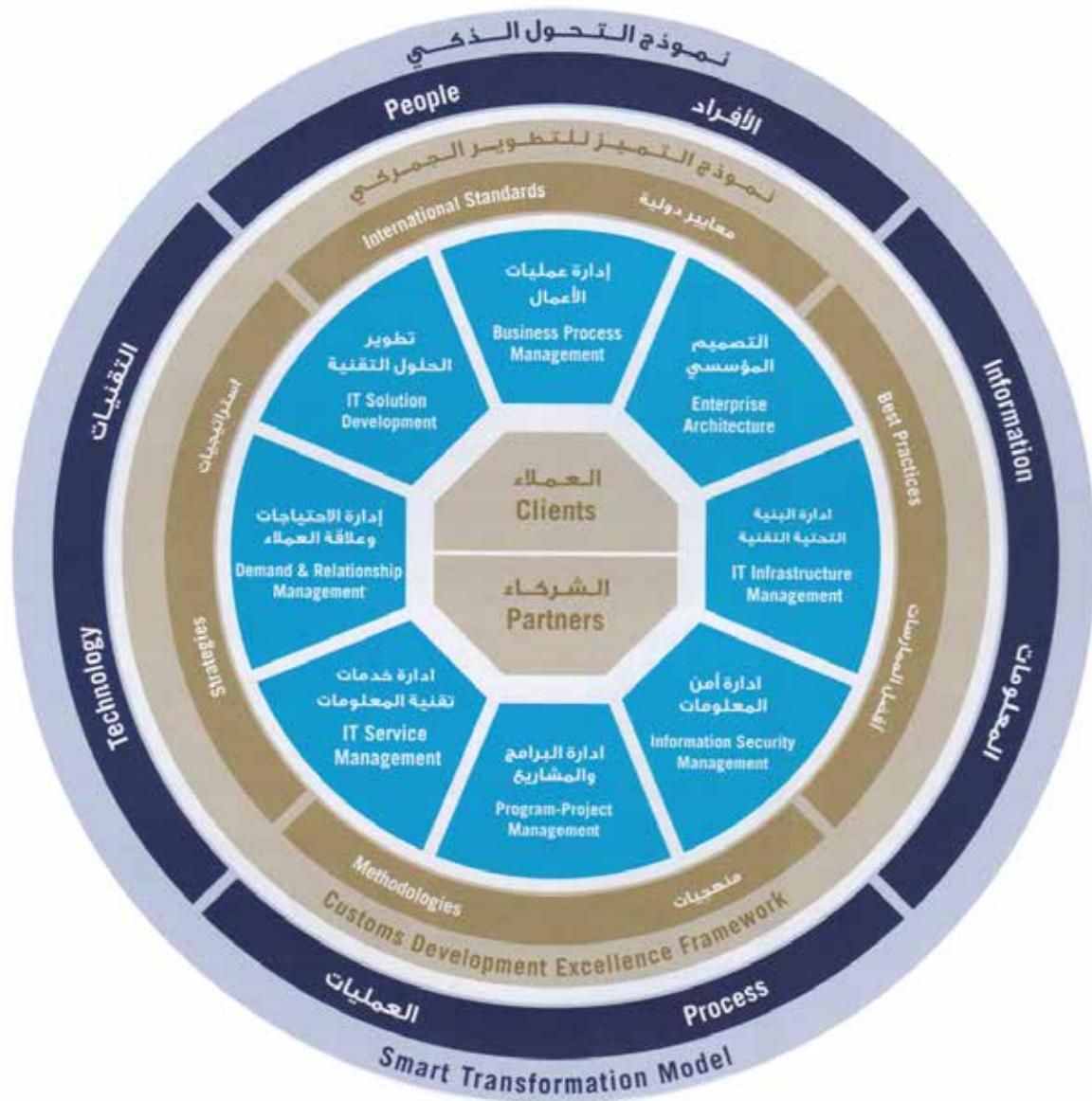
Issue Ranking	Material Issues for Dubai Customs	Issue Boundary within Dubai Customs	Issue Boundary outside Dubai Customs
Very High	Customer Satisfaction	All Customs Centers	Customers, Govt Partners, Global Customs
Very High	Operational Sustainability	All Customs Centers	Not Material
Very High	Economic Performance	All Customs Centers	Community
High	Corporate Governance	All Customs Centers	Not Material
High	Business Ethics & Anti-Corruption	All Customs Centers	All Stakeholders
High	Stakeholder Engagement	All Customs Centers	All Stakeholders
High	Employee Care	All Customs Centers	Not Material
High	Community Well-being	All Customs Centers	Community
High	Environmental Contribution	All Customs Centers	Community, Govt Partners



Market Contribution

Dubai Customs is committed to sustainable and responsible business practices that ensure best services to our customers and the market within which we operate. Our customers are the most important stakeholders and it is our priority to understand and capture their needs in order to offer them innovative and diverse services. We clearly understand that the present competitive business environment demands continuous improvement and service variety in order to achieve high levels of satisfaction when catering for the ever-evolving customer needs.





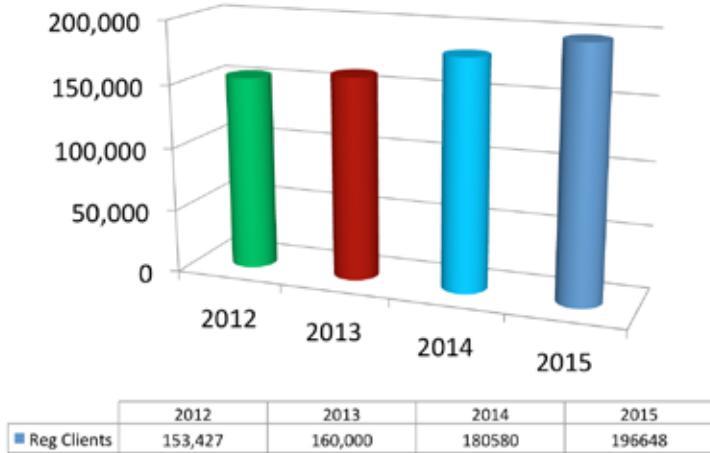
It is imperative to analyze and engage all technological and logistical innovations for customs perspective with an aim to develop and implement practices that add value to our customers and the market.

Service Excellence has always been the prime tool of our marketing strategy which we implement through all our Customs Centres working professionally and for selected functions on a 24/7 basis. The main emphasis of our marketing approach is to ensure timely, accurate and reliable customer service thus speeding up the traditional declaration process of our customs operation. For continued success, it is fundamental for our organization to build strong relationships with the market as well as all our clients and for this purpose, our client management department has an operating mandate to ensure protection of all rights and interests of our customers in order to achieve a high degree of customer satisfaction.



Our Client Charter clearly defines the market place practices and policies that we follow. This charter is publicly available both in the published as well as soft versions at our website and comprehensively provides the framework which enhances our customer services in a sustainable and responsible manner.

Clients Registered with Dubai Customs



Customer Complaint Management

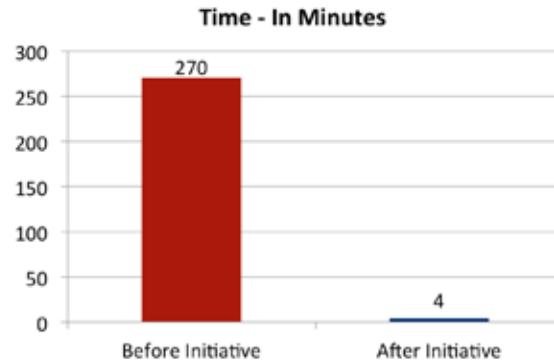
Complaint Resolution Time	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Within 1 Day	5	56	4	7	2	2	1	1	0	2	0	1
Between 2-3 Days	3	13	4	5	0	7	4	1	1	1	0	1
Between 4-5 Days	2	4	5	0	4	6	1	0	2	0	2	2
Between 6-7 Days	3	1	1	0	1	2	1	0	0	0	2	0
Beyond 7 Days	1	1	4	1	0	0	2	1	2	1	0	0
Total Complaints	14	75	18	13	7	17	9	3	5	4	4	4
%	8%	43%	10%	8%	4%	10%	5%	2%	3%	2%	2%	2%



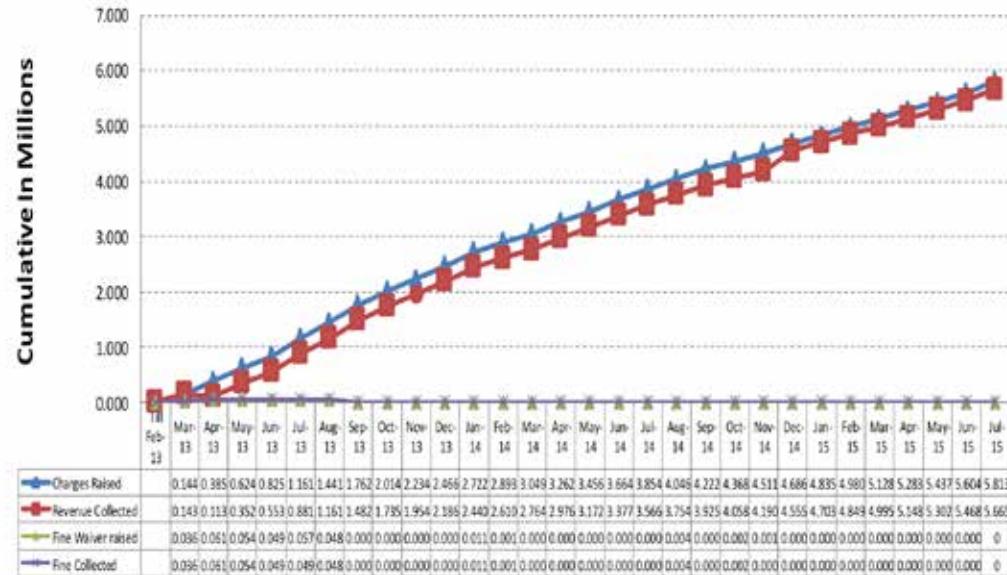
Among the most remarkable market achievements during 2015, there have been many projects which were aimed at strengthening the security aspect of the Emirate of Dubai in particular and the UAE in general through the exchange of intelligence information with many governmental bodies such as The Federal Customs Authority, Dubai Police, Regional Office for Exchange of Information in the Middle East (RILO), Federal Authority for Nuclear Regulation (FANR) and many more. Some of our key market initiatives during 2015 are as under:

SR	Market Initiative	Brief Description	Objective
1	Virtual Corridor	Allow swift movement of consolidated cargo between Customs controlled locations & introduce virtual guarantees	Introduce Electronic controls on cargo movement & virtual deposits thus saving customer money & improving satisfaction level
2	Cargo Reconciliation	Provide consistent Customs Inspection Policy & Processes for all areas including Land, Air & Sea	Raise the efficiency and effectiveness of customs risk management and targeting
3	DPP Release 4	Integration with Traffic Authorities for Vehicle Export Permit verification & Enhance Vehicle clearance as web and mobile service to all Customers.	Facilitate & simplify trade movement in and out of Dubai
4	Authorized Economic Operator	Establish an AEO Programme in line with the SAFE framework of WCO (World Customs Organization)	Facilitate & simplify trade movement in and out of Dubai
5	Government Integration	Enhance integration with other Dubai Government Entities for public services	Enhance & improve Service level of Dubai Government Service for trade & other public services
6	Makassa	Auto approve with electronic stamp on statistic registers. Unified system for statistic and import data.	Automate, Facilitate & Simplify trade movement & support functions for Dubai Government

Virtual Corridor – Time Saved on Customer Visits



Revenue from Cargo Reconciliation Initiative



Economic Sustainability

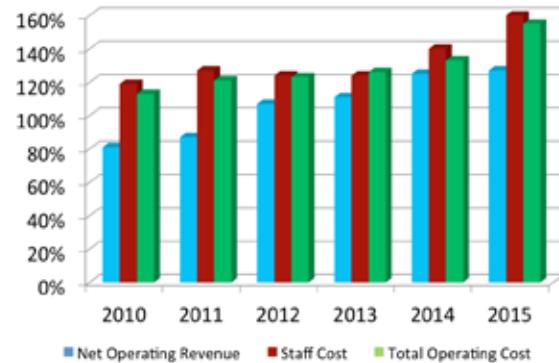
The nature of Dubai Customs' business is to facilitate commerce and trade, which in turn creates a positive impact to the national and global economy. Our economic contributions in terms of duties collection, enhances Dubai government financial strength and provides them with the necessary resources to invest in the development and promotion of Dubai and the UAE. We are proud to be one of the strongest inputs to the economic enhancement of the country which supports foreign investments and international trade.

In line with our well defined methodologies and organizational strategic direction, our financial management develops, reviews and regularly update its proceedings and ensure results monitoring. Being a sensitive government entity of national security, we do not completely disclose our financial data, however, selected figures and percentages are presented as part of this report. We use standard accounting principles and our financial statements are audited annually by independent external auditors.



2015 also experienced our growth trend as in the past and we achieved strong financial results. 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 and the Dubai Government. We have always proved our ability to support the government financially even during economic crisis and have continue to generate revenues to cover our budgets and expenses from service fees & customs duties. We don't have any obligations or any financial loans to any other organizations or government which is considered a landmark of our financial results. Our key financial figures are presented below as comparative percentages.

KEY FINANCIAL DATA (in 000's)	2012	2013	2014	2015
Net Operating Revenue	107%	111%	125%	127%
Staff Cost	124%	124%	140%	160%
Total Operating Cost	123%	126%	133%	155%



Dubai Customs CSR Budget & Expense		2012	2013	2014	2015
BUDGET	Annual Budget	2,328,874	2,298,321	1,913,752	783,545
	% of the DC Payroll Budget	0.23%	0.24%	0.20%	0.10%
	% of the DC Expense Budget	0.63%	0.61%	0.43%	0.00%
ACTUAL EXPENSE	Actual Annual Expenses	2,653,282	2,319,521	1,559,732	724,400
	% of DC Actual Payroll	0.30%	0.25%	0.15%	0.07%
	% of DC Actual Expenses	0.44%	0.46%	0.34%	0.06%

Our community investments for the year 2015 was %0.06 of the overall organizational expenditure budget which is in line with the organization's strategic objectives and guidance from the State's directions.

Dubai Customs policy is to support the UAE local community and national economy by hiring UAE Nationals and training them in technical and behavioural skills. We exert strong emphasis on recruiting and retaining a highly qualified workforce, a major proportion of which are UAE Nationals and are proud to have developed exceptional leaders from the local community.

We have consistently exceeded government-set targets in Emiratisation and have been recognised for showing leadership in our contribution to the Emiratisation initiatives set up by the UAE Government. We continue to participate and fully support campaigns and events that help the education, development and increased recruitment of Emirati nationals, especially in the field of Customs. We have also and always participated in recruitment exhibitions and career fairs devoted for UAE nationals. Dubai Customs follow Salary Scale pursuant to Dubai Government Human Resources Law No. 2006/27 and its amendments ensuring that our minimum salary levels are in accordance with the local minimum wage requirements.

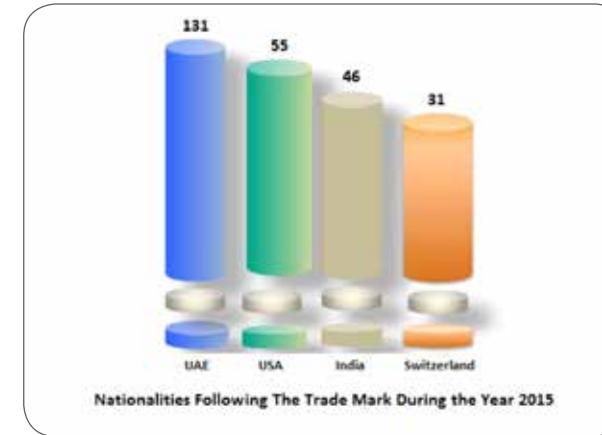
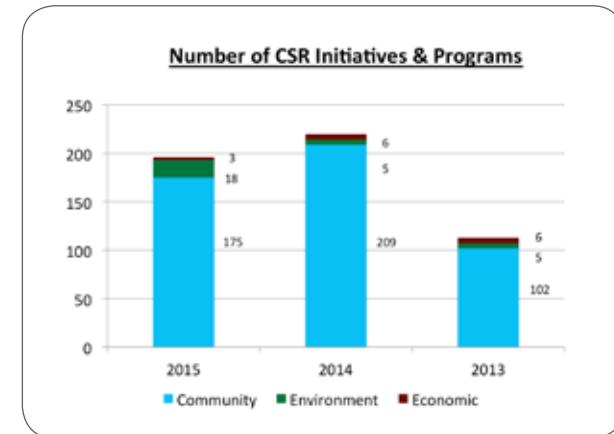
Dubai Customs has a procurement and contracting policy ensuring the legal and easy dealing with its suppliers and avoiding any conflicts of interest. We ensure, wherever possible, to work with local suppliers from within the UAE for goods and services for the betterment of our community and economy. Selection of suppliers is always based on their product or service quality, keeping in view the best prices offered to us. This is achieved through well-developed tendering procedures to assure transparency and efficiency.

Community

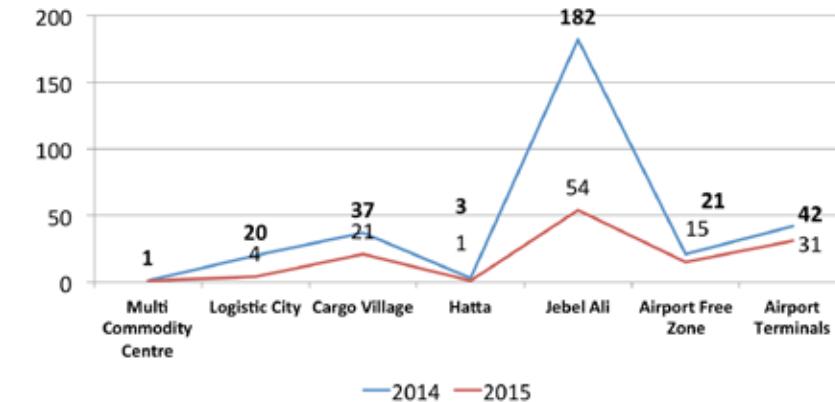
Society and Community contribution is an important element of Dubai Customs CSR strategy and its implementation. We undertake to improve lives around our community through strategic social investments and aim to create a better social environment for our stakeholders. Our sustainability approach revolves around social contributions and in addition to implementing our own initiatives and programs, we also team with a variety of organizations to gain diverse viewpoints on social challenges and opportunities for a better understanding of our stakeholders' societal needs. The collaboration and partnerships that Dubai Customs has its public, private, regional and global stakeholders strengthen the organization's connection to the community and helps in addressing local and global challenges and build on relevant capabilities.



As part of our core business, we are engaged in combating counterfeit and protecting intellectual rights and at the same time has undertaken to spread awareness and information to maintain the safety of the society as well as our customers. This is achieved through efforts, initiatives and specially organized programs specially aimed at the younger generation through schools, colleges, universities and other educational institutions in order to promote the concept of IPR. The objective of these programs is to inculcate a culture of loyalty and build a secure communal and economical role against counterfeiting and piracy. During 2015, a total of more than 3,500 children



Number of IPR Cases for various Centres

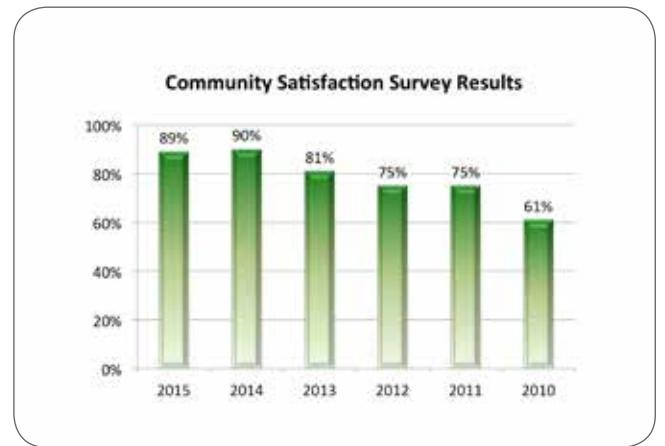


benefitted from the IPR awareness campaign through various workshops and visits many educational institutions.

Dubai Customs pavilion at Kidzania in Dubai Mall, which is a children's indoor edutainment fun city, has so far received more than 200,000 children. These numbers are an acknowledged achievement of our effort to spread the knowledge of Customs Inspection role in the community and the children's interest in learning about this profession. Blood donation campaigns and visits to Thalassaemia center are spread all over the past many years including 2015 which benefiting more than 500 people who needed blood to survive the fatal disease.



With an aim to measure the effectiveness of our community contribution and better understand the needs of the society, an annual community satisfaction survey is conducted with the help of an external professional organization. The survey investigates the society's satisfaction with availability and accessibility of information related to social responsibility, equality in offered services to the society, nature of the relationship, participation in awareness and education, support of charity and health projects, support of cultural and sport activities, efforts and initiatives of voluntary and humanitarian nature, health risks and work accidents and so on. Random samples are chosen taking into account the demographic representation.



Environment

Dubai Customs is committed to managing and minimizing its Environmental Footprint and our strategy and resulting actions in this regard encompasses Environmental Management Systems and Compliance, Water and Energy conservation, Recycling & Waste Management and Promote awareness on protecting the environment. Setting and implementing global environmental policies, management systems and tracking results as well as maintaining key performance indicators enable us to continually integrate and drive environmental stewardship throughout the organization.



We have always implemented and maintained the ISO -14001certified Environmental Management System (EMS) that encompasses all our activities and services. These adopted EMS principles ensure that environmental issues are assessed and necessary controls are implemented in order to mitigate and minimise potential environmental risks and impacts. We recognize the environmental challenges faced by our society and are committed to working throughout our value chain to help solve them. Our commitment extends to engaging and collaborating with our stakeholders towards greater awareness and actions towards environment sustainability.

Dubai Customs Water Consumption in IG

Month 2015	Head Quarters & AlFardah	Creek, Coastal, Hamriya, Aweer	3 Fishing Harbors	TOTAL
Jan	132,300	1,848,751	1,121,152	3,102,203
Feb	563,200	1,747,623	1,077,111	3,387,934
Mar	538,600	1,438,076	1,128,508	3,105,184
Apr	641,200	1,449,218	1,267,293	3,357,711
May	613,900	1,405,838	1,146,988	3,166,726
Jun	637,900	1,178,868	1,039,836	2,856,604
Jul	616,900	1,798,550	1,067,398	3,482,848
Aug	515,600	1,390,739	706,173	2,612,512
Sep	707,400	1,461,524	1,801,129	3,970,053
Oct	660,800	1,407,643	1,139,090	3,207,533
Nov	634,500	1,521,637	1,363,975	3,520,112
Dec	624,200	1,597,048	1,405,752	3,627,000
TOTAL	6,886,500	18,245,515	14,264,405	39,396,420

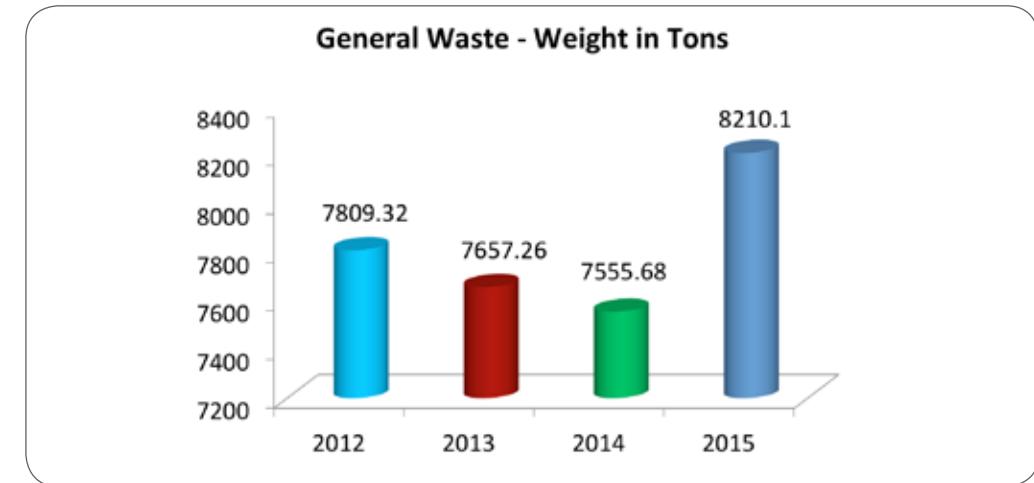
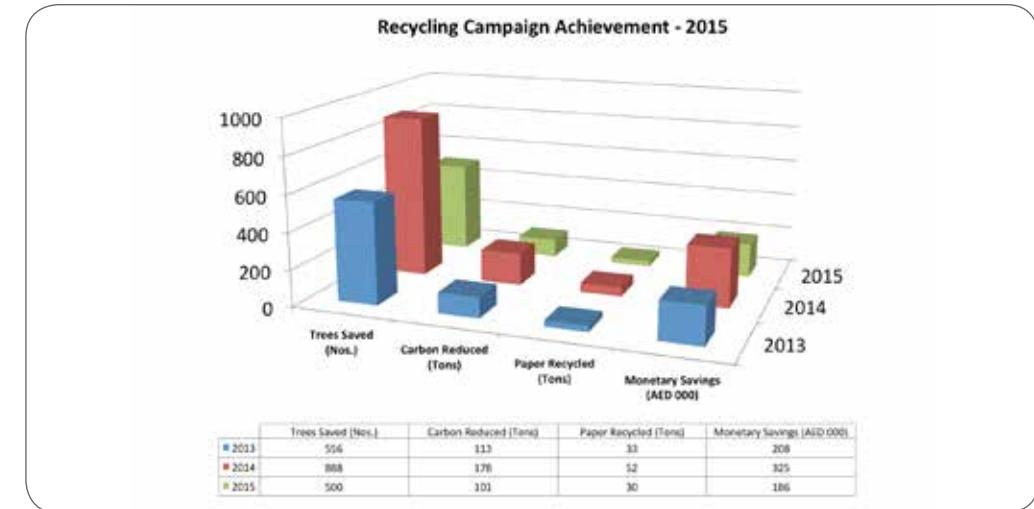


We believe in optimizing energy use for the entire community and realizing environmentally considerate living with a high quality of life. We continue to optimize our energy consumptions through high-energy efficient facilities and utilizing employees' efforts more efficiently. Water and Electricity consumption is rigorously monitored with an aim to ensure environmental sustainability. 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. In addition to our on-going commitment to operating high-performance sustainable facilities, we emphasize on our new offices and premises to be of high performance. Our newer constructions and significant renovations to our facilities meet the energy- efficiency requirements of the international green building standards. Our building designs and approaches are updated regularly to include sustainable energy performance requirements and environmentally preferable materials and technologies. Total Electricity consumed by Dubai Customs during 2015 was 7,471,435 KWH or 26,875 gigajoules.

Dubai Customs Head Quarters Electricity Consumption in KWH

Month	2013	2014	2015
Jan	423,751	429,194	421,972
Feb	395,063	420,401	418,529
Mar	392,718	392,475	427,765
Apr	475,600	490,103	491,179
May	537,106	595,371	551,105
Jun	671,345	672,332	678,137
Jul	752,207	715,599	724,504
Aug	799,267	722,446	850,664
Sep	813,744	817,252	868,325
Oct	757,509	742,796	753,610
Nov	648,524	614,865	715,560
Dec	526,742	493,527	570,085
Total	7,193,576	7,106,360	7,471,435

Dubai Customs perceives waste as an additional expense and recycling as a way to save money for the organization. Our aim is to reduce the amount of waste that we generate from our operations and encourage recycling as much as possible. Our long-term waste management goal is to become a zero-waste organization and indulge our customers and suppliers to achieve the same.



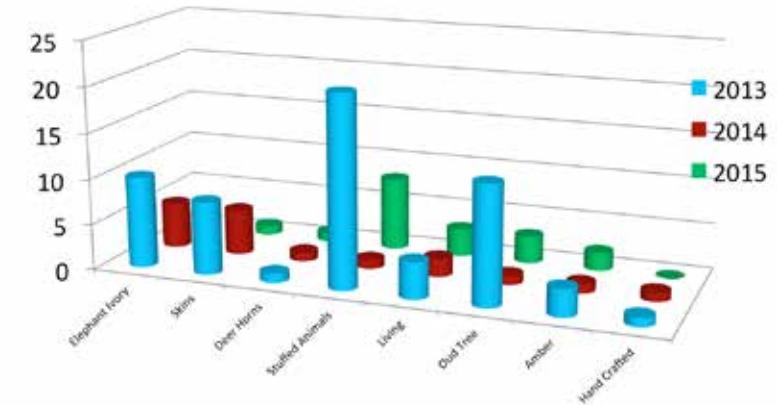
We continue to promote the culture of paper recycling within the organization and seek to expand this domain to our customers and suppliers too. Our long-term recycling objective is to support the United Nations agenda of saving billion trees through our programs and projects aiming to recycle paper, plastic, metal, printer cartridges, electronics and peripherals and much more. In addition to our on-going AlGrass Recycling campaign, Dubai Customs also launched in 2015 a new program named "Customs Without Paper" which aims to clean and recycle all unwanted paper products lying in all the divisions, departments, sections and customs centres.



Smuggling and illegal trade of endangered animals, plants and their products is incompatible with any religious, social and cultural teachings and is considered a criminal activity under international legislations. All Customs organizations and trade related entities follow globally defined treaties and conventions to ensure that international trade does not threaten the survival of any species. Under the CITES conventions, imperilled animals, including, their skins and taxidermies, as well trees and plants should be disclosed by passengers at airports, sea and inland ports. If not declared, this will be considered illegal attempt of infiltration punishable by law. Not only does Dubai Customs participate in the mass community and trade awareness against endangered species movement, but also conducts comprehensive training and expertise programs to its Inspectors and Officers in order to equip them with the knowledge of combating illegal dealing of these items. We continue to hold exhibitions, lectures, awareness sessions and workshops to spread community awareness specially on endangered animals and their skins.

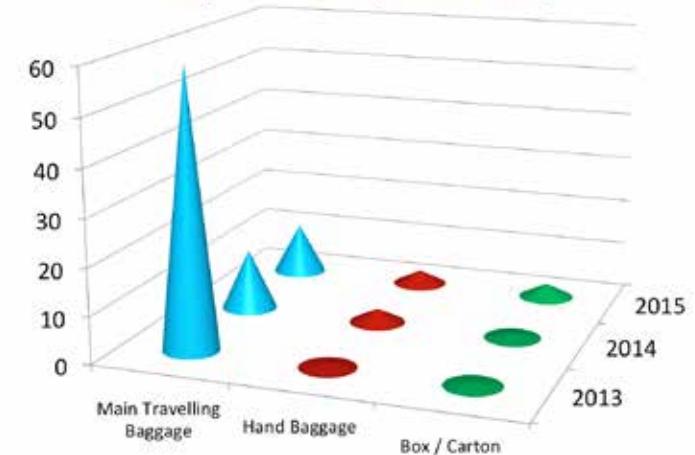
Endangered Species – CITES Statistics

Number of Seizures



Endangered Species – CITES Statistics

Ways & Techniques of Hiding



Employees

Employee motivation and engagement is among the top priorities at Dubai Customs as engaged employees are more productive and satisfied. One of the key objectives of our Human Resources policy is to enable all employees to enhance their capabilities to think, innovate and optimize their potentials by providing them with opportunities to achieve SMART set targets and performance standards. Employees are always encouraged to pursue their ideas with a passion and collaborate with others to make their ideas reality. The organization maintains a culture in which high integrity and ethical conduct are recognized, respected and demonstrated by employees at all levels. We are committed to transparency and freedom of opinion, and take into consideration employees' viewpoints as an essential pillar for organizational improvement.

Employee Hours Trained on Policies & Procedures Concerning Operations

TRAINING ON DC POLICIES & PROCEDURES RELATED TO HR			
DETAILS	2013	2014 Op.	2015
Total Number of Hours of Training	128,428	36,521	32,809
Total Number of Employees Trained	4,789	1,749	1,601

Dubai Customs has a comprehensively well-defined and articulated Code of Conduct in place which helps our employees to understand and maintain our high standard of business and personal ethics. We are always committed to valuing diversity and promoting equality for our employees. Our Diversity Policy aims to ensure the fair treatment of all employees regardless of their gender, sex, race, nationality, disability, age or religious beliefs.



DC Senior Management	2013	2014	2015
Age Group upto 30 years	0	0	0
Age Group between 30 – 50 years	9	15	11
Age Group above 50 years	5	6	2
TOTAL	14	21	14

DC NUMBER OF EMPLOYEES (CATEGORIZED)

CATEGORY	2013	2014	2015
UAE Nationals	2183	2306	2371
Expatriates	530	529	538
TOTAL	2713	2835	2909
Males	2058	2172	2232
Females	655	663	677
TOTAL	2713	2835	2909
Permanent	2712	2835	2895
Temporary	1	0	1
TOTAL	2713	2835	2909
Senior Management	22	34	13
Middle Management	187	205	257
Lower Management	1397	1565	1008
Others	1106	1031	1631
TOTAL	2713	2835	2909
Age Upto 30 years	979	1105	965
Age Between 30 – 50 years	1564	1558	1717
Age Above 50 years	170	172	227
TOTAL	2713	2835	2909

We are among the best women friendly employers in the region and follow a proactive involvement in numerous initiatives and activities associated with development and growth of our female employees. Some of our distinct female programs are as below:

- In-house Child Care Centre for working mothers
- Formalized, organized and active Women Employees Committee
- Leadership & Development Programs for Female Employees
- Policies on Female Employment and Internships
- Providing Flexible Working hours for female employees
- Embracing Diversity without gender restrictions
- Equal and fair compensation and benefits for females
- Providing special facilities

DC – NUMBER OF FEMALE EMPLOYEES

Total Numbers of management female employees	2013	2014	2015
Senior Management	4	6	1
Middle Management	31	37	71
Lower Management	400	435	304
Others	219	185	301
Contractual	0	0	0
TOTAL	654	663	677



Our Human Resources Department strives towards developing and implementing the best methods & practices required for building leadership and functional competencies by developing the capacities and capabilities of staff across the whole organization. We strongly believe that our employees are the real assets and training is a key investment for this asset. Key elements of our systematic training and development approach is as follows:

- Build a leadership pipeline/talent pool to ensure leadership continuity
- Develop potential successors in ways that best fit their strengths & DC needs
- Focus our resources on talent development that yields greatest Returns on Investments
- Framework for specific, individualized career & development plans
- An effective process for recognizing, developing, and retaining top leadership talent

DC – EMPLOYEE TURNOVER

TOTAL EMPLOYEES LEFT	2013	2014	2015
Age Groups (up to 30 years)	0	139	14
Age Groups (above 30 years)	3	66	4
TOTAL	3	205	18
Males	0	158	16
Females	3	47	2
TOTAL	3	205	18
TOTAL EMPLOYEES JOINED	2013	2014	2015
Age Groups (up to 30 years)	148	292	156
Age Groups (above 30 years)	46	58	65
TOTAL	194	350	221
Males	145	294	174
Females	49	56	47
TOTAL	194	350	221



Leadership Training Attendees

Leadership Training Attendees			
No. of Attendees	2013	2014	2015
	242	306	417

DC Training Program

Training Programs Conducted			
Venue	2013	2014	2015
Internal	105	144	154
External	341	190	253



DC Training Program - Number of Training Hours (By Category)						
Category	2013		2014		2015	
Gender	Total Hours	Average	Total Hours	Average	Total Hours	Average
Males	96,908	28.6	39,535	15.4	44,087	16.1
Females	31,519	22.4	18,293	15.3	16,589	12
Nationality	Total Hours	Average	Total Hours	Average	Total Hours	Average
Local	116,439	27.5	51,558.8	15.6	50,447	14.5
Expats	11,989	21.5	6,270	14.0	10,229	16
Employees Categorized	Total Hours	Average	Total Hours	Average	Total Hours	Average
Senior Management	1,363	16.4	824	10.6	3,330	12.1
Middle Management	20,311	19.2	9,855.5	10.2	13,624	14.9
Others	106,754	29.2	47,149	17.3	46,183	14.8

During 2015, Dubai Customs Human Resource Department introduced a new project towards employee motivation and engagement by the name of "Your Children Our Children"

DC Training Program – Number of Attendees

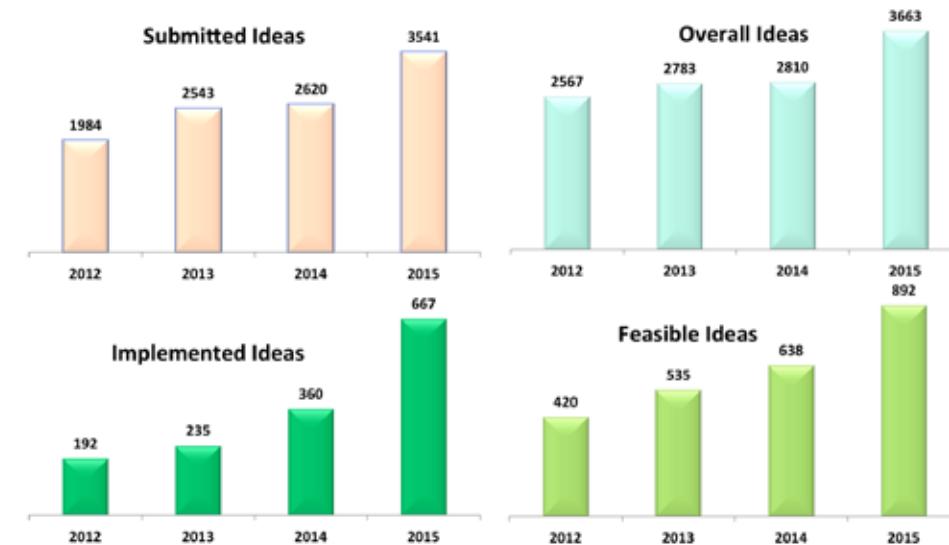
Training - Number of Attendees			
Category	2013	2014	2015
Males	3,382	2,572	2,739
Females	1,407	1,193	1,380
TOTAL	4,789	3,765	4,119
Local	4,231	3,316	3,478
Expats	558	449	641
TOTAL	4,789	3,765	4,119

Our Employee & stakeholder Suggestion, Reward & Grievance System continue to empower and engage our employees and has this year also received the Platinum Accreditation from Ideas UK which is the highest award and endorsement globally. The sustained and successful implementation of this system has enabled Dubai Customs to promote effective communication among its employees, eliminating inefficiency and improving the overall morale.

Financial Benefit From Implementation of Tangible Ideas



Performance Indicators (Suggestions)



Achievements



Best Workplace Practices

Awarded Silver Winner for The Best Workplace Practices in the 7th Annual Global CSR Summit and Awards, held in 2015 in Yogyakarta, Indonesia.

Excellence & Leadership in CSR

Awarded Winners of the Best Corporate Social Responsibility Practices Award for the year 2015, organized under the Golden Globe Tigers Award, Kuala Lumpur, Malaysia.

Excellence In Corporate Social Responsibility

Awarded Winner for Excellence in Corporate Social Responsibility – Public Sector from the Princess Haya Award for Special Education (PHASE), under the patronage of Her Highness, Princess Haya Bint Al Hussein, wife of H.H. Sheikh Mohammad Bin Rashid Al Maktoum.

Global Award for Sustainability

Awarded Winner of the Golden Peacock Global Award for Sustainability for the year 2015 from India for promoting and encouraging global sustainability.

Best CSR Implementation – Public Sector

Awarded Second Runner-up for the Arabia CSR Award, being the Best CSR Excellence & Implementer in the Public Sector category across the Arab World.

International CSR of the Year Award

Awarded for the 4th time consecutively Winner of the Middle East Business Leaders Award for Corporate Social Responsibility – “International CSR of the Year Award” .

Global Award for Corporate Social Responsibility

Awarded Winner for the 3rd consecutive year for the Golden Peacock Global Award for Corporate Social Responsibility 2015 which is organized annually by the Institute of Directors, India.

GRI G4 Content Index

General Standard Disclosures

Disclosure Ref	Definition	Page / Direct Answer	External Assurance Reference
Strategy and Analysis			
G4-1	Statement from the Director General	11	-
G4-2	Description of key impacts, risks, and opportunities	19	-
Organizational Profile			
G4-3	Name of the organization	Cover Page	Yes, Page 13
G4-4	Primary brands, products, and/or services	14	Yes, Page 13
G4-5	Location of organization's headquarters	14	Yes, Page 13
G4-6	Number of countries where the organization operates	14 (UAE only)	Yes, Page 13
G4-7	Nature of ownership and legal form	14	Yes, Page 13
G4-8	Markets served	14	Yes, Page 13
G4-9	Scale of the reporting organization	13	Yes, Page 13
G4-10	Number of Employees	14	Yes, Page 13
G4-11	Percentage of Employees covered by CBA	None	Yes, Page 13
G4-12	Organization Supply Chain	28 to 34	Yes, Page 13
G4-13	Significant Changes to the Organization Structure	18	Yes, Page 13
G4-14	Precautionary Approach	27	Yes, Page 13



G4-15	Externally Developed Economic, Environmental and Social Charters	6	Yes, Page 13
G4-16	Memberships of Associations	18	Yes, Page 13
Identified Material Aspects and Boundaries			
G4-17	Entities Included in the Organization Consolidated Financial Statements	13 (UAE only)	Yes, Page 13
G4-18	Report Content and Aspect Boundaries	13	Yes, Page 13
G4-19	Material Aspects	27	Yes, Page 13
G4-20	Material Aspect Boundary within the Organization	27	Yes, Page 13
G4-21	Material Aspect Boundary outside the Organization	27	Yes, Page 13
G4-22	Effect of Re-Statement from Previous Report	None	Yes, Page 13
G4-23	Significant Changes in Scope and Aspect Boundaries	None	Yes, Page 13
Stakeholder Engagement			
G4-24	List of Stakeholders	24	Yes, Page 13
G4-25	Basis for Identification and Selection of Stakeholders	25	Yes, Page 13
G4-26	Approach to Stakeholder Engagement	25	Yes, Page 13
G4-27	Key Topics Through Stakeholder Engagement	24 & 25	Yes, Page 13
Report Profile			
G4-28	Reporting Period	13	Yes, Page 13
G4-29	Most Recent Report	13	Yes, Page 13
G4-30	Reporting Cycle	13	Yes, Page 13
G4-31	Contact Point Regarding the Report	13	Yes, Page 13

G4-32	Report the "In Accordance" Option Chosen	13	Yes, Page 13
G4-33	Policy on External Assurance	13	Yes, Page 13
Governance			
G4-34	Governance structure of the organization	16 to 18	Yes, Page 13
G4-35	Process for Delegating Authority	16 to 18	Yes, Page 13
G4-36	Executive Level Position for Economic, Environmental and Social Responsibility	16 to 18	Yes, Page 13
G4-37	Process for Consultation on Economic, Environmental and Social Responsibility	16 to 18	Yes, Page 13
G4-38	Composition of Highest Governance Bodies and Committees	16 to 18	Yes, Page 13
G4-39	Highest Governance Body	16 to 18	Yes, Page 13
G4-40	Nomination and Selection for the Highest Governance Body	16 to 18	Yes, Page 13
G4-41	Process for the Highest Governance Body to Ensure Avoidance of Conflicts of Interests	16 to 18	Yes, Page 13
G4-42	Role of Governance Bodies in Development of Vision or Mission	16 to 18	Yes, Page 13
G4-43	Measures on Highest Governance Body on Economic, Environmental and Social Topics	16 to 18	Yes, Page 13
G4-44	Evaluation of Governance Body on Economic, Environmental and Social Topics	16 to 18	Yes, Page 13
G4-45	Role of Highest Governance Body in Identification of risks and opportunities	16 to 18	Yes, Page 13
G4-46	Role of Highest Governance Body in Effectiveness of risks and opportunities	16 to 18	Yes, Page 13
G4-47	Frequency Review of Highest Governance Body	16 to 18	Yes, Page 13
G4-48	Highest Committee which Review the Organization's Sustainability Report	16 to 18	Yes, Page 13

G4-49	Process for Communication Critical Concerns to the Highest Governance Body	27	Yes, Page 13
G4-50	Nature and Number of Critical Concerns Communicated	27	Yes, Page 13
G4-51	Remuneration Policy for the Highest Governance Body	17	Yes, Page 13
G4-52	Process for Determining Remuneration	17	Yes, Page 13
G4-53	Stakeholders Views on Remuneration	17	Yes, Page 13
G4-54	Ratio of Compensation for Highest Paid Individual and All Employees	Confidential	Yes, Page 13
G4-55	Ratio of Percentage Increase for Highest Paid Individual and All Employees	Confidential	Yes, Page 13
Ethics and Integrity			
G4-56	Code of Conduct and Ethics	20	Yes, Page 13
G4-57	Internal & External Mechanism for Advice on lawful Behaviour	20	Yes, Page 13
G4-58	Internal & External Mechanism for Advice on unlawful Behaviour	20	Yes, Page 13
Specific Standard Disclosures			
Material Aspect	DMA and Indicator Definition	Page / Direct Answer	External Assurance Reference
Economic			
Economic Performance			
G4-DMA	Reasons for Materiality & its Impacts	35 to 37	Yes, Page 13
G4-EC1	Direct economic value generated & distributed	35 to 37	Yes, Page 13
G4-EC2	Financial Implications & Other Risks & Opportunities Due to Climate Change	None	Yes, Page 13

G4-EC3	Coverage of the Organization's Defined Benefit Plan Obligations	35 to 37	Yes, Page 13
G4-EC4	Financial Assistance Received from Government	None	Yes, Page 13
Market Presence			
G4-DMA	Reasons for Materiality & its Impacts	28 to 34	Yes, Page 13
G4-EC5	Range of Ratios of Standard Entry Level Wage Compared to Local Minimum Wage	Confidential	Yes, Page 13
G4-EC6	Proportion of Senior Management Hired from the Local Community	50	Yes, Page 13
Procurement Practices			
G4-DMA	Reasons for Materiality & its Impacts	37	Yes, Page 13
G4-EC9	Proportions of Spending on Local Suppliers	37	Yes, Page 13
Environmental			
Materials			
G4-DMA	Reasons for Materiality & its Impacts	42 to 47	Yes, Page 13
G4-EN1	Materials used by weight or volume	42 to 47	Yes, Page 13
G4-EN2	Percentage of materials used that are recycled input materials	42 to 47	Yes, Page 13
Energy			
G4-DMA	Reasons for Materiality & its Impacts	42 to 47	Yes, Page 13
G4-EN3	Energy Consumption within the Organization	42 to 47	Yes, Page 13
G4-EN5	Energy Intensity	42 to 47	Yes, Page 13
G4-EN6	Reduction of Energy Consumption	42 to 47	Yes, Page 13

G4-EN7	Reduction in Energy Requirements	42 to 47	Yes, Page 13
Effluents and Waste			
G4-DMA	Reasons for Materiality & its Impacts	42 to 47	Yes, Page 13
G4-EN23	.Total weight of waste by type and disposal method	42 to 47	Yes, Page 13
G4-EN24	.Total number and volume of significant spills	None	Yes, Page 13
G4-EN25	Weight of transported, imported, exported, or treated waste deemed hazardous	None	Yes, Page 13
Compliance			
G4-DMA	Reasons for Materiality & its Impacts	42 to 47	Yes, Page 13
G4-EN29	Significant environmental impacts of transporting products, employees & other goods	None	Yes, Page 13
Overall			
G4-DMA	Reasons for Materiality & its Impacts	42 to 47	Yes, Page 13
G4-EN31	Total environmental protection expenditures and investments by type	42 to 47	Yes, Page 13
Social: Labor Practices and Decent Work			
Employment			
G4-DMA	Reasons for Materiality & its Impacts	48 to 57	Yes, Page 13
G4-LA1	Total number & rate of employee turnover by age group, gender & region	48 to 57	Yes, Page 13
G4-LA2	Benefits provided to full-time employees that are not provided to temporary	48 to 57	Yes, Page 13
Labour Management / Relations			
G4-DMA	Reasons for Materiality & its Impacts	48 to 57	Yes, Page 13

G4-LA4	Minimum notice period(s) regarding significant operational changes	Employee Handbook	Yes, Page 13
Occupational Health and Safety			
G4-DMA	Reasons for Materiality & its Impacts	48 to 57	Yes, Page 13
G4-LA5	Percentage of total workforce represented in formal health and safety committees	48 to 57	Yes, Page 13
G4-LA6	Type and Rates of injury, occupational diseases, lost days, and absenteeism	48 to 57	Yes, Page 13
G4-LA8	Health & Safety topics covered in formal agreements with .trade unions	48 to 57	Yes, Page 13
Occupational Health and Safety			
G4-DMA	Reasons for Materiality & its Impacts	48 to 57	Yes, Page 13
G4-LA9	Average hours of training per year per employee by gender .and employee category	48 to 57	Yes, Page 13
G4-LA10	Programs for skills management and lifelong learning that .support career endings	48 to 57	Yes, Page 13
G4-LA11	Percentage of employees receiving performance and .career development reviews	48 to 57	Yes, Page 13
Diversity and Equal Opportunity			
G4-DMA	Reasons for Materiality & its Impacts	48 to 57	Yes, Page 13
G4-LA12	Composition of governance bodies and breakdown of employees per category	48 to 57	Yes, Page 13
Equal Remuneration for Men and Women			
G4-DMA	Reasons for Materiality & its Impacts	48 to 57	Yes, Page 13
G4-LA13	Ratio of basic salary of men to women by employee category	48 to 57	Yes, Page 13
Labour Practice Grievance Mechanism			

G4-DMA	Reasons for Materiality & its Impacts	48 to 57	Yes, Page 13
G4-LA16	Number of Grievances about Labour Practices	48 to 57	Yes, Page 13
Social: Human Rights			
Investment			
G4-DMA	Reasons for Materiality & its Impacts	48 to 57	Yes, Page 13
G4-HR2	Total Hours of Employee Training on Human Rights Policies	48 to 57	Yes, Page 13
Non-Discrimination			
G4-DMA	Reasons for Materiality & its Impacts	48 to 57	Yes, Page 13
G4-HR3	Total number of incidents of discrimination and actions taken	None	Yes, Page 13
Security Practices			
G4-DMA	Reasons for Materiality & its Impacts	48 to 57	Yes, Page 13
G4-HR7	Percentage of security personnel trained in the organization's human rights policies	48 to 57	Yes, Page 13
Human Rights Grievance Mechanism			
G4-DMA	Reasons for Materiality & its Impacts	48 to 57	Yes, Page 13
G4-HR12	Number of grievances about human rights impacts filed, addressed, and resolved	None	Yes, Page 13
Social: Society			
Local Communities			
G4-DMA	Reasons for Materiality & its Impacts	48 to 57	Yes, Page 13
G4-SO2	Operations with significant actual or potential negative impacts on local communities	48 to 57	Yes, Page 13

Anti-Corruption			
G4-DMA	Reasons for Materiality & its Impacts	48 to 57	Yes, Page 13
G4-SO3	Total number and percentage of operations assessed for risks related to corruption	48 to 57	Yes, Page 13
G4-SO4	Communication and training on anti-corruption policies and procedures	48 to 57	Yes, Page 13
G4-SO5	Confirmed incidents of corruption and actions taken	None	Yes, Page 13
Social: Product Responsibility			
Customer Health & Safety			
G4-DMA	Reasons for Materiality & its Impacts	48 to 57	Yes, Page 13
G4-PR1	Percentage of service categories for which health & safety impacts are assessed	48 to 57	Yes, Page 13
G4-PR2	Total number of incidents of non-compliance concerning the health and safety impacts	None	Yes, Page 13
Product Service and Labelling			
G4-DMA	Reasons for Materiality & its Impacts	48 to 57	Yes, Page 13
G4-PR3	Type of service information required and percentage of such service categories	48 to 57	Yes, Page 13
G4-PR4	Total number of incidents of non-compliance concerning service information	None	Yes, Page 13
G4-PR5	Results of surveys measuring customer satisfaction	48 to 57	Yes, Page 13
Customer Privacy			
G4-DMA	Reasons for Materiality & its Impacts	48 to 57	Yes, Page 13
G4-PR8	Total number of complaints regarding breaches of customer privacy	None	Yes, Page 13



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