

2020

Annual Sustainability Report







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From the Chairman's Desk



Dubai Customs implements integrated policies and procedures to ensure sustainability, based on the organization's pivotal role in driving the UAE's sustainable economic and social development. The widespread global impacts of the ongoing Covid-19 crisis have reinforced the importance of sustainability as a basis upon which national and global economic strategies and plans for the next decades should be built. Sustainability is one of the key priorities that the UAE is working to achieve during the next 50 years up to the UAE Centennial 2071.

Corporate governance is a cornerstone of our strong commitment to sustainability at Dubai Customs by means of practicing and maintaining transparency and responsiveness to our stakeholders, as well as implementing organizational agility to attain highest levels of adaptability to new developments. This ensures highest levels of efficiency in dealing with crises and challenging times such as these, turning them into opportunities for growth and success in all aspects of our customs business.

A leading regional and global experience in its own, Dubai Customs sustainability strategy incorporates all social, economic, environmental and regulatory aspects that affect our business operations whether in facilitation of trade and passenger movements or in protection of society against the dangers of illegitimate trade and illicit border activities.

The organization seeks to care and work for the needs of its internal and external stakeholders 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, while at the same time adhering to our corporate values and ensuring full integrity by applying the best of performance standards in all areas of customs work.

SULTAN AHMED BIN SULAYEM

Chairman of Ports, Customs and Free Zone Corporation

From the Director General's Desk



Dubai Customs has established its pioneering experience in achieving sustainability by applying the highest international standards and best global practices in terms of policies and procedures that enhance business sustainability and support our ability to contribute vitally to the UAE's sustainable development, guided by the words of His Highness Sheikh Mohammed bin Rashid Al Maktoum, Vice President, Prime Minister of the UAE and Ruler of Dubai, who said: "Sustainability is a key pillar for the UAE and has been included in the UAE Centennial 2071 goals as one of the core foundations for making our country one of the best nations in the world."

Our sustainability plans are integrated with the strategies that we apply to develop customs work. Our 2021-2026 strategic plan features organizational agility is one of the five key principles the strategy is based upon. Aligning to this very important global standard, Dubai Customs developed an Agility Management Framework as a guide to understand Agility's components and facilitate commitment to meet its objectives. As a result the authority achieved the highest agility rating by the American Business Agility Institute (BAI) in addition to earning the BAI's coveted Agile Organization Certification. This represents a significant milestone for Dubai Customs as we are the first and only government organization to receive the certification.

As the UAE is celebrating its Golden Jubilee in 2021 - the Year of the Fiftieth, Dubai Customs is even more motivated and inspired to foster sustainability in the way we do business with

our stakeholders. We are set to continue improving our customs and non-customs operations to perform more sustainably in the years to come by strengthening our efforts in the areas of volunteer, charitable, community and environmental work, and by developing a sustainable, effective and strong control system that enables us to improve the efficiency of customs work to meet the requirements of the next stage in the country's development. Our objective is also to further consolidate the UAE's leading position as supporter of global trade supply chains.

AHMED MAHBOOB MUSABIH
Director General of Dubai Customs

About this Report

(Disclosure 102-45: Entities Included in Consolidated Financial Statements)
(Disclosure 102-46: Defining Report Content and Topic Boundaries)
(Disclosure 102-48: Restatement of Information)
(Disclosure 102-49: Changes in Reporting)

This is the thirteenth annual edition of Dubai Customs Sustainability Report sharing the performance data and other information for the year 2020, covering the period between 1st January 2020 to 31st December 2020. 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.

This report has been prepared in accordance with the GRI Standards: Comprehensive option. A detailed GRI index is an integral part of this 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. 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, Labor Practices, and Social Responsibility etc.

For any comments, feedback, suggestions or any additional information, please contact as below:
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Social Media: **Facebook, Twitter or Instagram**

Dubai Customs

In 1886, the first customs (Furdah) department was established in Deira, Dubai. The Department expanded to become the "Mother of all Departments" in 1900; the time in which trade activity started in Dubai. More than 100 years old, Dubai Customs is the oldest government department in the UAE. Today around 3,000 employees work in Dubai Customs at the main headquarters and 22 customs centers in the emirate. Our head office is based in Port Rashid, Bur Dubai, and our customs operations cover all air, sea, and land ports in the emirate.

In 1859, Sheikh Hashir bin Maktoum bin Butti Al Maktoum imposed duties on goods abroad vessels arriving to the emirate. He called these duties "Al Furdah". After that, rulers followed the same policy while developing the procedures in place. In 1938, HH Sheikh Saeed bin Maktoum set up an official building for the Customs Department. In October 1938, a decree was issued establishing a customs department that has its independent legislations, employees and its general manager. In the fifties, under the leadership of HH Sheik Rashid bin Saeed Al Maktoum, Dubai Customs gained its full capacity and shape as we see it today. Continuous development and ceaseless improvement have characterized the Department since then. HH put in place a number of expansion and development projects for Dubai trade and customs. In 1958, customs operations in Deira and Bur Dubai integrated under the leadership of Sheikh Rashid bin Saeed Al Maktoum, who was the Crown Prince at that time. Port Rashid was officially opened in 1972.

As a government organization, Dubai Customs is in charge of facilitating trade, securing the borders, collecting revenues and enforcing law in

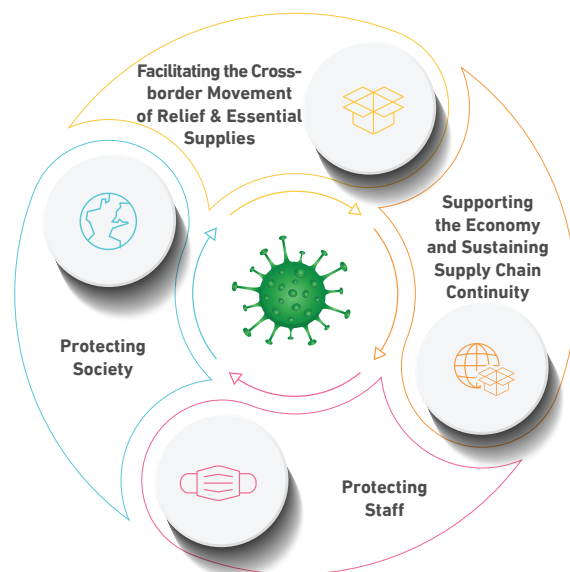


cooperation with other public and private entities. We track, intercept and seize all restricted and prohibited goods that enter Dubai to protect the society from their hazards. At the same time, we are in charge of facilitating legitimate trade. Dubai Customs is managed by the leadership team that consists of the Director General and the executive directors and other senior members. Our strategic plan 2021-2026 aims to achieve sustainable security and legitimate trade facilitation toward a consolidated and vibrant economy as part of our vision of becoming the leading customs administration worldwide supporting legitimate trade, and our mission to protect the society and sustain economic development through commitment, facilitation and dedication. This will help in empowering the economy and enhancing the business sector in the emirate to achieve five main principles: Leader, Creative, Digital, Agile, and Innovative.

COVID 19 Pandemic Response

Against challenges imposed by the spread of covid-19, Dubai Customs continued its leading achievements and outstanding work in 2020 in support of economic development in the UAE. The Government Department has turned these challenges into opportunities following the directives and wise vision of His Highness Sheikh Mohammed Bin Rashid Al Maktoum, Vice President, Prime Minister and Ruler of Dubai toward sustainable economic development and leading global position for the UAE.

Dubai Customs 2020 achievements come in conjunction with the preparations of the Year of the 50th against a backdrop of lockdowns and social distancing. Dubai trade maintained its momentum and success, and the number of customs transactions at Dubai Customs grew significantly thanks to dedication, good governance and advanced technologies and infrastructure.



Dubai Customs launched a number of projects to play a leading role in the future trade shift. Last year, we launched the Cross Border e-Commerce platform to lure more business and investments into the emirate. With regard to protection, we launched Siyaj (Fence) initiative, the full-fledged, full integrated, smart security system, which has helped with more drug seizures. Dubai Customs continues developing its strategies and plans to lead the customs sector worldwide through advanced customs systems that facilitate trade and travel.

Dubai external trade in 2020 made AED1.182 trillion. Trade volume in the second half of 2020 grew 6% compared to the corresponding period in 2019 to around 100 million tons. Exports grew 8% to AED167 billion. Imports hit AED686 billion and re-exports reached AED329 billion. Customs transactions grew 23% in 2020, which reflects the local economy's resilience and ability to turn challenges into opportunities. Dubai Customs completed 16 million transactions in 2020 compared to 13 million in 2019.

Dubai Customs vehemently shouldered the country's efforts against the pandemic through a number of initiatives. These included the provision of 200 devices to sterilize mobile phones at its departments, sections and customs centers in the emirate to protect the employees from the spread of the virus. It also provided 21 safety stations for temperature and health checks, along with a number of public awareness campaigns, and initiatives that targeted inspectors.

Organization & Governance

Vision

The leading Customs Administration in the world supporting legitimate trade

Mission

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

Values

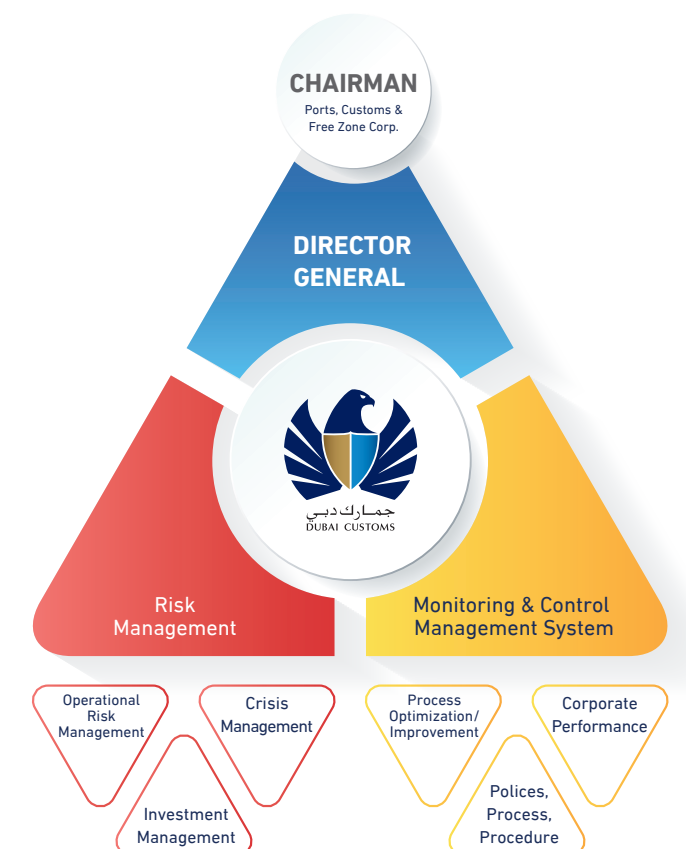
- Leadership
- Happiness
- Loyalty
- Integrity
- Innovation and Creativity
- Empowerment

Corporate Governance & Organization Structure

The Leadership at Dubai Customs has developed a special guide for its governance which includes the best practices and sound rules for Dubai Customs administration including the standards and policies of disclosure, transparency, conflict of interest, rewards policy, policy for reporting a breach of practice, confidentiality of information, non-trading and Dubai Government rights, Stakeholders, the responsibilities of the leadership team, the work regulations of the departments, the terms of reference of the executive management, the limits of powers between all levels within Dubai Customs, policies and procedures of internal control, the internal audit department and risk management.

These rules set out the set of controls, principles, standards and policies adopted by Dubai Customs and through which Dubai Customs security, financial and administrative operations are managed and monitored in order to achieve its goals and plans. These rules also work to ensure Dubai Customs adherence to the best governance practices that enable the leadership team to

CORPORATE GOVERNANCE



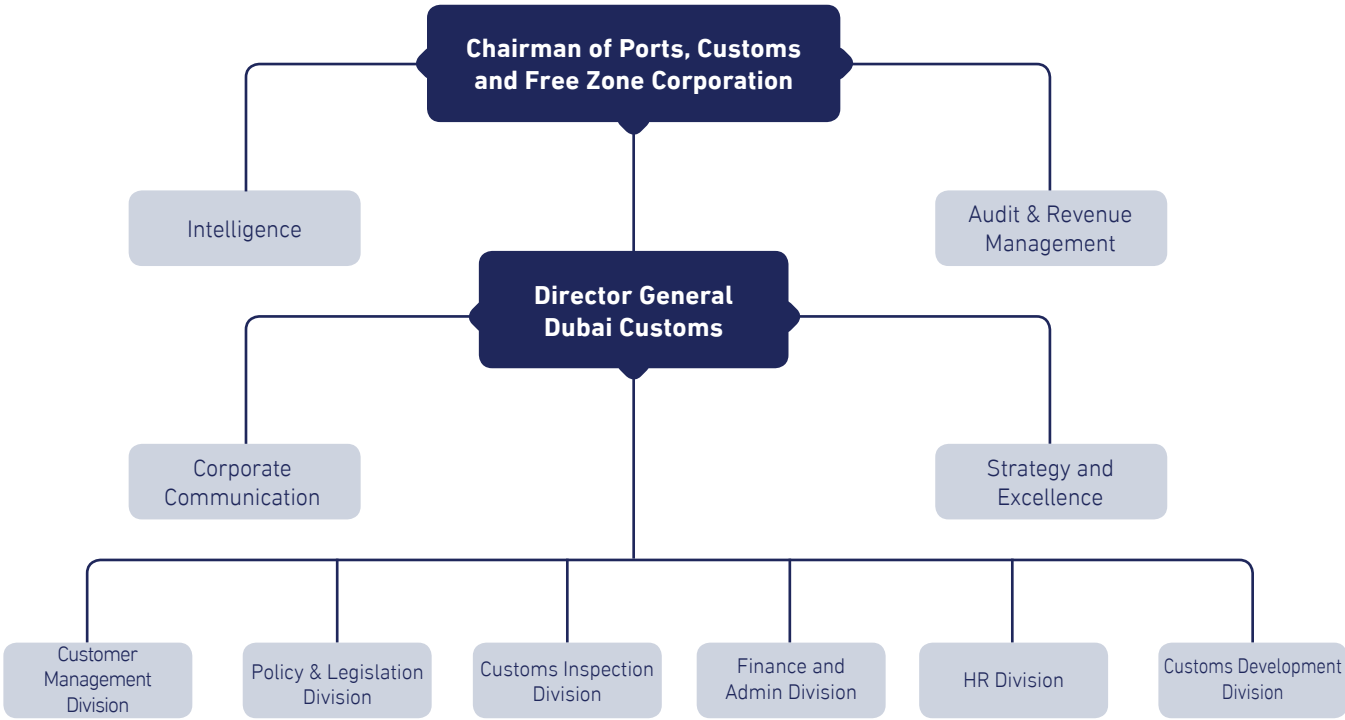
exercise responsibilities entrusted to the organization to achieve the best results for the Government of Dubai.

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Corporate Governance at Dubai Customs is concerned with the ways in which the senior leadership and the executive management manage the business and affairs of the organization, and its importance is represented in achieving the following objectives:

- Strengthening mechanisms that help in setting Dubai Customs objectives and strategies
- Following up implementation of strategies through clear performance indicators.
- Establishing effective mechanisms for managing Dubai Customs affairs
- Activating decision-making mechanisms and control procedures
- Protecting the interests and rights of all stakeholders.
- Enhancing compliance with applicable laws, regulations, and policies.
- Strengthening disclosure and transparency mechanisms.

Dubai Customs believes that effective governance rules require an effective leadership and executive team who believe and are aware of the importance of these rules, in



addition to an effective and clear organizational structure in terms of roles, competencies and responsibilities. Sound internal control is achieved through the application of a number of functions such as proper planning and clarity of vision, effective management of government funds, policies and procedures, external audit work, internal audit, risk management, governance and compliance in addition to providing a supportive and responsive work environment and culture. The governance rules apply to Dubai Customs as a government department that follows the umbrella of the Ports, Customs and Free Zones Corporation, which in turn is affiliated with the Executive Council of the Emirate of Dubai and regulates the

relationship between it and the leadership team committees and the internal departments' teams and committees.

The following changes were implemented to the organizational structure of Dubai Customs during the year 2020:

Changes to the Organizational Structure - 2020

Level of Change	Date of Change	Change Requested	Change Details	Details
Process Level	2 nd Feb 2020	Chairman PCFC	Transferring the functions of the Dubai Creek Operations Department - Deira Port to the Dubai Ports Authority	Circular No. 3/2020
Management Level	15 th Mar 2020	Chairman PCFC	Changing the name of the Customs Cargo Division to Customs Inspection Division	Circular No. 5/2020
Management Level	15 th Mar 2020	Chairman PCFC	Changing the name of the Jebel Ali Customs Centers Department to the Marine Customs Centers Department	Circular No. 5/2020
Management Level	15 th Mar 2020	Chairman PCFC	Change the name of the Air Customs Centers Department to the Air Cargo Centers Department	Circular No. 5/2020
Management Level	15 th Mar 2020	Chairman PCFC	Transferring reporting line of managing customs cases and investigations to the policy and legislation Division	Circular No. 5/2020
Management Level	15 th Mar 2020	Chairman PCFC	Abolishing the name of the Coastal Customs Centers Administration, and its organizational units are subordinate to the Marine Customs Centers Administration	Circular No. 5/2020
Management Level	21 st June 2020	Chairman PCFC	Separation of the human, finance and administrative divisions, and its executive directors are now subordinate to the Director General of Dubai Customs	Circular No. 39/2020
Management Level	1 st Oct 2020	Director General Dubai Customs	Closure of customer service centers	Circular No. 41/2020

Sustainability & Corporate Responsibility Management

Dubai Customs ensure to conducts its operations in a responsible and ethical way. We are accountable for the impact of our operations on society, the economy and the environment. We strongly believe that as our business strategy aligns with our social responsibility efforts, our CSR program and the organization as a

whole become sustainable. The main objective behind our Sustainability and Corporate Responsibility practices is to maximize our contribution to sustainable development of the communities we operate within. In line with our organizational vision, we ensure to be a responsible organization to the community and its stakeholders providing a protected and secure society as well as boost the economic

development of Dubai and the entire United Arab Emirates (UAE). We ensure that our contribution to the society, economy, environment and workplace is achieved through innovative programs focused on key current issues and are closely linked to our core business of border protection and trade facilitation.

Our CSR Management System is based on the principles of Accountability; Transparency; Ethical Behaviour; Respect for Stakeholders interests; Respect for the rule of law; Respect for the International norms of behaviour and Respect for human rights. We have a dedicated Corporate Social Responsibility (CSR) function and team who are skilled and certified on local, regional and global standards ensuring professionalism. In addition, CSR agents are assigned across all the functions of the whole organization ensuring that sustainability is practiced formally & all related issues become integrated into the governance structure & decision-making. The top leadership firmly supports all efforts to adopt sustainability management, recognizing the expected performance & reputation benefits alongside the overall positive impacts for society, market, workforce and environment. Yearly action plan is prepare, reviewed, approved and implemented and community happiness level is measured with the help of independently conducted surveys on yearly basis. Findings and feedback of these survey results are used to prepare corrective action plans for improvements.

Audit & Risk Management

For Dubai Customs, Audit and Risk Management is a continuous & proactive process of identifying, assessing and prioritizing all risks, via Business Continuity, followed by a coordinated and economical application of resources to monitor, control and mitigate



all possibilities and ensuring un-interrupted services to our customers as well as a smooth supportive infrastructure. As an organization serving under the Government of Dubai, it is essential to ensure that a proper audit and risk management system is embedded into our strategy. Therefore, the Risk Management Methodology is applied at a strategic level, which is aligned with the strategic plan of the organization. Key points of our audit and risk methodology are:

- Defined instructions for collecting information
- Gather related information
- Assess and manage risk in line with business continuity program
- Outline the process to respond to any crisis & emergency
- Contingency plans, reduced disruptions & minimized potential losses
- Enhanced stakeholder's confidence.

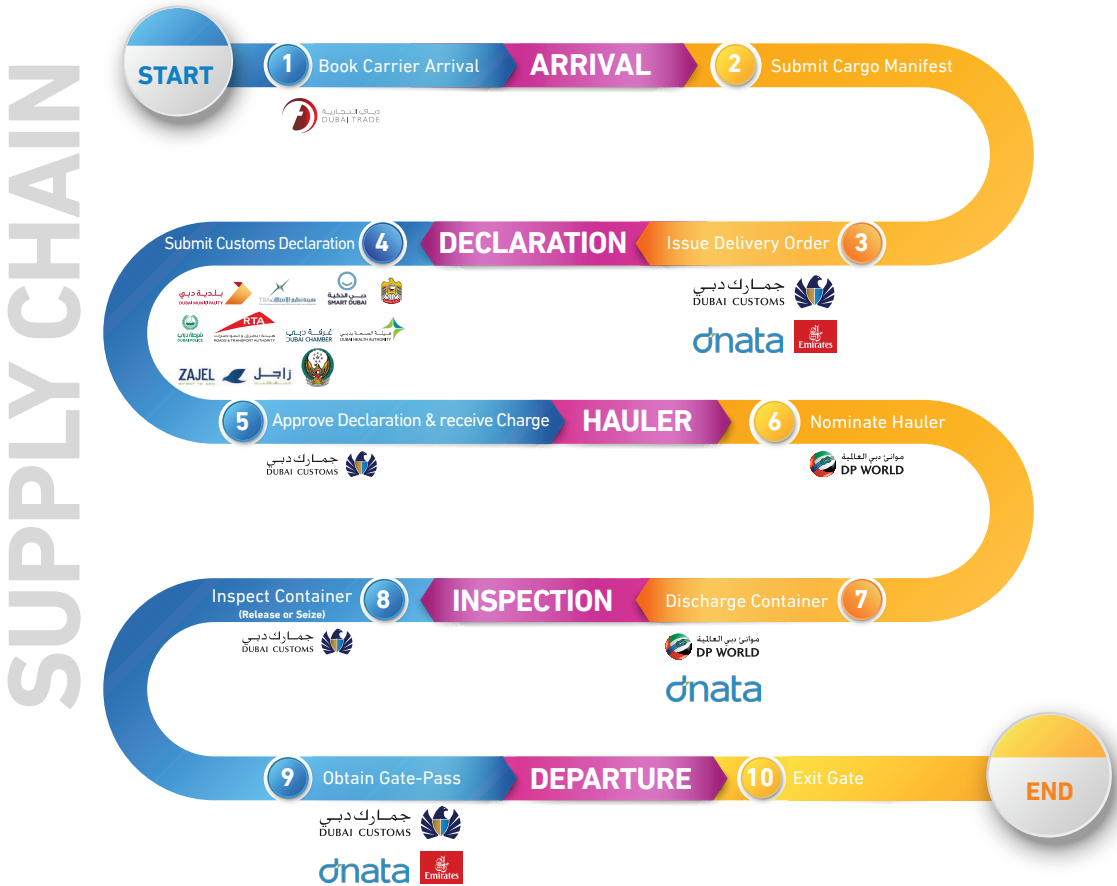
Enterprise Risk Management Framework



Risk Management commences with a detailed risk management framework and continues with defining and categorizing risks followed by their assessment and analysis. The next step is then to identify and find solutions for these risks and preparation of various mitigation action plans. The scope of our audit & risk management is an effective Risk Management planning and recovery process facilitating and accelerating 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.

Anti-Corruption & Conduct Management

Dubai Custom's Internal Affairs department is responsible for ensuring compliance with Customs law, HR rules as well as other relevant policies and regulations. It is committed to assuring highest levels of integrity and security in accordance with international standards and taking necessary measures to impart organizational values to employees. Dubai Customs is committed to do business with integrity and honesty and the same is outlined in our code of conduct document. By following this code, we ensure that our business activities and decisions support the core values and principles of the organization. We endeavor to deal with our employees, customers, suppliers and all our stakeholders transparently, impartially and with integrity thus adhering to the philosophy of service excellence and client satisfaction. The Code, which is available to all employees



through our company Intranet and Web site, sets forth the legal and ethical standards with which our employees are expected to comply. This requires our employees to report immediately any suspected violation of those standards. Our policy on anti-corruption is cascaded from the state policies in this area and has strong references from the UN Anti-Corruption Treaty and other regional and global standards. All Departments & Sections of the organization (100%) are analysed for risks related to anti-corruption and employee conduct and actions are taken in accordance with the Dubai Customs HR Policy and the Dubai Government HR Law.

Partnerships Management

Dubai Customs is keen to deepen and develop its various partnerships in a way that ensures

the sustainability and development of the organization and the community. Dubai Customs has worked hard to develop a scientific and systematic framework for measuring, evaluating and reviewing its partnerships within the plan and mechanism of a partnership management methodology as the main reference for managing all Dubai Customs partnerships.

This methodology aims to strengthen Dubai Customs' relationship to work with all its local, regional and international partners to ensure the integration of activities, cover the benefit of specialties, cooperation, synergy, efficiency enhancement and improved joint performance by creating a documented and unified reference in partnership management to understand and build partnerships on a regular and sustainable



basis and to ensure that broad networks are established to enable the identification of potential partnership opportunities. Key objectives of the partnership management are:

- Convey a positive image to all partners to raise awareness of the services provided
- Inform service recipients of the changes and working procedures provided
- Building bridges of cooperation and working to implement the strategic objectives
- Contribute to achieving the objectives of the Dubai Strategic Plan & other national plans
- Measuring Partners Happiness and understanding their needs and expectations

Corporate Agility Management

Dubai Customs has established and implemented practices and systems that are comparable to global standards and is considered as a benchmark for all other Customs administrations worldwide and has been honored by the World Customs Organization (WCO) for its strategic plan, projects and initiatives. In recognition to our Agility Practices, we were declared winners of the 2020 World PMO of the Year Award, which is the annual world's largest professional award for Project Management Offices, their organizations and leaders.

Dubai Customs needed agility practices in functional areas to quickly respond and adapt to requirements, while enhancing the capabilities to have an Agile Foundation. We have one of the most complex supply chain, which is full of challenges. An Agility Management Framework has been developed to address 6 Areas, 19 sub-Areas and over 60 topics. Over time, Dubai Customs has established standards and developed system, resulting in an organization-wide cultural change, which is now considered a benchmark for all other customs administrations worldwide. Supporting our Customer Focus direction, we formed the

DUBAI CUSTOMS AGILITY FRAMEWORK



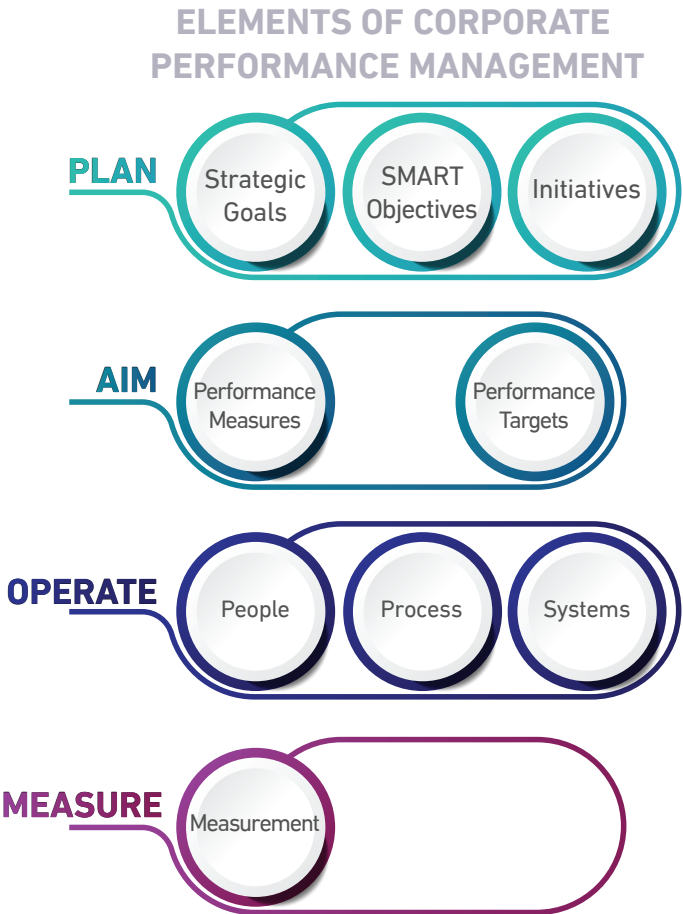
Dubai Customs Consultative Council as a part of our efforts to improve services to the clients, and build long-term partnership with them. We have developed and aligned internal systems, which us allows to rapidly adjust to evolving and challenging situations and scenarios. We have in place methodologies to effectively and efficiently handle required changes. We have established an internal working culture, which facilitates adaptive and empowered behavior across the organization. We ensure and maintain an employee workplace of cooperation and flexibility. Finally, we have clearly defined KPIs and performance measures to know how agile we are performing.



Corporate Excellence, Quality & Performance Management

Our participation in the Dubai Government Excellence Program (DGEP) endorses highest level of excellence, quality and performance management. We have a proactive approach, which is benchmarked with global quality and excellence practices, enabling regular review of strategic business risks and effectiveness of our management systems, implementing our emerging action plans.

We have dedicated sections for excellence, quality and corporate performance functions within the strategy department which are tasked to extensively and comprehensively assess functional and individual performances with the help of pre-defined and specific indicators. Upholding the highest standards of quality is of utmost importance to our organization and services and represents a core management principle. We are committed to maintain this principle through our Quality Assurance (QA) system. Similarly, the performance team is

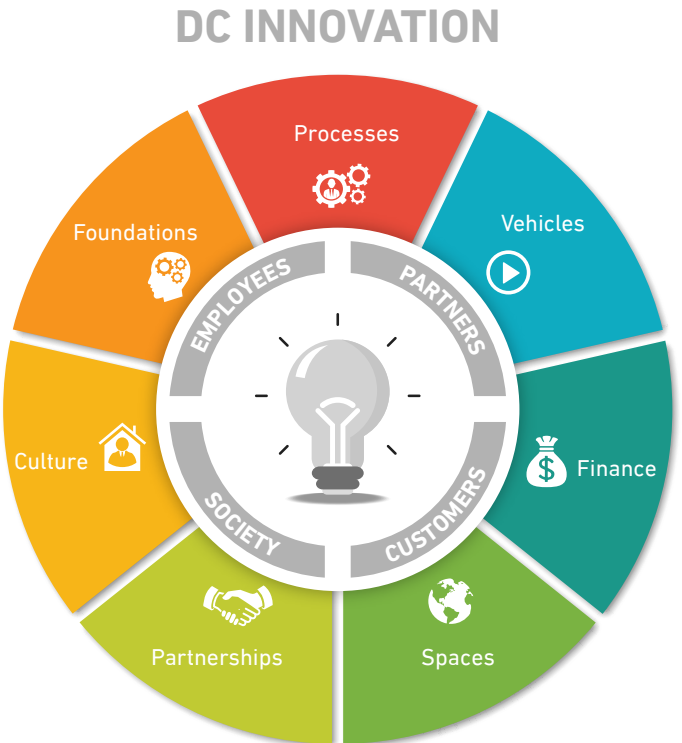


responsible to establish key performance indicators (KPI)'s for all our operational and supportive functions, measure, and track them on an ongoing basis. Any deviation from targets are promptly and timely highlighted and measures are advised for its correction. Most of our performance indicators & results are shared with our stakeholders in general & with the Dubai Government specially to reflect our contribution towards the state economic, social and environmental sustainability. The information shared relates to our operational activities & responsibility achievements towards our objectives & targets.

Innovation and Creativity Management

Dubai Customs acknowledges the significance for contextual analysis for its innovation management system. The innovation management system utilizes various tools and techniques to analyze and measure its maturity level appropriately for external and internal issues. The innovation management system reflects its external analysis process formed in the strategic formulation presented in the Service Innovation Strategy. The innovation strategy recognizes local level alignment with the Government Innovation Index, OSCIM Strategy 2021, UAE National Innovation Strategy, and Dubai Plan 2021.

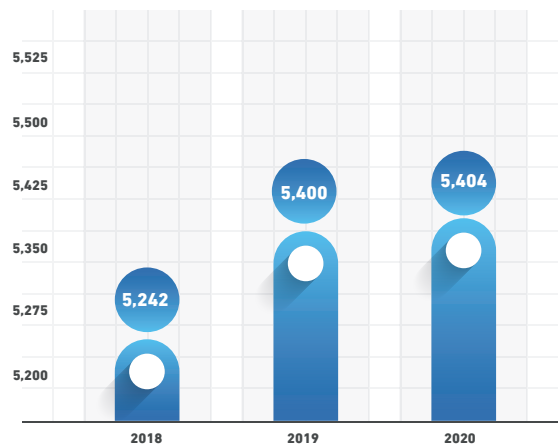
Dubai customs regularly monitors issues throughout the innovation management system to identify areas of opportunities for improvement to further mature the system. This is rectified by conducting benchmarks with other innovation systems identified and evaluating customer feedbacks. Dubai Customs track issue logs and lessons learned to regularly analyze past experiences to mitigate repeated challenges and difficulties in present and forthcoming



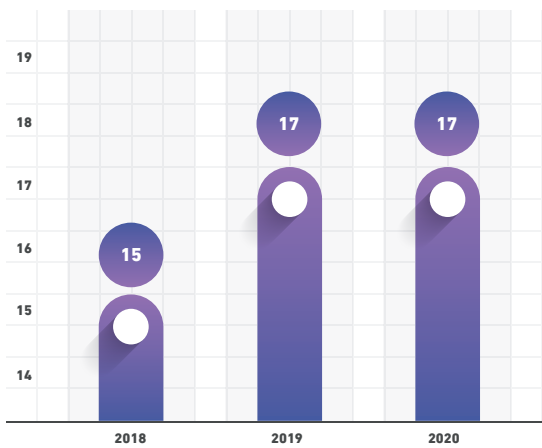
innovations. Additionally, Dubai Customs controls change or variation requirements for innovations evidently through change management methodology. These important activities contribute Dubai Customs to develop innovations more efficiently and effectively with appropriate schedule, budget, and resources.

The innovation management system also considers the technological trends and impacts for innovation through the Digital Transformation Strategy. Numerous innovations in Dubai Customs are aligned with IT solutions and services that are supported by the digital strategy that can transform the organization.

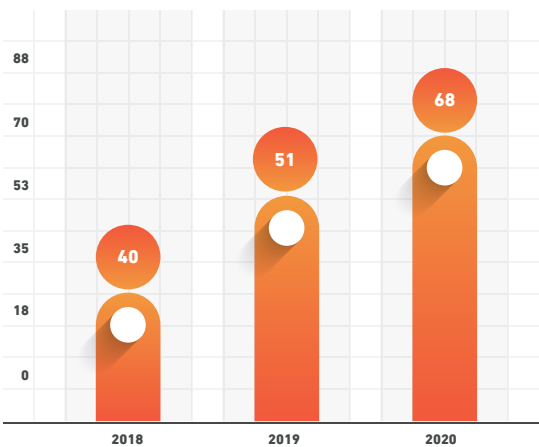
TOTAL NO. OF INNOVATION IDEAS



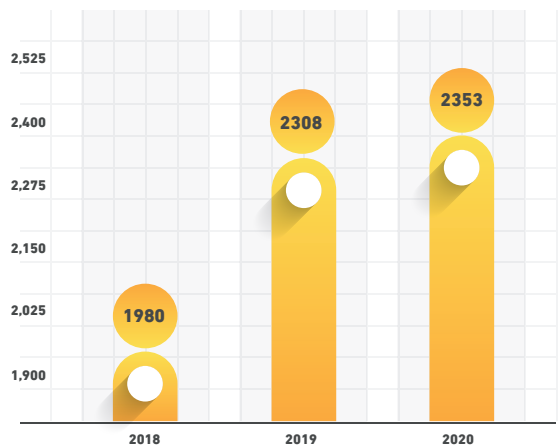
NO. OF INNOVATION AWARDS



NO. OF EMPLOYEES FOR INNOVATIVE IDEAS



TOTAL NUMBER OF EMPLOYEES ENGAGED IN INNOVATIVE IDEAS



Stakeholders & Materiality Analysis

(Disclosure 102-40: List of Stakeholders Group)
(Disclosure 102-42: Identifying and selecting stakeholders)
(Disclosure 102-43: Approach to Stakeholder Engagement)
(Disclosure 102-44: Key Topics and Concerns Raised)

Stakeholder engagement is a continuous process at Dubai Customs that is practiced on a day to day basis across all stakeholder. 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. These include our Customers, Value Chain Partners, Government Authorities and International Bodies, Other Customs Entities, our Employees and the Community. 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 base our sustainability strategy on what matters most to our stakeholders and what is the most influential element on our corporate business and its success. Regular dialogue with all our stakeholders is essential to conducting our business, as well as developing and implementing our sustainability strategies.



We emphasize to conduct ongoing engagement with our stakeholders and engage effective tools



and techniques such as:

- Incorporation of stakeholder feedback into our corporate sustainability strategy
- Regular Surveys for Customers happiness and satisfaction
- Participation of our Employees for engagement, happiness and satisfaction
- Suppliers Happiness Surveys and needs analysis
- Community Needs Assessment and Satisfaction Surveys
- Annual Stakeholders meeting and events to engage our partners
- Regular dialogue with our global industry peers
- Conferences, Seminars & Workshops with International bodies regulating customs business

We ensure an ongoing process of identifying, assessing and improving needs and expectations of our stakeholders through initiatives and projects mapped as a result of a prioritization index. Below table highlights, our stakeholder's expectations and the methods we adopt to engage them:

Dubai Customs adopts a unique approach towards identifying its material aspects which incorporates global standards related to the customs bodies. The material areas at the strategic level are determined by key elements which includes Organizational Strategic Direction, Risk Management & Mitigation Process, Feedback from Stakeholders and Input from Employees at all Levels. During the process of materiality assessment, we determine our key strategic objectives as these are mapped and aligned

Stakeholder	Method of Engagement	Stakeholder Expectation
Customers	<div>> Customer Satisfaction Survey</div> <div>> Customer Complaint Management</div> <div>> Customer Service Center</div> <div>> Customer Call Centre</div>	Providing high quality, innovative products and services to meet the needs of our customers
Employees	<div>> Employee Representative</div> <div>> Suggestions and Complaints</div> <div>> HR Tools & Programs</div> <div>> Grievances Committee</div>	<div>> Provide equal employment and career development opportunities</div> <div>> Recognize and work on employee health issues and create a safe working environment</div>
Govt. Authorities & Int'l Bodies	<div>> Regular Communication</div> <div>> MOUs and Service Agreements</div>	<div>> Comply with relevant laws and regulations</div> <div>> Reduce energy use & manage waste</div>
Value Chain Partners	<div>> Training for Value Chain Partners</div> <div>> Contract Bidding</div> <div>> Procurement Management</div> <div>> Supplier Assessment and Management</div>	<div>> Work with value chain partners to meet the needs of our customers</div> <div>> Mutually beneficial growth</div>
Other Customs Authorities	<div>> Meetings</div> <div>> Industry Discussion Forums</div>	<div>> Build a fair competitive environment</div> <div>> Promote sustained industry development</div>
The Community	<div>> Community Engagement</div> <div>> CSR Programs and Initiatives</div> <div>> Community Satisfaction Surveys</div>	<div>> Build a harmonious society</div> <div>> Actively engage in philanthropic activities</div> <div>> Protect the environment</div>

(Disclosure 102-41: Collective Bargaining Agreements)
(Disclosure 102-43: Approach to Stakeholder Engagement)
(Disclosure 102-44: Key Topics and Concerns Raised)



to our organizational direction and overall strategy. Key elements that forms the basis of this mapping includes potential risks for our compliance, reputation, relationships with our stakeholders and economic performance. Finally, key performance indicators are identified for each objective and function followed by operational plans which are implemented and measured across the organization.

As a result of our extensive stakeholder engagement, the following material aspects, their priority and boundaries, have been identified and reported:

Material Aspect	Priority	Boundary
Customer Satisfaction	Very High	DC (All Centres), Customers, Govt. Partners
Operational Sustainability	Very High	DC (All Centres)
Economic Performance	Very High	DC (All Centres)
Corporate Governance	High	DC (All Centres)
Business Ethics & Anti-Corruption	High	DC (All Centres)
Stakeholder Engagement	High	DC (All Centres), Stakeholders
Employee Care	High	DC (All Centres)
Community Well-being	High	DC (All Centres), Community
Environmental Contribution	High	DC (All Centres), Community, Govt. Partners

(Disclosure 102-47: List of Material Topics)

Economic Impact



The nature of Dubai Custom's business is to facilitate commerce and trade, which in turn creates a positive impact to the national and global economy. We have a responsibility for not only our own sustainable growth, but the overall business and economy of Dubai and UAE. Duty collection is the major source of Dubai Government revenue and facilitation of legitimate trade, which ensures the economic development of the country. Dubai Customs is proud to be the strongest inputs to the economic enhancement of the country, supporting foreign investments and trade in the region. We are focused on generating positive economic growth through responsible business practices, creating job opportunities, developing work standards,

providing training opportunities and supporting the local community initiatives.

In accordance with our clearly defined methodologies and strategic objectives, our financial management and function develops, reviews and regularly update its proceedings and ensure results monitoring. Since we are a sensitive government organization of national security, we do not completely disclose our financial data, however, selected information is presented as part of this report. We use standard accounting principles and our financial statements are audited annually by independent external auditors.



We meet our financial requirements through service fees and duty collections without any external financial obligations or finances from other organizations or any financial assistance from the government, which is considered as our major financial strength. To enhance efficiency and help others through bilateral relations and technical support and in an attempt to expand the sphere of our economic values, we also support and share expertise, knowledge and systems with other customs organizations, locally, regionally and globally, to promote socio-economic initiatives beyond our scope of operations.

Year	Percentage of Foreign Purchases	Percentage of Local Purchases
2020	1.01%	98.99%
2019	3.6%	96.42%
2018	0.65%	99.35%

As part of our contribution towards Emiratization and UAE National Talent development, we regularly participate in recruitment exhibitions devoted for UAE nationals and collaborate with the concerned governmental bodies to attract UAE nationals. Our policy is to support the national economy by hiring UAE Nationals and training them in technical and behavioral skills and know-how. We ensure to follow Salary Scale pursuant to Dubai Government Human Resources Law No. 27/2006 and its amendments so that our minimum salary levels are in accordance with the local minimum wage requirements. We also ensure, wherever possible, to work with local suppliers from the UAE of goods and services for the betterment of the local economy and community. We have a procurement and contracting policy, which ensures the legal and easy dealing with our suppliers where selection is always based on product and service quality followed by well-developed tendering procedures to assure transparency and efficiency



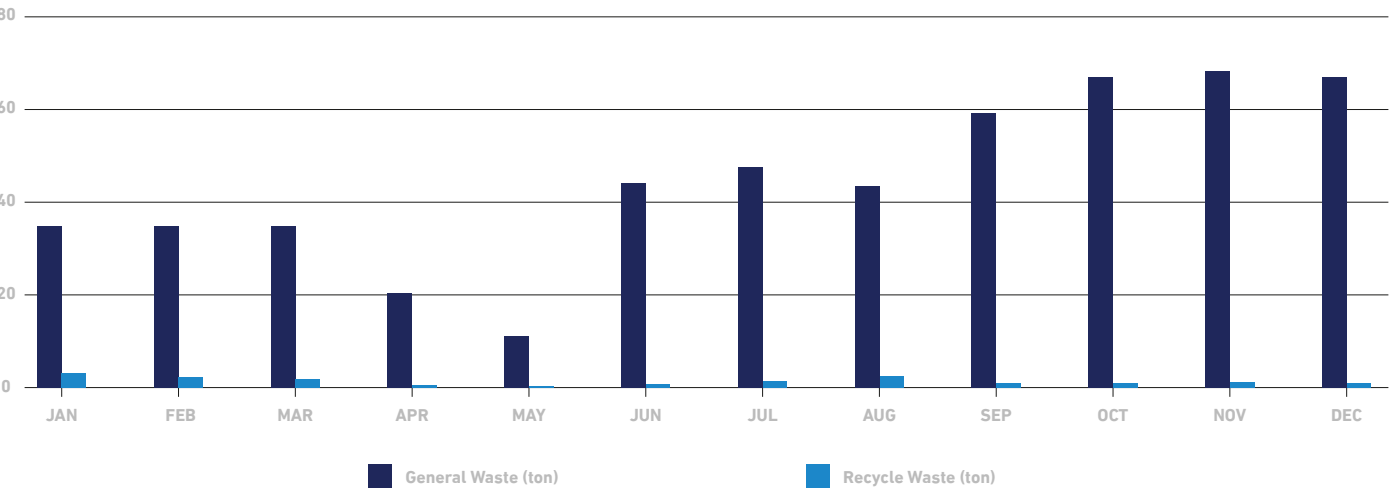
Environmental Impact

Dubai Customs' environment policy aims at reducing the risk of pollution and carbon effects from our processes and operations. Our priority is to reduce our overall carbon emissions through diverse environment projects and activities. Strong emphasis and care is exercised towards our stakeholders and the environment. Our Environment, Health & Safety Policy sets our strategic direction to take practical efforts in ensuring effective management to create a safe and green culture, which strives to conserve resources and prevent pollution. With our environmental management system, which is based on ISO 14001 and OHSAS 18001, we make sure that all our operations, management activities, constructions, maintenance and other initiatives comply with global environmental standards.

The main focus of our initiatives in the area of environmental support is towards energy and water conservation, recycling efforts, waste management, radiations emissions from our equipment, greener infrastructure and trade control on items which are against international laws. 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 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. During the year 2020, the total energy consumed by the organization was 10,198,161 KWH which is equivalent to 36,683 gigajoules. We ensure to comply with the terms of CITES Convention ensuring the protection of endangered species and their remains so that no item or product included in this convention is permitted to be exported or imported unless in the presence of the required approvals and certification. We are one of the leading customs organization in the world that places emphasis on matters related to the protection of endangered species. We also have a strong awareness campaign of educating the community about endangered animals and their remains.

WASTE COLLECTION FOR DUBAI CUSTOMS 2020



Community Engagement

Year	ELECTRICITY (Kwh)	WATER (Gallon)
2020	10,198,161.00	11,546,740.00
2019	10,141,223.00	12,984,441.00
2018	9,601,780.00	11,640,653.00

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 customer and suppliers also. We are also strategic partners to the Dubai Government initiative of Dubai Paperless Strategy implementation and are successfully contributing towards its accomplishment.

Endangered Species - CITES Statistics Dubai Customs - Seizures

ITEM	2020	2019	2018
Skins	1	1	3
Caviar	0	0	3
Living Species	3	2	2
Oud Tree	0	0	3

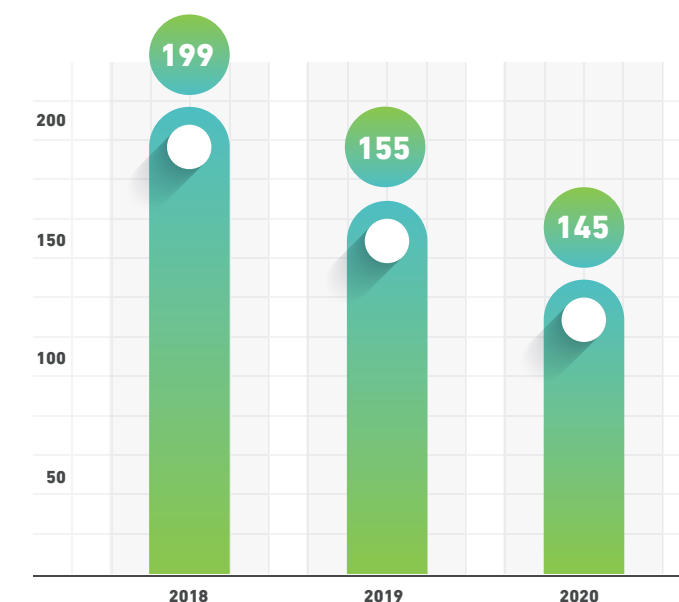
We ensure to share and promote our environmental concerns, policies and practices with our customers, suppliers and other stakeholders during regular workshops, training sessions, seminars and other engagements. Strategic partners and business associates are invited to attend our training sessions, which aims to promote the culture of reduction of environmental footprint with special emphasis to our core business operations. These include regular trainings & awareness session on issues related to endangered species & their

remains, Intellectual Property Rights and its environmental impacts, X-Ray Scanners and their radiations, paper-less operations, energy conservations, waste collection, electronic & smart processing and many more. We are also committed to raise the awareness for the need of protecting the environment among our employees and other stakeholders. Various lectures and are regularly held by the organization in relation to environmental issues aiming to encourage adopting healthy practices at work, home and on the streets. We also ensure participation in local, regional and international events, which are aimed at environmental improvement and reduction of the carbon footprint. This is achieved through memberships, partnerships and joint projects with other government and private entities and NGOs. Events such as Earth Hour, Clean-Up UAE, Clean-up the World, Anti-Smoking Campaigns and many such activities are conducted throughout to ensure our care for the environment.

Dubai Customs ensures special attention to the issue of societal development among its strategic objectives. Our experience in committing to the social responsibility comes in line with the Dubai Government directives aimed at achieving sustainable development and maintaining the excellence and leadership for Dubai and UAE. For this purpose, the organization has developed societal work based on the global model of social responsibility adhering to the ISO 26000 guidelines in order to improve the social performance and enhance its reputation in this field. We encourage volunteerism and participation from employees as well as outsiders to support our cause of social responsibility. We have a very well defined process of project management for our community projects where the all activities from planning to implementation to measurement and review feedback is executed professionally by a team of dedicated individuals supported by our leadership, senior management and all functions within the organization.

Dubai Customs is always keen to conduct awareness and education campaigns for the public as part of its responsibility towards society. We emphasize special attention towards children and youth through engagement in awareness-raising activities at their gathering places. Among others, combating counterfeit and protecting intellectual rights is one of the core business elements at Dubai Customs and is always considered as our top business priority. We regularly engage in providing best practices and awareness-raising education programs to schools, colleges, universities and other educational institutions in Dubai to promote the concept of Intellectual Property Rights (IPR). The aim and objective is to inculcate a culture of loyalty and build a secure communal and economical role against counterfeiting and piracy especially among the youth and children of the emirate.

NUMBER OF CSR INITIATIVES



	2020	2019	2018
No. of IPR Cases	255	327	272
Percentage of IPR Voluntary Compliance	%85	%84	%87
IPR Suspected Goods (AED Value)	62 m	44 m	52 m

Dubai Customs places heavy emphasis on the promotion of UAE National Identity as part of its social commitment and its fostering loyalty to national culture and heritage. We always anchor the concept of social solidarity, which reflects positively on the individuals and fosters patriotism as well as the national identity and culture. Similarly, we have undertaken a unique approach of cultural change and community involvement through voluntary engagement for initiatives both internally and externally. Promoting the culture of volunteerism and engagement one of the major objectives behind the programs and activities of CSR team. Various events, activities and programs are conducted including participation in projects organized within Dubai Customs as well as contribution and support to projects organized by other government and private entities. Dubai Customs ensures to measure the community satisfaction results annually through independently conducted community happiness survey for obtaining the opinion from the society on our contributions and activities. This survey is classified on the basis of different categories such as age, gender, nationalities, race and geographic areas and investigates the society's happiness and expectations 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.

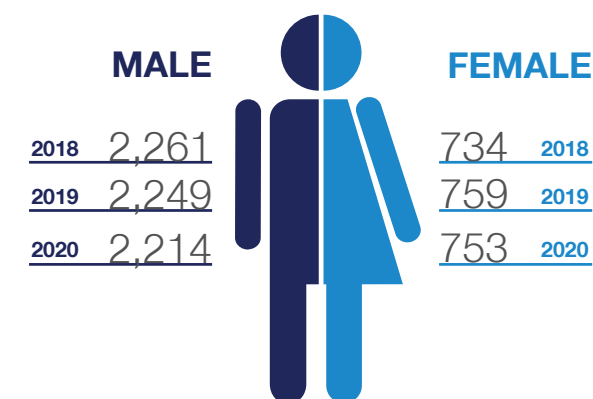


Employee Engagement

Dubai Customs has achieved remarkably in 2020 to enhance the sustainable economic development journey in the UAE despite the global challenges posed by the spread of Covid-19 pandemic. Following the wise vision of His Highness Sheikh Mohammed Bin Rashid Al Maktoum, Vice President, Prime Minister and Ruler of Dubai, which inspires the Government Department to turn challenges into opportunities.

Dubai Customs has invested generously in its human capital through training and knowledge and experience enrichment, considering them as a sustainable investment that contributes to the prosperity of trade in Dubai enhancing the leading global role the UAE boasts. Building capable and competent cadres is part of the contribution that Dubai Customs achieves fulfilling the requirements of the national UAE plans and agendas including the UAE Centennial Plan 2071.

Dubai Customs provided all the tools needed for a perfect work-from-home environment to ensure efficiency and productivity. This includes the virtual desktop, Mizlai system and Microsoft Teams. The Government Department launched a number of initiatives in 2020 to create a



healthy and safe environment including 200 sanitization devices to sanitize mobile phones for all departments and customs centers, 21 safety stations to measure employees' temperature, and Safe Inspector Initiative, among others.

Age Level	2020	2019	2018
Upto 30 Years	730	916	1,021
Between 30 to 50 Years	1,934	1,983	1,739
Above 50 Years	349	246	235

No. of Employees Left	2020	2019	2018
Male	10	80	90
Female	7	23	27
TOTAL	17	103	117

No. of Employees Joined	2020	2019	2018
Male	6	78	81
Female	4	49	34
TOTAL	10	127	115

The Government Department graduated the 5th batch of “Leaders” and qualified 16 employees through leadership programs. The Virtual Reality Leadership Lab was launched to keep pace with the latest development and learning programs. Dubai Customs also launched Tawazun (balance) Program, which aims to provide psychological support to employees during the pandemic to create a happy and balanced work environment. A plan was set to disseminate happiness and positivity in the work environment, which helps

in boosting productivity. This was carried out through a number of initiatives including the Positivity Platforms Initiative, the Happiness Fund, and others.

DC TRAINING PROGRAM - NUMBER OF TRAINING HOURS (BY CATEGORY)						
CATEGORY	2018		2019		2020	
Gender	Total Hours	Average	Total Hours	Average	Total Hours	Average
Males	57,489	11.7	36,296	13.9	17,342	18.5
Females	37,107	11.4	23,037	13.7	12050	19.3
Nationality	Total Hours	Average	Total Hours	Average	Total Hours	Average
Local	52,583	11.5	54,749	13.8	23,578	18.2
Expats	4,906	12.8	4,584	13.9	5,814	17.3
Employees Categorized	Total Hours	Average	Total Hours	Average	Total Hours	Average
Senior Management	2,009	10.4	2,192	16.6	1,847	26.76
Middle Management	12,039	11.2	15,227	15.9	10,170	27
Others	43,441	11.7	41,914	13.0	17,375	18.5

TRAINING ON DC POLICIES & PROCEDURES RELATED TO HR			
DETAILS	2018	2019	2020
Total Number of Hours of Training	35,776	26,613	29,392
Total Number of Employees Trained	2,450	1,882	1600

DC OVERALL TRAINING PROGRAMS CONDUCTED			
Venue			
Internal	136	155	91
External	234	206	853

LEADERSHIP TRAINING ATTENDEES			
No. of Attendees	385	376	246

TRAINING ATTENDEES - STATISTICS			
Males	3,173	2,616	1100
Females	1,792	1,684	614
Local	4,582	3970	1429
Expats	383	330	285

The GRI Content Index



For the Materiality Disclosures Service, GRI Services reviewed that the GRI content index is clearly presented and the references for Disclosures 102-40 to 102-49 align with appropriate sections in the body of the report. The service was performed on the English language version of the report.

GRI STANDARD	DISCLOSURE	PAGE NUMBER	DIRECT ANSWER
GRI 101 : Foundation 2016			
GRI 102 : General Disclosures 2016			
Organization Profile			
GRI 102 General Disclosures 2016	102-1 : Name of the Organization	Cover Page	
	102-2 : Activities, Brands, Products & Services	11	
	102-3 : Location of Headquarters	10	
	102-4 : Location of Operations	10	
	102-5 : Ownership and Legal Form	10	
	102-6 : Markets Served	10	
	102-7 : Scale of the Organization	10	
	102-8 : Information on Employees and other workers	35 & 36	
	102-9 : Supply Chain	18	
	102-10 : Significant changes to the organization and its supply chain	16	
	102-11 : Precautionary Principle or Approach	17&18	
	102-12 : External Initiatives	20	
	102-13 : Membership of Associations	20	
Strategy			
GRI 102	102-14 : Statement from Senior Decision Maker	6 to 9	
General Disclosures 2016	102-15 : Key Impacts, Risks and Opportunities	17&18	
Ethics and Integrity			
GRI 102	102-16 : Values, Principles, Standards, Norms and Behaviour	3	
General Disclosure	102-17 : Mechanism for Advice and Concerns about Ethics	18&19	
Governance			
GRI 102 General Disclosure 2016	102-18 : Governance Structure	15	
	102-19 : Delegation Authority	13	
	102-20 : Executive Level Responsibility for Economic, Environment and Social Topics	15	
	102-21 : Consulting stakeholders on economic, environmental, and social topics	13 to 16	
	102-22 : Composition of the Highest Governance Bodies and its Committees	13 to 16	
	102-23 : Chair of the Highest Governance Body	13 to 16	

GRI 102 General Disclosure 2016	102-24 : Nominating and Selecting the Highest Governance Body	13 to 16	
	102-25 : Conflicts of Interest	13 to 16	
	102-26 : Role of the Highest Governance Body in setting purpose, values and strategy	13 to 16	
	102-27 : Collective Knowledge of Highest Governance Body	13 to 16	
	102-28 : Evaluating the Performance of the Highest Governance Body	13 to 16	
	102-29 : Identifying and managing economic, environmental, and social impacts	17&18	
	102-30 : Effectiveness of Risk Management Processes	17&18	
	102-31 : Review of economic, environmental, and social topicsv	17&18	
	102-32 : Highest Governance Body Role in Sustainability Reporting	13 to 16	
	102-33 : Communicating Critical Concerns	13 to 16	
	102-34 : Nature and total number of critical concerns	17&18	
	102-35 : Remuneration Policies	13 to 16	
	102-36 : Process for Determining Remuneration	13 to 16	
	102-37 : Stakeholders' involvement in remuneration	We are government owned entity and our remuneration are governed completely under the Dubai Government HR Laws	
	102-38 : Annual total compensation ratio	Confidential information as we are a state owned entity engaged with national security task	
	102-39 : Percentage increase in annual total compensation ratio	Confidential information as we are a state owned entity engaged with national security task	
Stakeholder Engagement			
GRI 102 General Disclosure 2016	102-40 : List of Stakeholder Groups	25	
	102-41 : Collective Bargaining Agreements	26	
	102-42 : Identifying and Selecting Stakeholders	25	
	102-43 : Approach to Stakeholder Engagement	25	
	102-44 : Key Topics and Concerns Raised	25	
Reporting Practice			
GRI 102 General Disclosure 2016	102-45 : Entities Included in Consolidated Financial Statements	10	
	102-46 : Defining Report Content and Topic Boundaries	10	
	102-47 : List of Material Topics	27	
	102-48 : Restatements of Information	10	
	102-49 : Changes in Reporting	10	
	102-50 : Reporting Period	10	

GRI 102	102-51 : Date of Most Recent Report	10	
	102-52 : Reporting Cycle	10	
General Disclosure 2016	102-53 : Contact Point for Questions regarding the Report	10	
GRI 403	102-54 : Claims of Reporting in Accordance with the GRI Standards	10	
Occupational Health and Safety	102-55 : GRI Content Index	37 to 41	
	102-56 : External Assurance	10	
GRI 103: Management Approach 2016			
GRI 102 General Disclosure	103-1 : Explanation of Material Topics and their Boundary	25 to 28	Material topics covered include Economic Performance (GRI 201); Customer Satisfaction (GRI 202); Operational Sustainability (GRI 203); Stakeholder Engagement (GRI 203); Procurement Practices 2016 (GRI 204); Business Ethics (GRI 205), Environmental Care (GRI 307); Employee Care (GRI 401), Occupational Health and Safety 2018 (GRI 403); Training and Education 2016 (GRI 404); Diversity and Equal Opportunity 2016 (GRI 405); Non-Discrimination 2016 (GRI 406); Rights of Indigenous People 2016 (GRI 411); Human Rights Assessment 2016 (GRI 412); Community Well-Being (GRI 413); Customer Privacy 2016 (GRI 418) & Socio-Economic Compliance 2016 (GRI 419)
	103-2 : The Management Approach and its Components	16 to 24	
	103-3 : Evaluation of the Management Approach		
GRI 201: Economic Performance 2016			
GRI 201 Economic Performance	201-1 : Direct Economic Value Generated and Distributed	29 & 30	
	201-2 : Financial Implications and Other Risks and Opportunities due to Climate Change	29 & 30	
	201-3 : Defined Benefit Plan Obligations and Other Retirement Plans	29 & 30	
	201-4 : Financial Assistance Received from Government	29 & 30	
GRI 203: Indirect Economic Impacts 2016			
GRI 203	203-1 : Infrastructure investments and services supported	29 & 30	
Indirect Economic Impacts	203-2 : Significant Indirect Economic Impacts	29 & 30	
GRI 204: Procurement Practices 2016			
GRI 2014 Procurement Practices	204-1 : Proportion of Spending on Local Suppliers	30	

GRI 205 : Anti-Corruption 2016			
GRI 205 Anti-corruption	205-1 : Operations Assessed for Risks related to Corruption	17 & 18	
	205-2 : Communication and Training about Anti-Corruption Policies and Procedures	18 & 19	
	205-3 : Confirmed Incidents of Corruption and Actions Taken	None	
GRI 206: Anti-Competitive Behaviour 2016			
GRI 206 Anti-Competitive Behavior	206-1: Legal Actions for Anti-Competitive Behaviour, Anti-trust & Monopoly Practices	None	
GRI 301 : Materials 2016			
GRI 301 Materials	301-1 : Materials Used by Weight or Volume	None	
	301-2 : Recycled Input Materials Used	None	
	301-3 : Reclaimed Products and Their Packaging Materials	None	
GRI 302 : Energy 2016			
GRI 302 Energy	302-1 : Energy Consumption Within the Organization	31 & 32	
	302-2 : Energy Consumption Outside the Organization	31 & 32	
	302-3 : Energy Intensity	31 & 32	
	302-4 : reduction of Energy Consumption	31 & 32	
	302-5 : Reduction in Energy Requirements of Products and Services	31 & 32	
GRI 303 : Water and Effluents 2018			
GRI 303 Water and Effluents	303-1 : Interactions with Water as a Shared Resource	31 & 32	
	303-2 : Management of Water Discharge-Related Impacts	31 & 32	
	303-3 : Water Withdrawal	31 & 32	
	303-4 : Water Discharge	31 & 32	
	303-5 : Water Consumption	31 & 32	
GRI 306 : Effluents and Waste 2016			
GRI 306 Effluents and Waste	306-1 : Water Discharge by Quality and Destination	None	
	306-2 : Waste by Type and Disposal Method	31 & 32	
	306-3 : Significant Spills	None	
	306-4 : Transport of Hazardous Waste	31 & 32	
	306-5 : Water Bodies Affected by Water Discharges and/or Runoff	None	
GRI 307 : Environmental Compliance 2016			
	307-1 : Non-Compliance with Environmental Laws and Regulations	31 & 32	
GRI 401 : Employment 2016			
GRI 401 Employment	401-1 : New Employee Hires and Employee Turnover	35 & 36	
	401-2 : Benefits Provided to Full time Employees	35 & 36	
	401-3 : Parental Leave	35 & 36	
GRI 403 : Occupational Health and Safety 2018			
	403-1 : Occupational Health and Safety Management System	35 & 36	
	403-2 : Hazard Identification, Risk Assessment and Incident Investigation	35 & 36	

GRI 403 Occupational Health and Safety	403-3 : Occupational Health Services	35 & 36	
	403-4 : Worker participation, consultation and communication on occupational health and safety	No Such Arrangement	
	403-5 : Worker Training on Occupational Health and Safety	35 & 36	
	403-6 : Promotion of Worker Health	No Such Arrangement	
	403-7 : Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	35 & 36	
	403-8 : Workers Covered by an Occupational Health and Safety Management System	35 & 36	
	403-9 : Work Related Injuries	35 & 36	
	403-10 : Work Related Ill-Health	35 & 36	
GRI 404 : Training and Education 2016			
GRI 404 Training & Education	404-1 : Average Hours of Training Per Year Per Employee	35 & 36	
	404-2 : Programs for Upgrading Employee Skills	35 & 36	
	404-3 : Percentage of Employees Receiving Regular Performance & Career Reviews	35 & 36	
GRI 405 : Diversity and Equal Opportunity 2016			
GRI 405	405-1 : Diversity of Governance Bodies and Employees	35 & 36	
Diversity and Equal Opportunity	405-2 : Ratio of Basic Salary and remuneration of Women to Men	35 & 36	
GRI 406 : Non-Discrimination 2016			
	406-1 : Incidents and Discrimination and Corrective Actions Taken	None	
GRI 411 : Rights of Indigenous People 2016			
GRI 411 Rights of Indigenous People	411-1 : Incidents of Violence Involving Rights of Indigenous People	None	
GRI 412 : Human Rights Assessment 2016			
GRI 412 Human Rights Assessment	412-1 : Operations that have been Subject to Human Rights Impacts or Assessment	None	
	412-2 : Employee Training on Human Rights Policies or Procedures	35 & 36	
	412-3 : Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	None	
GRI 413 : Local Communities 2016			
GRI 413 Local Communities	413-1: Operations with Local Community Engagement , Impacts, Programs	35 & 36	
	413-2 : Operations with Significant actual & potential negative impact on communities	35 & 36	
GRI 418 : Customer Privacy 2016			
GRI 418 Customer Privacy	418-1: Substantiate Complaints concerning breach of Customer Privacy	None	
GRI 419 : Socio-Economic Compliance 2016			
GRI 419 Socioeconomic Compliance	419-1 : Non-Compliance with Laws and rules in the Social & Economic Area	None	

