

2016

Annual  
Sustainability  
**Report**





What make us proud of our nation is not the height of our buildings, the breadth of our streets, or the magnitude of our shopping malls, but rather the openness and tolerance of our nation. Our pride stems from the fact that we are a country where everyone thrives equally regardless of their differences, with true love and acceptance: a country where people live and work harmoniously, raising their children to enjoy a future free of the fear of extremism, intolerance or discrimination, based on their race, culture, religion, sect or ethnicity.

**His Highness Sheikh Mohammed Bin Rashid Al Maktoum**

UAE Vice President, Prime Minister and  
Ruler of Dubai

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## FROM THE CHAIRMAN

I am pleased to present the 9th Annual Sustainability Report for Dubai Customs reaffirming our dedication towards sustainability and corporate responsibility. This report is a representative of how we, as a government entity, aim to work and continue to thrive towards our vision, goals and values. I feel proud to lead an organization which is recognized as one of the most modernized and efficient customs authority in the world achieving its milestones through focus on innovation and customer happiness. The biggest challenge that we continue to face is balancing between trade facilitation and border controls and at the same time ensure sustainability within and outside the region. Global trade is the most powerful force to enhance development, elevate poverty,

create employment and drive overall growth. Our role in this context has contributed not only to the businesses that we cater, locally, regionally and globally, but also to the mass communities and the diverse population that are living in this part of the world.

Our priorities are guided by the directions & visions of our leaders. It sets out our strategy and goals as we identify issues relevant to the development of our country and demonstrate how we contribute to reaching them. Being the guardians of our national borders, we serve our leadership towards maintain security and enhancing revenue for the emirate while setting highest standards for excellence through global collaboration, innovation and integration. The achievements of the past year shared transparently through this report, have further strengthened our dedication towards sustainability and corporate responsibility. I am fully convinced that the entire team of Dubai Customs is definitely making a difference. We know that we can only succeed by working together with our employees, our clients, our suppliers and all our stakeholders from the business as well as the community. My heartiest congratulations to all

**Sultan Ahmed bin Sulayem**

Chairman of DP World, Ports, Customs  
& Free Zone Corporation



At Dubai Customs, sustainability and corporate responsibility is a core part of our business strategy and is embedded across the organization, thus focusing on responsible business, environment and community values. Our annual report, which highlights our key performance metrics, has always complied to the international framework and guidelines of Global Reporting Initiatives (GRI) and portrays our sustainability journey including initiatives and commitments. Transparency, accuracy and integrity are vital elements of our reporting process as we seek the trust of our stakeholders.

For us, each day brings new geographical, political, economic, and environmental challenges, and the issues facing our customers and societies as a whole grow ever more diverse and complex. Customers are eager to understand more about our services, our progress, our developments, our commitments and our way forward. Stakeholders across the globe are motivated to deal with organizations who share their values and communicate transparently. Our vision and strategy facilitates management innovation and promotes a unified direction for the organization as we continue to improve our business activities, bringing excellence and innovative technology to every service and every center.

As we control and protect the borders of the state, complacency is unaffordable. We continue our emphasis against corruption, bribe and inefficiency and bank on our value chain to combat illicit drugs and other prohibited goods. One of our major challenges has always been to handle the rise in trade transactions for the region, which demands constant delivery of our services throughout the year at a consistent level, which we have always maintained successfully.

In order to ensure that we achieve our strategic goals and objectives, it is important that we continue our sustainability approach not as a tactic or single objective, but as a way of thinking about systems and processes, uncovering more efficient and innovative ways of doing things. As we look forward to the coming years, we will dedicate significant efforts and resources to capitalize on our sustainable practices and responsible approach.

## Ahmed Mahboob Musabih

Director of Dubai Customs

# Understanding Dubai Customs

- **Our Corporate Profile**
- **Vision, Mission, Goals & Values**
- **Organizational Structure & Governance**
- **Materiality & Stakeholder Engagement**
- **Management Approach, Systems & Processes**
- **Sustainability & Corporate Responsibility**





## Who Are We?

Established more than 100 years ago, Dubai Customs is UAE's oldest government department. With a workforce of 2,971, the organization has 25 centers across the emirate of Dubai. Our headquarters is located near the busy Port Rashid in Bur Dubai area and our operations covers all airports, seaports and land borders of Dubai.

## What Is Our History?

Historically, the organization and establishment of Dubai Customs trace back to Sheikh Hashr Bin Maktoum Bin Butti Al Maktoum which was in 1859. He was the person, who commissioned collection of custom duties directly upon unloading of goods from vessels and named it "Al Furdah". Various rulers of Dubai continued to develop this approach until in 1938, H.H Sheikh Saeed Bin Maktoum constructed a proper building and office for the customs department. In October 1938, a decree was issued on the establishment of Customs Department which provided its legislation and nominated its Director General and various designated employees. It was in the 1950s under the auspicious leadership of H.H. Sheikh Rashid Bin Saeed Al Maktoum that Dubai Customs took its present form and lead to a modern renaissance. He instigated new projects for the development and expansion of Dubai, its trade and the Customs organization.

## What We Do?

We are the leading government organization for trade facilitation, revenue collection and border control through collaboration with other government agencies and businesses, robust regulations and effective enforcement. The main purpose of our existence is to restrict and control all possible dangers, hazards, threats and items entering in to Dubai that can harm the country and the local community. We ensure the overall economic well-being of the country and at the same time ensure legitimate trade movement.



## What Is Our Structure?

Under the Chairmanship of the Ports, Customs & Free Zone Corporation, Dubai Customs is led by the Director of Dubai Customs and a team of Executive Directors, Directors and other Senior Management. The core business is divided in to divisions, departments and sections and the support functions have teams under various departments. Some of the key functions are integrated with the corporation functions under the direct supervision of the chairman. (please see detailed structure)

## What Are Our Services?

Dubai Customs is committed to service excellence lead by the Dubai Government Excellence Program detailed service charters for our businesses, individual clients and passengers. A detailed table below categorizes the various services offered by our organization:



<p><b>SERVICES FOR BUSINESSES</b></p>	<p><b>REGISTRATIONS AND LICENSING</b></p> <ul style="list-style-type: none"> <li>● Register Business</li> <li>● Join Client Accreditation</li> <li>● Record Trade Agency</li> <li>● Record Trade Mark</li> <li>● Open Customs Duty Account</li> <li>● License Customs Warehouse</li> </ul> <p><b>CUSTOMS CLEARANCE</b></p> <ul style="list-style-type: none"> <li>● Submit Customs Declaration</li> <li>● Request Customs Opinion</li> <li>● Appeal on Customs Decision</li> <li>● Book Customs Inspection</li> <li>● Export Manifest</li> <li>● Clear Cargo Discrepancies</li> <li>● Request Goods Classification</li> </ul> <p><b>CLAIMS &amp; REFUND</b></p> <ul style="list-style-type: none"> <li>● Submit claim</li> <li>● Pay Customs</li> </ul>	<p><b>CLIENTS CARE</b></p> <ul style="list-style-type: none"> <li>● Request Letters and Certificates</li> <li>● Request Reports</li> <li>● Request Awareness and Training</li> <li>● Submit Suggestion or Complaint</li> <li>● Submit Enquiry or Compliment</li> <li>● Contact Director General</li> </ul> <p><b>COMPLIMENTARY SERVICES</b></p> <ul style="list-style-type: none"> <li>● Track Declaration Status</li> <li>● Track Customs Case Status</li> <li>● Search HS Code</li> </ul> <p><b>VIEW CUSTOMS INFORMATION</b></p> <ul style="list-style-type: none"> <li>● Submit RAFED Information</li> <li>● Permitted Goods</li> <li>● Prohibited and Restricted Goods</li> <li>● Customs Offences</li> </ul>
<p><b>SERVICES FOR INDIVIDUALS</b></p>	<p><b>VIEW CUSTOMS INFORMATION</b></p> <ul style="list-style-type: none"> <li>● Permitted Goods</li> <li>● Prohibited and Restricted Goods</li> <li>● Customs Offences</li> </ul>	<p><b>VIEW CUSTOMS PROCEDURE</b></p> <ul style="list-style-type: none"> <li>● Personal Effects Clearance Procedure</li> <li>● Declaring Money Procedure</li> </ul>
<p><b>SERVICES FOR TRAVELLERS</b></p>	<p><b>VIEW CUSTOMS PROCEDURE</b></p> <ul style="list-style-type: none"> <li>● Refund Procedure for Travellers</li> <li>● Declaring Money Procedure</li> <li>● Exhibition Goods Requirements for Travellers</li> <li>● Duty Payable on Excess Quality/ Value for Travellers</li> </ul> <p><b>VIEW CUSTOMS INFORMATION</b></p> <ul style="list-style-type: none"> <li>● Permitted Goods</li> <li>● Prohibited and Restricted Goods</li> <li>● Customs Offences</li> </ul>	<p><b>SELF DECLARATION</b></p> <ul style="list-style-type: none"> <li>● Passenger Deposit Refund Procedure</li> <li>● Temporary Admission of Exhibition Goods Accompanying Passenger</li> </ul> <p><b>CUSTOMS DUTIES</b></p> <ul style="list-style-type: none"> <li>● Permitted Luggage &amp; Items</li> <li>● Duty Payable for Excess Quantity and Value</li> </ul>

## Our Vision

- The leading Customs Administration in the world supporting legitimate trade

## Our Mission

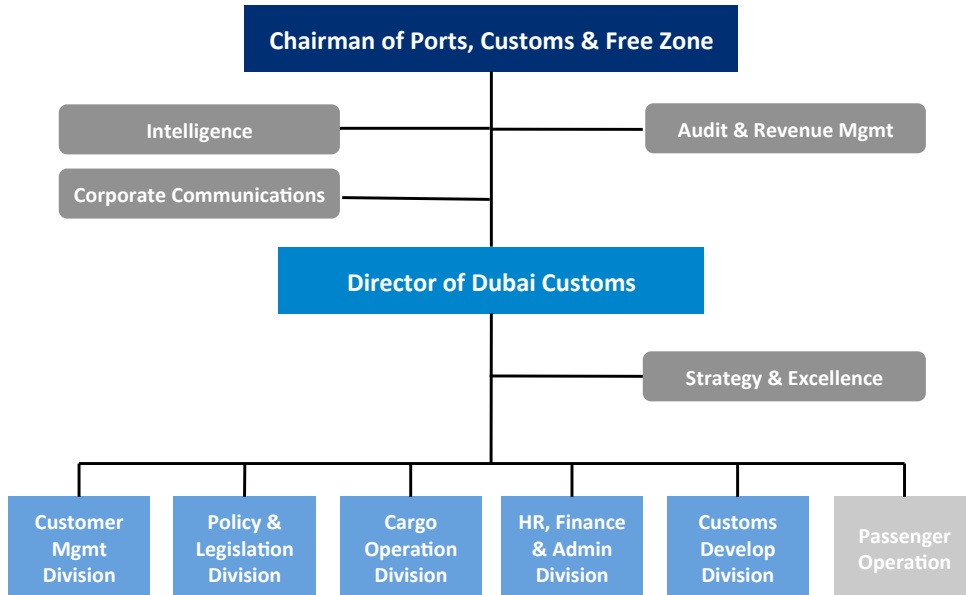
- Protecting the Society and Sustaining economic growth through compliance, facilitation & innovation

## Our Goals

- Provide an environment that supports the flow 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

## Our Values

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



- During 2016, changes which were implemented in the organization structure of Dubai Customs are explained in the below table:

Date of Change	Change Description	Change Level	Details
12th April 2016	Internal Affairs Department merged with Intelligence Department as a Section	Department	Chairman Circular 34/2016
12th April 2016	Intelligence Department reporting directly to the Chairman PCFC	Department	Chairman Circular 35/2016
16th June 2016	Corporate Communication Department reporting directly to the Chairman PCFC	Department	Chairman Circular 45/2016
1st Sept 2016	Section name change from "Employee Suggestions & Complaints" to "Innovation Centre"	Section	DG Circular 57/2016

## Organizational Structure & Governance



At Dubai Customs, operational Framework of Corporate Governance is a group of processes, customs, policies, laws and institutions affecting the way our corporation is directed, administered and controlled. We are one of the first government department in Dubai which has implemented an enterprise risk management framework ISO31000. Transparency, responsiveness and integrity are key elements of our corporate governance which consists of a set framework, laws, policies, methodologies, processes and implementations that guides our controlling and direction. All our corporate functions and their objectives are mapped with our vision, mission, values and strategic goals which are very much in line the expectations of our stakeholders. The entire governance process is controlled via a governance manual which is regularly reviewed & updated under the Corporate Leadership of Dubai Customs ensuring highest standards and leading practices. The contents of this manual also includes the framework for our international, regional, federal and local governance levels and the compliance practices such as Dubai Govt Laws, Federal Customs Laws, WTO, WCO and other regulations under the foreign and common wealth offices.



## Dubai Customs Governance



We ensure to adhere to the highest standards of good corporate governance combined with continuous pursuit of management excellence, which we feel is essential for our sustainable business success and growth. The highest level of our corporate governance, under the chairmanship of PCFC is overseen by the Director of Dubai Customs and a leadership team of Executive Directors, Directors and Senior Management. Their emoluments are determined under the Dubai Govt HR Law and their social and environmental performance does not influence any performance related remuneration. Their roles and responsibilities are guided under the policies of the Dubai Executive Council which defines their authorities and scope towards functional, administrative, legal and financial matters. We also have a standard approach in forming committees or teams that are based on extensive studies and business requirements, reflecting the added benefits to be gained such as the added value, achievement of goals, creative solutions that cannot be addressed through the normal operations throughout knowledge transfer, exchange of experience and the ultimate use of available human resources.

# Materiality & Stakeholder Engagement

(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 have been ranked the best government entity by achieving 94.9% Customer Happiness during the year 2016. For us, stakeholder engagement is an essential aspect of our corporate governance. Regular dialogue with all our stakeholders is essential to conducting our business, as well as developing and implementing our sustainability strategies. Being a very old organization, we have been engaged with many of our stakeholders for decades. We ensure to find ways that can help our customers, employees, and stakeholders to achieve more and more. We engage in an open dialogue with our stakeholders with an aim to balance economic, social, and ecological demands in order to secure and foster long-term relationships. Various methodologies and tools are in place which includes relationship managements audits, health checks, periodic assessments and surveys to ensure communication with our stakeholders. The below charts and details provides a complete picture of our stakeholders and their engagement methodology:



The materiality assessment process at Dubai Customs is designed to reflect the impact and potential impact our business has on our stakeholders. Our approach to determining materiality incorporates global and business specific standards and guidelines. We ensure that our materiality priority is in alignment with our corporate vision, mission and strategic direction. Our emphasis is to recognise the importance of our material issues which are significant to our organizational activities. Major focus areas are determined during our materiality assessments based on their potential risks for our compliance, reputation, relationships with our stakeholders and financial performance. As part of our previous sustainability reporting, we shared our materiality data and details which was prepared in accordance with GRI G4 Comprehensive guidelines. Our extensive stakeholder engagement has resulted in the following material aspects, their priority and boundaries:



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



Dubai Customs Materiality Index



# Materiality & Stakeholder Engagement



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



## Dubai Customs Week Consultative Council Meeting



### AGENDA

- |                  |  |
|------------------|--|
| Date             | 25 <sup>th</sup> Jan, 2018, Monday     |
| Time             | 10:00 AM – 12:00 PM                    |
| Place of Meeting | Al Fornaq HALL, 3 <sup>rd</sup> Floor. |



مع اني  
عامل

GOVERNMENT

### Audit, Risk & Revenue Management

The audit, risk and revenue management function at Dubai Customs is in charge of policies formulation, compliance monitoring, risk assessment and enforcement of crisis management plan to ensure business continuity during critical situations. Other functions include coordination and internal auditing of all departments in order to ensure compliance with regulations and operating procedures. The risk engine at Dubai Customs is a flexible system that fundamentally work on assessment & treatment of various risk factors such as economic risk, national security risks, environmental and social risks, supportive mainly in preserving the status of Dubai to be the leading shipping sector and a re-export hub through the mission of the organization. It is also worth mentioning that this system has resulted in a reduced clearance of shipments on time to less than 10 seconds per declaration. The said system was earlier awarded with the Technical Project Excellence Award as well as the UK Idea awards as well as high appreciation from WCO.

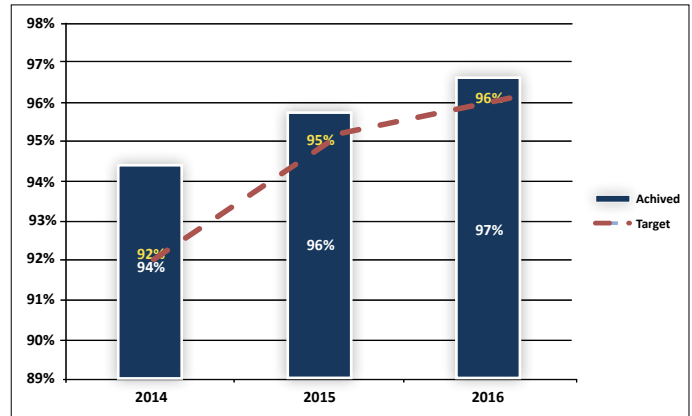


		Risk Review Matrix		
Probability	HIGH	Monthly Review	Bi-Weekly Review	Weekly Review
	MEDIUM	Quarterly Review	Monthly Review	Bi-Weekly Review
	LOW	Quarterly Review	Quarterly Review	Monthly Review
		LEVEL 1	LEVEL 2	LEVEL 3
		IMPACT		

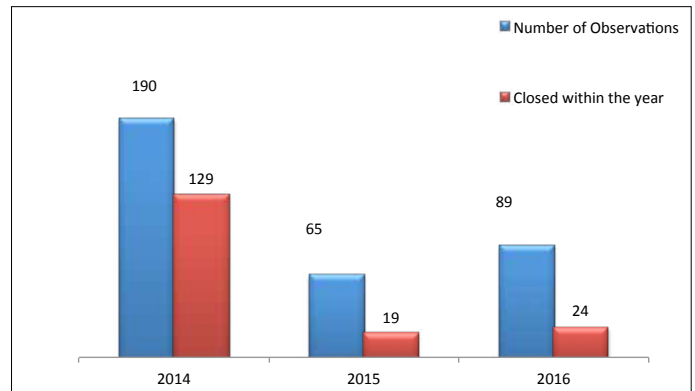
## Strategy, Excellence, Quality & Corporate Performance

This department provides the organization with necessary strategies and ensures the efficacy of corporate performance through the implementation of corporate standards and excellence criteria. It is committed to delivering the highest quality of strategic policies, norms and statistical data to support decision making at Dubai Customs, enhance customer care, and achieve employee satisfaction. The Performance Management Methodology is based on international best practices and concepts in performance management (Balanced Scorecard) and in the spirit of leadership in creating an integrated system which contributes to upgrading the organization's performance and the achievement of its strategic goals, services and key processes cascaded down to the lowest level of service. Quality Assurance at Dubai Customs has successfully implemented fourteen management systems of best practices in various areas of management. Dubai Customs was the first government organization in the world to get the ISO 10001 certification, the first government organization in the Middle East to receive the ISO 10002 certification, the first government organization in Dubai to get ISO 20000, and the first customs organization in the world get a certificate TISSE 2012 service Excellence, ISO 10244, ISO 2150 certification and the European standard TS 16555.

### RISK REGISTER



### RISK MITIGATION







## Intelligence & Internal Affairs

The intelligence and 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 endeavour to deal with our employees, customers, suppliers and all our stakeholders transparently, impartially and with integrity thus adhering to the philosophy of service excellence and client satisfaction. 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. 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.







## Corporate Communication

The corporate communication function oversees internal and external communication for Dubai Customs with a view to reinforcing joint collaboration with the Government and media, managing and enhancing corporate image, as well as monitoring and screening of all media published material and preparing relevant reports. It also secures the management, marketing and promotion of all corporate events, activities and services. Furthermore, the department is also responsible for arranging, following-up and executing programs related to hosting and catering to visiting delegations. It also carries out identity programs

and initiatives aimed at strengthening national identity, while at the same time investing in such partnerships that really support Dubai Customs' core mission. The policy of Corporate Communications at Dubai Customs stipulates precision and clarity in communicating information about our services to our stakeholders, including the provision of information about services and procedures, policies and customs legislation, and to exploit opportunities to enhance the image and reputation of the service on all domestic and international forums and in accordance with best international standards and practices.



## Sustainability & Corporate Responsibility

The main objective behind our Sustainability and Corporate Responsibility practices is to maximize our contribution to sustainable development of the communities we operate within. 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 are accountable for the impact of our operations on society, the economy and the environment. The organization accept appropriate scrutiny by authorized parties and also accept a duty to respond to this scrutiny. We strive to be transparent in our decisions and activities that have impact on society and the environment as required by applicable laws and regulations governing our operations. All functions disclose in a clear, accurate and complete manner, and to a reasonable and sufficient degree, the policies, decisions and activities for which we are responsible, including their known and likely impacts on society and the environment. This information is readily available, accessible and understandable to those who have been, or may be, affected in significant ways by our operations. This information is related in a timely manner and factual and presented in a clear and objective manner so as to enable stakeholders and interested parties to accurately assess the impact that our decisions and activities have on their respective interests. Dubai Customs conducts its operations in an ethical way. Our organizational behavior is based on the values of honesty, equity and integrity. These values imply a concern for people, animals and the environment and a commitment to address the impact of our activities and decisions on our stakeholders' interests.

We accept that respect for the rule of law is mandatory. As a government authority established to promote and enforce national regulations, this principle is of the utmost importance to our operations and defines our relationship with many of our stakeholders. As a government organization operating from Dubai, we understand that we are part of a global village and respect international norms of behaviour, while adhering to the principle of respect for the rule of law. Finally, we respect human rights and recognize both their importance and their universality. We abide by all federal and local regulations and law in the UAE related to human rights.

Our Sustainability and CSR Management System is based on understanding and addressing the corporate social responsibility core subjects, as economic aspects, as well as aspects relating to health and safety and the value chain are dealt with throughout these core subjects. Our CSR initiatives and projects ensure that we target and promote activities within these core subjects, which includes organizational governance, human rights, labour practices, environment, fair operating practices, consumer issues and community involvement & development.

حكومة دبي  
GOVERNMENT OF DUBAI

دبي  
DUBAI

بَيْتُ الْخَيْرِ

Beit Al Khair Society

الوقف  
الخير

مساعدات  
شخصية

برنامج  
الطالب



# Sustainability & Corporate Responsibility

- 2016 at a glance
- Marketplace
- Social & Economic Contribution
- Environmental Support
- Workplace







Dubai Share of the Foreign Trade - 76%

Dubai Share of the GCC Trade - 67%

Dubai Overall Trade – AED 1,276 Billion

Number of Declaration Transactions recorded by Dubai Customs – 9.1 Million

Number of total seizures by Dubai Customs – 4,376

Completion of Projects and Initiatives of Dubai Customs Strategic Plan – 75%

Level of Achievement of overall Strategic KPIs – 76%

Level of Achievement for e-Enablement & m-Enablement – 100%

Level for Customer Satisfaction with Integrated Services – 94%

Carbon Footprint Reduction from Paper Recycling – 597 Tons

Level of Electronic Payment Achieved – 94%

Dubai Customs became the first Government organization to obtain ISO 20000

Dubai Customs became the first Government organization to obtain ISO 21500

Dubai Customs became the first Government organization to obtain ISO 10244

Dubai Customs received the Global CIO Award from ICMG

Dubai Customs was certified COBIT5 – Level 3

Dubai Customs won International CSR of the Year Award from MEBLSA – Malaysia

Dubai Customs won ElBaz Award for Excellence Organization Sustainability – Hamdan E-University

Client Happiness measured by Dubai Customs – 97.1%

Level of Community Satisfaction Achieved – 89%

Level of Partnership Happiness Achieved – 88%

Level of Internal Customer Satisfaction – 85%

Level of Employee Satisfaction – 89%

Level of Overall Client Satisfaction – 85%

Number of Dubai Customs Strategic Partners – 23

Number of Dubai Customs Supportive Partners – 64

Number of Suggestions from Dubai Customs Employees – 4,050

Number of Customs Policies – 44

Number of Customs Notices – 159

Number of Registered Clients for Dubai Customs – 196,642

Number of Overall CSR Initiatives & Projects – 213

Total Electricity consumed - 11,052,873 KWH

Total Water consumed - 11,192,781 Gallons

Total Number of Employees – 2,971

Total Training Hours for Employees – 29,197

Total Number of Employees Trained – 1,758

Financial Benefit from Implementation of Tangible Ideas – AED 81,742,365

Number of Ideas Submitted – 4,050

Dubai Customs won Golden Globe Tigers Award on Best CSR Practices – Kuala Lumpur, Malaysia

Dubai Customs won Asia Best CSR Practice Award – CMO Asia

Dubai Customs won Golden Peacock Global Sustainability Award – India

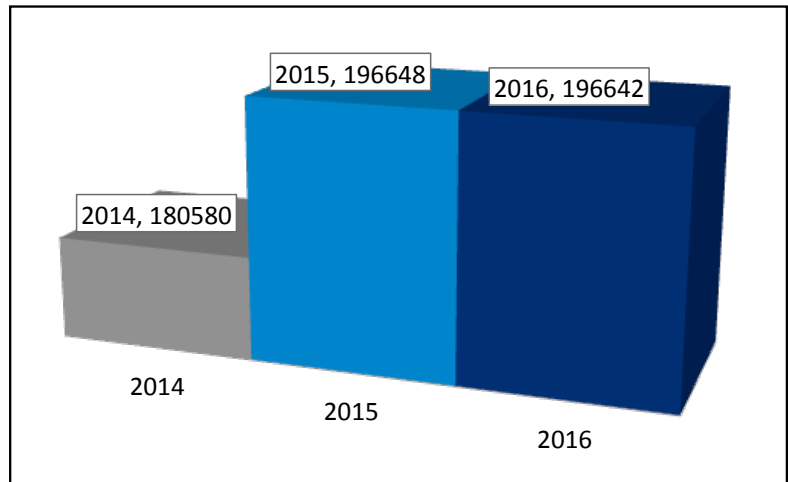
Dubai Customs won Brilliance in Environmental & Corp Sustainability Award – UK



Dubai Customs was from the first custom Departments in the world to receive ISO10001:2007. The customer happiness charter at the organization has been developed and managed according to the guidelines provide by ISO10001:2007 and in accordance with the best international practices in this field, taking into consideration the feedback provided by the top management, employees, clients and partners. These are as below:

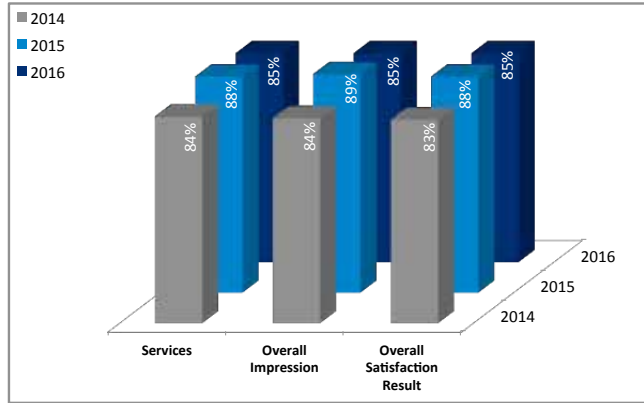
- Setting service quality standards for the services provided by the organization including all the enquiries, complaints and suggestions related to these services.
- Setting service delivery time for all services
- Defining channels of services
- Defining service fees
- Excluding complaints and disputes subject to legal action

### Dubai Customs Registered Clients





## Client Satisfaction

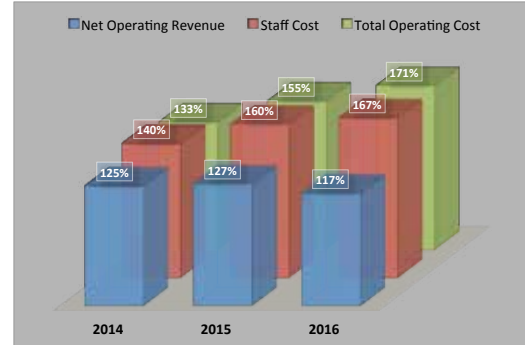


Market innovation at Dubai Customs has continued to produce new products and services as well as improved products and service. It has also resulted in new organizational procedure at various business units within the organization. The innovation strategy at Dubai Customs provides the necessary guidance to employees regarding the concept of innovation and how to push the process of innovation through world trade thus contributing to achieve the organization's vision for 2021 in line with Dubai's strategic direction. This strategy is responsible to promote and spread a culture of improvement and innovative productivity to ensure the sustainability of institutional work and enhance our services.



Dubai Customs plays its main role in protecting the society and sustaining economic development of the country through its operations. It contributes 15% of Dubai Government revenue and sustainably facilitates the legitimate trade in Dubai, in UAE, in the Region and all over the globe. The overall facilitation in trade in UAE is evidenced by the trade percentage through Dubai which for 2016 reached 76% of the overall trade.

The Finance Department at Dubai Customs contributes a major role in forming the overall business strategy and direction. Our strategy cycle annually begins with workshops initiated by the Strategy Department to engage all departments & employees in forming the overall strategy and specifically the financial direction and budgets. SWOT Analysis is always done to analyse the Service Catalogue of Finance Department in term of its position listing all business processes and services. As one of the best practice exercises, during 2016, the organization conducted the PESTLE Analysis workshop (Politics, Economics, Social, Technology, Legal & Environmental) where are related factors were filtered from different strategic & economic reports published within UAE as well as globally.



## Key Function Of The Finance Department Is As Follows:

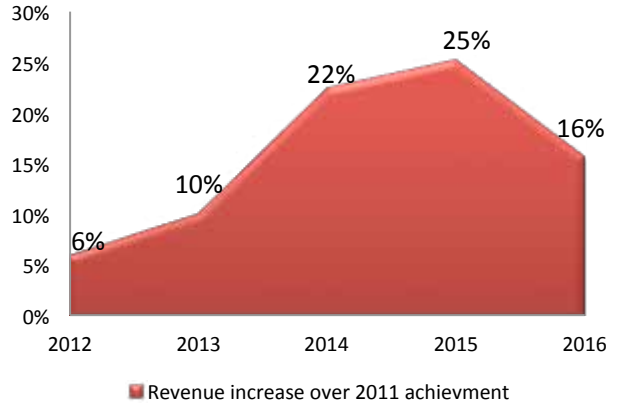
- Revenue Collection & Booking
- Budget preparation and execution
- Preparation and regular review of Financial Methodologies, Policies & Manual
- Implementation of new Financial System to increase accuracy
- Automation of processes to increase efficiency
- Services costing revision & costing for new service
- Gaining International Awards for the existing Financial Services.

Dubai Customs CSR Budget & Expense		2013	2014	2015	2016
<b>BUDGET</b>	Annual Budget	2,298,321	1,913,752	783,545	935,854
	% of the DC Payroll Budget	0.24%	0.20%	0.10%	0.11%
	% of the DC Expense Budget	0.61%	0.43%	0.00%	0.00%
<b>ACTUAL EXPENSE</b>	Actual Annual Expenses	2,319,521	1,559,732	724,400	691,770
	% of DC Actual Payroll	0.25%	0.15%	0.07%	0.08%
	% of DC Actual Expenses	0.46%	0.34%	0.06%	0.01%

During 2016, the Virtual Account was also introduced to increase client satisfaction by providing online services through a well-recognized financial entity with worldwide Accessibility; increasing payment channels, reducing & eliminating monetary risk during cash handling. We are pioneers to use a special mechanism to calculate Service & Process Costing. We use ABC Costing Methodology for manpower costs and standard costing for others.

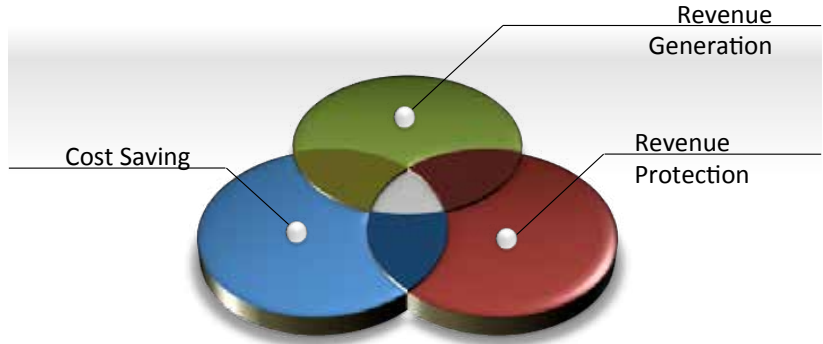
# Social & Economic Contribution

we continue to develop and implement our long term policies, plans and financial processes to support the achievement of the Dubai government strategy. Our financial planning, internal control, monitoring and audit processes, as well as the preparation of our financial reports to ensure the optimal use of resources in an efficient manner. We ensure to apply revenue development programs, expenditure rationalization programs, principles of cost management and regulation of laws and guidelines related to various financial fields in light of the observations and recommendation of the government entity controlling financial matters.



During 2016, the finance function achieved 91% of its operational plans which included smart cards, virtual account project, automated pension payment scheme, collection and payment project, automated daily bank reconciliation and much more. It also introduced 4 specialized methodologies to ensure providing the end users with work structure and approach. These methodologies scopes around financial resources, budget, reporting and increased revenue-cost reduction.

Dubai Customs Financial Priorities



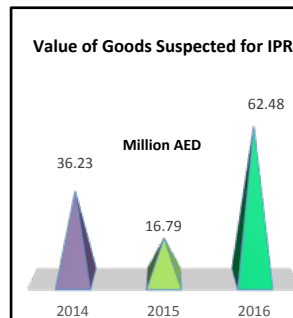
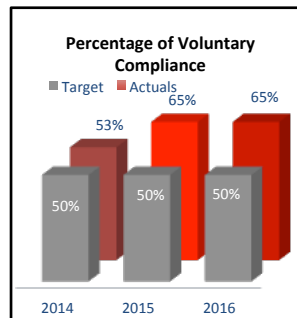
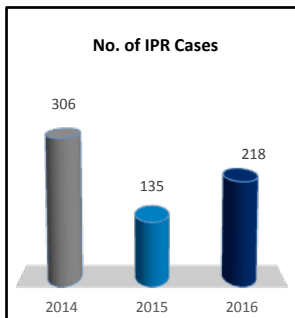


Besides economic tasks and development, Dubai Customs pays special attention towards social and community activities and ensures to organize programs and projects aimed at community responsibility and contribution. The objective of our community related activities are in line with the Dubai Government priorities of achieving sustainable development and maintaining excellence and leadership for Dubai and UAE. 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.

We are always keen to spread community awareness related to our core functions of customs and have specialized programs in this area. Since 2011, we have a Dubai Customs pavilion in Kidzania, which is one of the world's most powerful community engagement and experiential marketing concepts. The aim is to spread awareness and attract children towards the customs function and profession and develop future inspectors. Children role play as customs inspectors and learn this important function which protects the society. Till end of 2016, more than 250,000 children learnt about the role and function of customs inspectors protecting the borders of the country.

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. DC regularly engages 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.



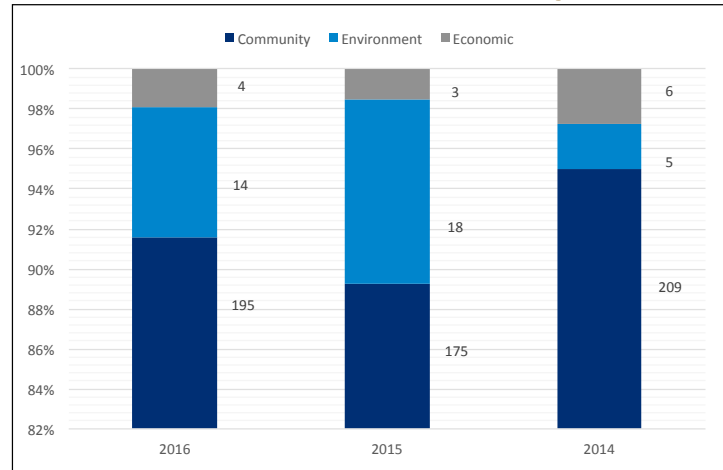


In addition to promoting core customs values among the community, Dubai Customs organizes various activities, programs and programs in the areas of giving, donations, blood campaigns, heritage and cultural activities, International days and events, UAE national days and many other special events and occasions. Special activities are always organized during the holy month of Ramadan every year which includes free iftars, eidiya, Ramadan tents, water distribution, suhoor and much more. The organization is also heavily involved in collecting and giving items of need for the poor people of the community, within as well as outside the borders of

UAE. The output and results of all these programs are measure through pre-defined performance indicators such as number of initiatives, number of beneficiaries, money spending etc.

Dubai Customs ensures to measure the community satisfaction results annually through a survey for obtaining the opinion from the society on our contributions and activities. The survey is classified on the basis of different categories such as age, gender, nationalities, race and geographic areas. 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

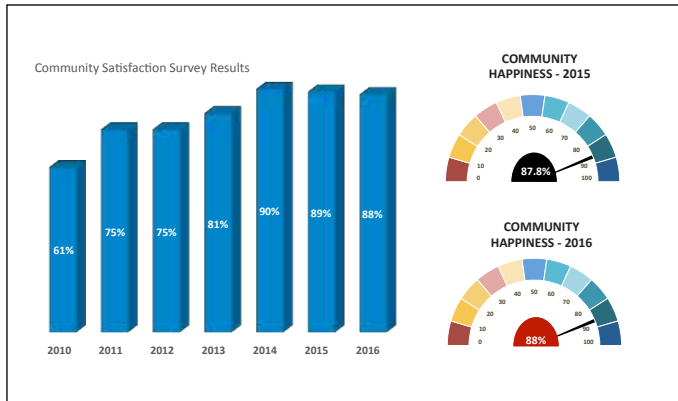
### Number of CSR Initiatives & Programs



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.



## Community Satisfaction Survey Results





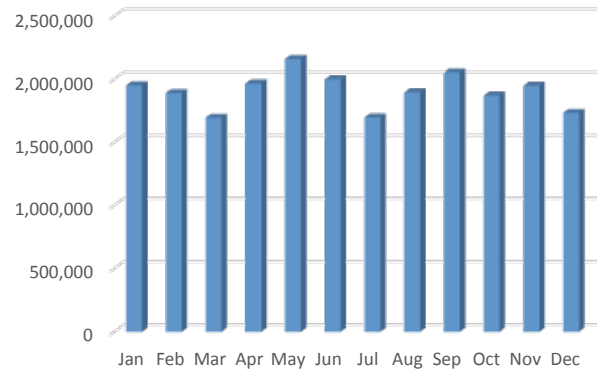
Despite being a service organization, our environment policy aims at reducing the risk of pollution and carbon effects from our process and operations. Our long term goal is to be a fully carbon-neutral organization which we believe to achieve through gradual development in the area of environmental sustainability. We emphasize to preserve our national land and environment and create values by social and economic needs and striking the right balance between these needs. We have defined and dedicated policies and practices in the areas of Environment, Health and Safety and have acquired international standards such as ISO 14001 and OHSAS 18001 through which we continue our journey of creating a safer and greener culture both within and outside the organization.



#### Dubai Customs Facilities - Water Consumption (Gallons)

Month 2016	Consumption
Jan	1,950,160
Feb	1,890,585
Mar	1,693,647
Apr	1,965,191
May	2,160,612
Jun	1,997,963
Jul	1,695,985
Aug	1,894,874
Sep	2,052,874
Oct	1,869,232
Nov	1,947,202
Dec	1,732,614
<b>TOTAL</b>	<b>11,192,781</b>

#### DC Water Consumption-Gallons



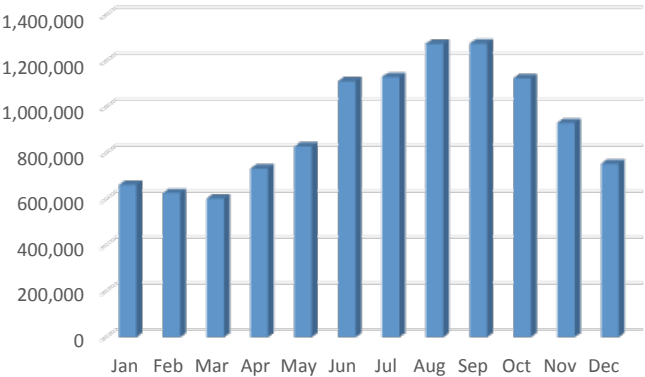


The main focus of our initiatives in the area of environmental support is towards energy and water conservation, recycling efforts, waste management, radiations emissions from our equipment, greener infrastructure and trade control on items which are against international laws. We keep monitoring our energy consumption and strengthen employee training, awareness and engagement on environmental issues. We are actively looking for opportunities to reduce and control our GHG Emissions. The Electricity and Water requirements of our organization are fulfilled through rental arrangements from Dubai Electricity and Water Authority. However, continuous developmental efforts are planned implemented to ensure consumption reduction and conservation with an objective to reduce our carbon emissions as well as the overall cost in this regard. Total Electricity consumed during 2016 is 11,052,873 KWH or 39,760 gigajoules.

**Dubai Customs Facilities -Electricity Consumption in KWH**

Month	Consumption
Jan	661,514
Feb	626,225
Mar	602,451
Apr	732,379
May	828,660
Jun	1,112,160
Jul	1,130,037
Aug	1,274,924
Sep	1,275,711
Oct	1,124,863
Nov	930,965
Dec	752,984
<b>Total</b>	<b>11,052,873</b>

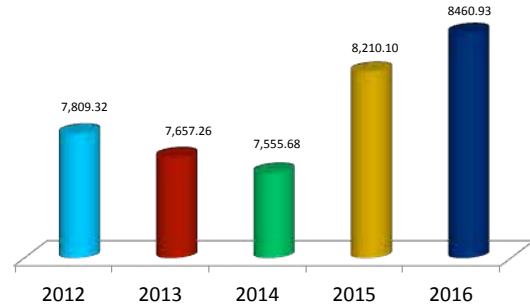
**DC Electricity Consumption-KWH**



We strongly believe that waste is an additional expenditure for the organization and engaging in waste management and recycling is imperative both as cost saving as well as our contribution towards the environment. Since last 5 years we have been religiously following and continuing our AI Grass Recycling campaign which aims primarily at saving papers for the global environment. This campaign aims to promote volunteerism and participation through reduced consumption of resources and recycling of these resources, thus saving carbon emissions, trees and in-turn money. During later phases

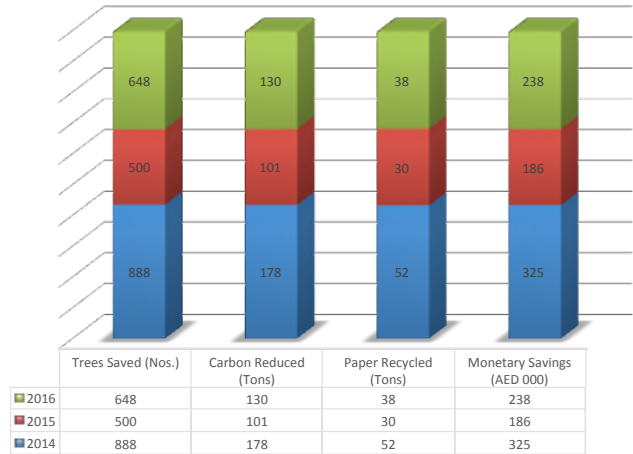
of this campaign, we also launched our strategy of using greener and cleaner technologies. This initiative is planned and developed by the DC IT Department with an aim to introduce a uniform and consistent approach to the allocation, access and usage of printers in order to provide a more cost effective, flexible and reliable solution and at the same time minimize the environmental impact of the organization. The objective is to introduce and implement a habitual culture of saving papers and printer-ink among all employees within the organization. This can be done by simply avoiding unnecessary printing, copying and promoting electronic filing. All policies, procedures and rules of this campaign have been designed keeping in mind our business requirements, operational flexibility and manageable controls.

General Waste - Tons



Derived from the core business of combating illegal trade and control on banned items, we have a strong contribution in the area of trade of endangered species and their remains. As part of the global environment contribution and in compliance to the International practices of CITES, we indulge in spreading awareness among the community about the dangers of extinct animals and their killing for their remains such as skins, ivory, horns and much more. We are one of the leading government departments that places emphasis on matters related to the protection of environment and habitats as part of their strategic priorities to ensure adherence to international conventions and initiatives in this regard. This campaign is also in line with our Social Responsibility efforts and keenness to preserve the environment and our goal of spreading a culture of environment protection.

## Recycling Campaign Achievement

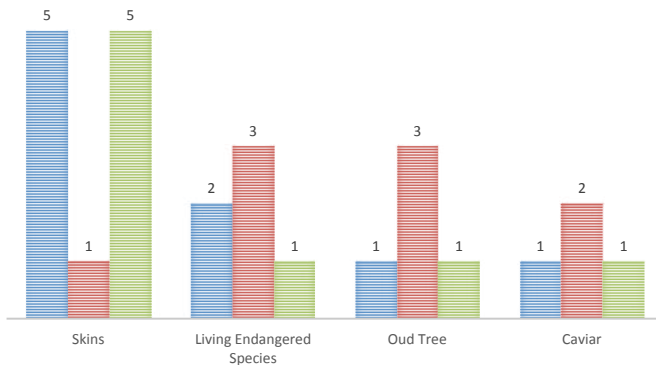


In addition, we also ensure participation in local, regional and international events which are aimed at environmental improvement and reduction of the carbon footprint. This is achieved through memberships, partnerships and joint projects with other government and private entities and NGOs. Events such 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. We also provided free check-up of tyres for our employee's vehicles in order to improve their maintenance and thus reducing carbon footprints.

## Endangered Species - CITES Statistics

### Number of Seizures

■ 2014 ■ 2015 ■ 2016





Dubai Customs' higher management believes the human capital is the biggest asset and with this in mind the Human Resource Department gives much attention to train and develop employees and instil excellence and innovation as a daily work practice. The organization has a complete HR guide that cover all the Department's policies and procedures which covers recruitment, development, training, transfers, performance evaluation, emoluments, leaves, rewards, grievances, suggestions, time & attendance etc. We are the first government department to have an internal assessment center which have qualified & certified assessors. The assessment center uses Genesys system, and is regarded as a catalyst in hiring and selection processes, whereby it assesses current performance and also future career paths.

**2016: 2,283**  
**2015: 2,232**  
 2014: 2,172

**2016: 688**  
**2015: 677**  
 2014: 663



Male



Female

**2016: Local 82.13% ; Expats 17.87%**  
**2015: Local 81.50% ; Expats 18.50%**  
 2014: Local 81.34% ; Expats 18.66%



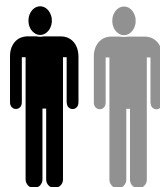
Nationality



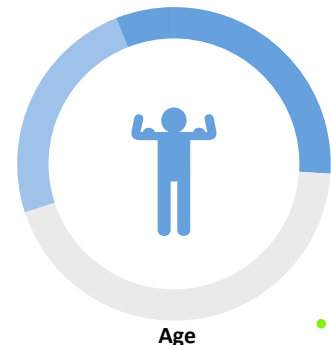
Among other workforce related initiatives, The Human Resources gate is the first government service center that receives personal and administrative applications. Employees' requests are received through a portal that includes E Tools and HRMS Systems with a direct email and dedicated phone number. Employees can apply online without having to come in person where the services are offered on a 24/7 basis. This system is regularly updated to work in with the Department's and Dubai Government's vision with an aim to improve quality and excellence.

Age	2016	2015	2014
Up to 30 yrs.	930	965	1,105
B/w 30-50 yrs.	1,792	1,717	1,558
Above 50 yrs.	249	227	117

Age	2016	2015	2014
Permanent	2,835	2,895	2,970
Temporary	0	1	1



**Permanent /  
Temporary**



A very comprehensive Performance evaluation system ensures more justice and transparency to all employees where individual targets are planned and measured to achieve strategic results. There are more channels of communications opened with the employees and it guarantees best use of human resources and minimizing outsourcing through training and using internal cadres. Dubai Customs Child Care Center was established as the first model nursery at the level of government departments in Dubai. It comes within the Department's efforts to help its female employees build that balance between work and life and be closer to their children during the workday. The Child Care Center was created in accordance with the principles and directives set up by H.H. Shaikha Manal bint Mohammed bin

Rashid Al Maktoum, President of Dubai Women Establishment, (DWE) and wife of H.H. Sheikh Mansour bin Zayed Al Nahyan.

Female Employees	2014	2015	2016
Senior Mgmt.	6	1	8
Middle Mgmt.	37	71	48
Lower Mgmt.	435	304	164
Others	185	301	468

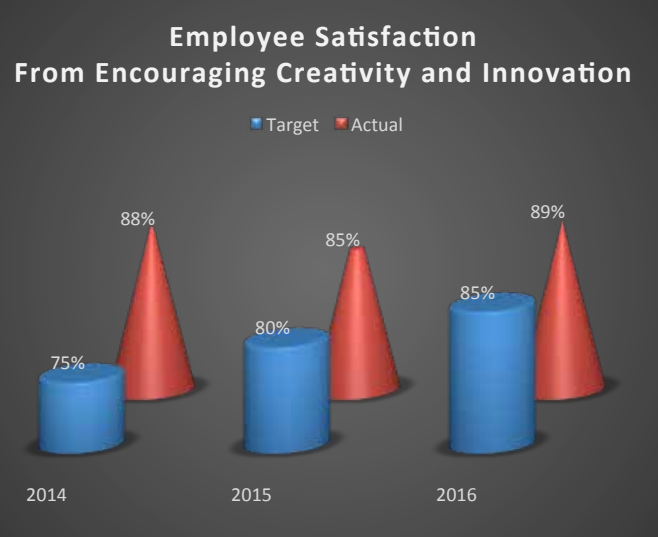


## DC - EMPLOYEE TURNOVER

TOTAL EMPLOYEES LEFT	2014	2015	2016
<i>Age Groups (up to 30 years)</i>	139	14	81
<i>Age Groups (above 30 years)</i>	66	4	82
<b>TOTAL</b>	<b>205</b>	<b>18</b>	<b>163</b>
<i>Males</i>	158	16	124
<i>Females</i>	47	2	39
<b>TOTAL</b>	<b>205</b>	<b>18</b>	<b>163</b>
TOTAL EMPLOYEES JOINED	2014	2015	2016
<i>Age Groups (up to 30 years)</i>	292	156	159
<i>Age Groups (above 30 years)</i>	58	65	25
<b>TOTAL</b>	<b>350</b>	<b>221</b>	<b>184</b>
<i>Males</i>	294	174	139
<i>Females</i>	56	47	45
<b>TOTAL</b>	<b>350</b>	<b>221</b>	<b>184</b>

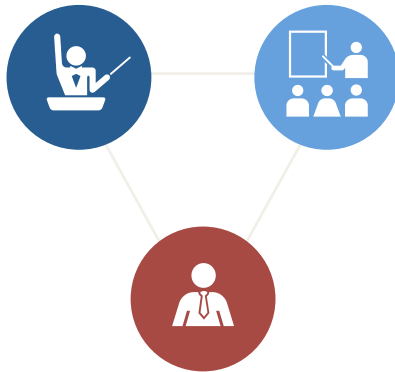


In order to ensure implementation of best practices in Human Development, the Al Fanar capabilities matrix was also introduced at the organization. The Matrix meets the employees' needs by specifying behavioural and technical competencies for each employee. There are 12 competencies that are linked closely to Dubai Customs' general strategy. Dubai Customs is the first government department to apply this project which was benchmarked with international recognized departments such as Hewitt and the Canadian Customs. The project was implemented internally by human resources specialists in coordination with managers and heads of departments. The aim is to put up together a career competency literature internally without engaging any external consultants and extra costs. Dubai Customs strongly believe in Women empowerment and female leadership. A dedicated Women's Committee exists in the organization which was established to empower women at all levels helping them assume their role effectively.





The organization puts very high emphasis on employee training and development. An annual training needs plan is developed which ensures meeting the needs of the existing and prospective stakeholders. The online training program can be used by all Dubai Customs' employees and is directly linked to the performance matrix and performance evaluation system. It is suitable for the nature of the department's work and is considered as one of the best world practices. The system was developed internally, and was updated by Oracle system on stages and benchmarked against world practices in the field. A very comprehensive evaluation of training outcomes is also in place which is also automated online and is linked to employee performance.



### Training DC Policies & Procedures Related to HR

DETAILS	2014	2015	2016
Total Number of Hours of Training	36,521	32,809	29,197
Total Number of Employees Trained	1,749	1,601	1,758

### DC Overall Training Programs Conducted

Venue	2014	2015	2016
Internal	144	154	240
External	190	253	119

### Leadership Training Attendees

	2014	2015	2016
No. of Attendees	306	417	352

### Training Attendees - Statistics

Category	2014	2015	2016
<b>Males</b>	2,572	2,739	3,132
<b>Females</b>	1,193	1,380	1,495
<b>Local</b>	3,316	3,478	3,946
<b>Expats</b>	449	641	681

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

CATEGORY	2014		2015		2016	
<b>Gender</b>	<b>Total Hours</b>	<b>Average</b>	<b>Total Hours</b>	<b>Average</b>	<b>Total Hours</b>	<b>Average</b>
Males	39,535	15.4	44,087	16.1	44,426	14.2
Females	18,293	15.3	16,589	12	20,339	13.6
<b>Nationality</b>	<b>Total Hours</b>	<b>Average</b>	<b>Total Hours</b>	<b>Average</b>	<b>Total Hours</b>	<b>Average</b>
Local	51558,8	15.6	50,447	14.5	55,657.5	14.1
Expats	6270	14.0	10,229	16	9107.5	13.4
<b>Employees Categorized</b>	<b>Total Hours</b>	<b>Average</b>	<b>Total Hours</b>	<b>Average</b>	<b>Total Hours</b>	<b>Average</b>
Senior Management	824	10.6	3,330	12.1	1,090	11.8
Middle Management	9855.5	10.2	13,624	14.9	13,675	11.9
Others	47149	17.3	46,183	14.8	50,000	14.8

جمارك  
CUSTOMS



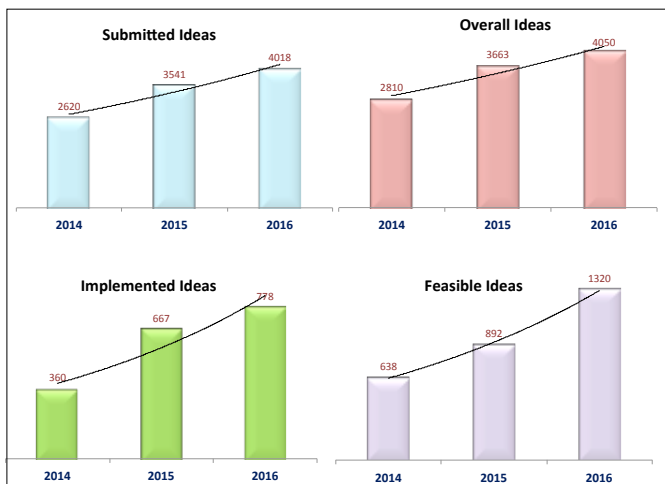
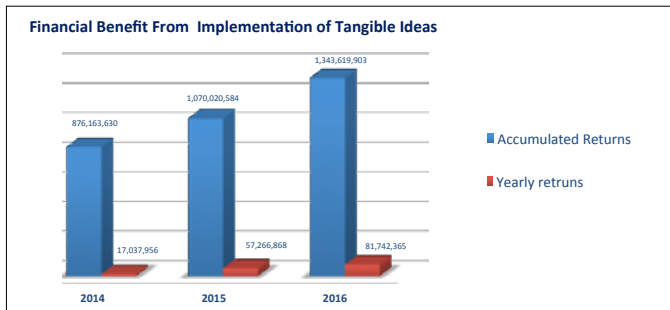
NATIONAL ASSOCIATION  
OF FREIGHT & LOGISTICS

Linking U.A.E. to the world



Dubai Customs employee's suggestions & complaints scheme is a part of Dubai Government scheme that is implemented across all government bodies to bring together innovative ideas and cost effective solution to the organization. Key objectives of this initiative includes:

- Promote continuous and effective communications from all staff levels to the management.
- Eliminate inefficiency and improve morale through employee's involvement and engagement.
- Empowering employees through implementing creative ideas and rewarding them.
- Evaluate the scheme through surveys, studies and measure return on these implementations.
- Enhance employee motivation and concerns through prompt handling of complaints and grievances.



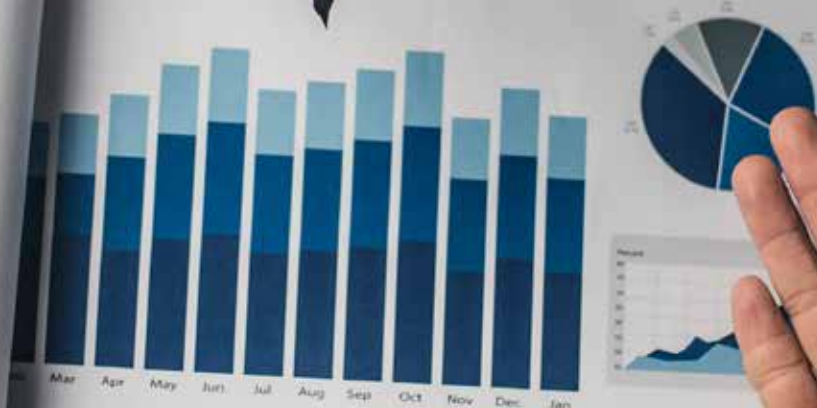
# Reporting at Dubai Customs

- Review Period & Boundaries
- Approach, Methodology & Limitations
- Materiality & Stakeholder Engagement
- Independent Assurance
- Comments & Feedback
- GRI G4 Index





## BUSINESS REPORT



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## Review Period & Boundaries

### **(G4-17, G4-18)**

This is the ninth annual edition of our Sustainability reporting through which we share our performance data and other information for the year 2016, covering the period between 1st January 2016 to 31st December 2016 with comparable data for the past years, wherever possible. The report highlights the social, economic and environmental impacts that are pertinent to our business and voluntarily discloses key data and information as we respect and uphold the principle of corporate transparency and open communication. All details herein cover all our offices (including the headquarters) which are all located in Dubai - UAE as we have no other operations outside the UAE.



The report describes our strategy, organization, initiatives and goals for ensuring sustainability. Our Report is guided by the G4 Sustainability Reporting Guidelines of the Global Reporting Initiative (GRI) 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 G4-17 to G4-27 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.

## Approach, Methodology & Limitations

Reporting at Dubai Customs

## Materiality & Stakeholder Engagement

We have attempted to cover the most critical topics and issues reflecting our significant economic, environmental, and social impacts that would substantively influence the assessments and decisions of key stakeholders. The information and data in the report was selected according to the materiality principle since we continuously undertake materiality assessment based on the views of stakeholders, peer reviews and internal knowledge to establish the material issues for inclusion within the report. We have identified our key stakeholders and have outlined how we engage them, our understanding of their interests and expectations, and how we have responded.

As part of the external quality assurance process and being a public organization, 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. This audit report and its findings are not published and kept confidential.

## Independent Assurance

Reporting at Dubai Customs



For more information, comments & feedback on this report, please contact as below:



[www.dubaicustoms.ae](http://www.dubaicustoms.ae);

Corporate Communications Department of Dubai Customs,  63, Dubai – UAE;



[CSR.DC@dubaicustoms.ae](mailto:CSR.DC@dubaicustoms.ae) ;



or





General Standard Disclosures			
Disclosure Ref	Definition	Page / Direct Answer	External Assurance Reference
<b>Strategy and Analysis</b>			
G4-1	Statement from the Director General	7	-
G4-2	Description of key impacts, risks, and opportunities.	22	-
<b>Organizational Profile</b>			
G4-3	Name of the organization	Cover Page	Yes, Page 57
G4-4	Primary brands, products, and/or services	13	Yes, Page 57
G4-5	Location of organization's headquarters	10	Yes, Page 57
G4-6	Number of countries where the organization operates	10 (UAE only)	Yes, Page 57
G4-7	Nature of ownership and legal form	10	Yes, Page 57
G4-8	Markets served	13	Yes, Page 57

G4-9	Scale of the reporting organization	54 & 55	Yes, Page 57
G4-10	Number of Employees	10	Yes, Page 57
G4-11	Percentage of Employees covered by CBA	None	Yes, Page 57
G4-12	Organization Supply Chain	32 & 33	Yes, Page 57
G4-13	Significant Changes to the Organization Structure	15	Yes, Page 57
G4-14	Precautionary Approach	18 & 19	Yes, Page 57
G4-15	Externally Developed Economic, Environmental and Social Charters	14	Yes, Page 57
G4-16	Memberships of Associations	17	Yes, Page 57
<b>Identified Material Aspects and Boundaries</b>			
G4-17	Entities Included in the Organization Consolidated Financial Statements	54 (UAE only)	Yes, Page 57
G4-18	Report Content and Aspect Boundaries	54	Yes, Page 57
G4-19	Material Aspects	18 & 19	Yes, Page 57
G4-20	Material Aspect Boundary within the Organization	18 & 19	Yes, Page 57
G4-21	Material Aspect Boundary outside the Organization	18 & 19	Yes, Page 57
G4-22	Effect of Re-Statement from Previous Report	None	Yes, Page 57
G4-23	Significant Changes in Scope and Aspect Boundaries	None	Yes, Page 57



<b>Stakeholder Engagement</b>			
G4-24	List of Stakeholders	18	Yes, Page 57
G4-25	Basis for Identification and Selection of Stakeholders	18	Yes, Page 57
G4-26	Approach to Stakeholder Engagement	18	Yes, Page 57
G4-27	Key Topics Through Stakeholder Engagement	18	Yes, Page 57
<b>Report Profile</b>			
G4-28	Reporting Period	54	Yes, Page 57
G4-29	Most Recent Report	54	Yes, Page 57
G4-30	Reporting Cycle	54	Yes, Page 57
G4-31	Contact Point Regarding the Report	58	Yes, Page 57
G4-32	Report the "In Accordance" Option Chosen	55	Yes, Page 57
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<b>Governance</b>			
G4-34	Governance structure of the organization	15 to 17	Yes, Page 57
G4-35	Process for Delegating Authority	15 to 17	Yes, Page 57
G4-36	Executive Level Position for Economic, Environmental and Social Responsibility	15 to 17	Yes, Page 57

G4-37	Process for Consultation on Economic, Environmental and Social Responsibility	15 to 17	Yes, Page 57
G4-38	Composition of Highest Governance Bodies and Committees	15 to 17	Yes, Page 57
G4-39	Highest Governance Body	15 to 17	Yes, Page 57
G4-40	Nomination and Selection for the Highest Governance Body	15 to 17	Yes, Page 57
G4-41	Process for the Highest Governance Body to Ensure Avoidance of Conflicts of Interests	15 to 17	Yes, Page 57
G4-42	Role of Governance Bodies in Development of Vision or Mission	15 to 17	Yes, Page 57
G4-43	Measures on Highest Governance Body on Economic, Environmental and Social Topics	15 to 17	Yes, Page 57
G4-44	Evaluation of Governance Body on Economic, Environmental and Social Topics	15 to 17	Yes, Page 57
G4-45	Role of Highest Governance Body in Identification of risks and opportunities	15 to 17	Yes, Page 57
G4-46	Role of Highest Governance Body in Effectiveness of risks and opportunities	15 to 17	Yes, Page 57
G4-47	Frequency Review of Highest Governance Body	15 to 17	Yes, Page 57
G4-48	Highest Committee which Review the Organization's Sustainability Report	15 to 17	Yes, Page 57
G4-49	Process for Communication Critical Concerns to the Highest Governance Body	15 to 17	Yes, Page 57
G4-50	Nature and Number of Critical Concerns Communicated	15 to 17	Yes, Page 57
G4-51	Remuneration Policy for the Highest Governance Body	17	Yes, Page 57
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G4-53	Stakeholders Views on Remuneration	17	Yes, Page 57

G4-54	Ratio of Compensation for Highest Paid Individual and All Employees	Confidential	Yes, Page 57
G4-55	Ratio of Percentage Increase for Highest Paid Individual and All Employees	Confidential	Yes, Page 57
<b>Ethics and Integrity</b>			
G4-56	Code of Conduct and Ethics	24	Yes, Page 57
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G4-58	Internal & External Mechanism for Advice on unlawful Behaviour	24	Yes, Page 57
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<b>Material Aspect</b>	<b>DMA and Indicator Definition</b>	<b>Page / Direct Answer</b>	<b>External Assurance Reference</b>
<b>Economic</b>			
<b>Economic Performance</b>			
G4-DMA	Reasons for Materiality & its Impacts	34 to 36	Yes, Page 57
G4-EC1	Direct economic value generated & distributed	34 to 36	Yes, Page 57
G4-EC2	Financial Implications & Other Risks & Opportunities Due to Climate Change.	None	Yes, Page 57

G4-EC3	Coverage of the Organization's Defined Benefit Plan Obligations.	34 to 36	Yes, Page 57
G4-EC4	Financial Assistance Received from Government.	None	Yes, Page 57
<b>Market Presence</b>			
G4-DMA	Reasons for Materiality & its Impacts	32 & 33	Yes, Page 57
G4-EC5	Range of Ratios of Standard Entry Level Wage Compared to Local Minimum Wage	Confidential	Yes, Page 57
G4-EC6	Proportion of Senior Management Hired from the Local Community	44	Yes, Page 57
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G4-DMA	Reasons for Materiality & its Impacts	36	Yes, Page 57
G4-EC9	Proportions of Spending on Local Suppliers	36	Yes, Page 57
<b>Environmental</b>			
<b>Materials</b>			
G4-DMA	Reasons for Materiality & its Impacts	40 to 43	Yes, Page 57
G4-EN1	Materials used by weight or volume.	40 to 43	Yes, Page 57
G4-EN2	Percentage of materials used that are recycled input materials.	40 to 43	Yes, Page 57
<b>Energy</b>			
G4-DMA	Reasons for Materiality & its Impacts	40 to 43	Yes, Page 57
G4-EN3	Energy Consumption within the Organization	40 to 43	Yes, Page 57

G4-EN5	Energy Intensity	40 to 43	Yes, Page 57
G4-EN6	Reduction of Energy Consumption	40 to 43	Yes, Page 57
G4-EN7	Reduction in Energy Requirements	40 to 43	Yes, Page 57
<b>Effluents and Waste</b>			
G4-DMA	Reasons for Materiality & its Impacts	40 to 43	Yes, Page 57
G4-EN23	.Total weight of waste by type and disposal method	40 to 43	Yes, Page 57
G4-EN24	.Total number and volume of significant spills	None	Yes, Page 57
G4-EN25	Weight of transported, imported, exported, or treated waste deemed hazardous	None	Yes, Page 57
<b>Compliance</b>			
G4-DMA	Reasons for Materiality & its Impacts	40 to 43	Yes, Page 57
G4-EN29	Significant environmental impacts of transporting products, employees & other goods	None	Yes, Page 57
<b>Overall</b>			
G4-DMA	Reasons for Materiality & its Impacts	40 to 43	Yes, Page 57
G4-EN31	Total environmental protection expenditures and investments by type	40 to 43	Yes, Page 57

## Social: Labor Practices and Decent Work

### Employment

G4-DMA	Reasons for Materiality & its Impacts	44 to 51	Yes, Page 57
G4-LA1	Total number & rate of employee turnover by age group, gender & region	44 to 51	Yes, Page 57
G4-LA2	Benefits provided to full-time employees that are not provided to temporary	44 to 51	Yes, Page 57

### Labour Management / Relations

G4-DMA	Reasons for Materiality & its Impacts	44 to 51	Yes, Page 57
G4-LA4	Minimum notice period(s) regarding significant operational changes	Employee Handbook	Yes, Page 57

### Occupational Health and Safety

G4-DMA	Reasons for Materiality & its Impacts	44 to 51	Yes, Page 57
G4-LA5	Percentage of total workforce represented in formal health and safety committees	44 to 51	Yes, Page 57
G4-LA6	Type and Rates of injury, occupational diseases, lost days, and absenteeism	44 to 51	Yes, Page 57
G4-LA8	Health & Safety topics covered in formal agreements with trade unions.	44 to 51	Yes, Page 57
G4-DMA	Reasons for Materiality & its Impacts	44 to 51	Yes, Page 57
G4-LA9	Average hours of training per year per employee by gender and employee category.	44 to 51	Yes, Page 57
G4-LA10	Programs for skills management and lifelong learning that support career endings	44 to 51	Yes, Page 57

G4-LA11	Percentage of employees receiving performance and career development reviews	44 to 51	Yes, Page 57
<b>Diversity and Equal Opportunity</b>			
G4-DMA	Reasons for Materiality & its Impacts	44 to 51	Yes, Page 57
G4-LA12	Composition of governance bodies and breakdown of employees per category	44 to 51	Yes, Page 57
<b>Equal Remuneration for Men and Women</b>			
G4-DMA	Reasons for Materiality & its Impacts	44 to 51	Yes, Page 57
G4-LA13	Ratio of basic salary of men to women by employee category.	44 to 51	Yes, Page 57
<b>Labour Practice Grievance Mechanism</b>			
G4-DMA	Reasons for Materiality & its Impacts	44 to 51	Yes, Page 57
G4-LA16	Number of Grievances about Labour Practices	44 to 51	Yes, Page 57
<b>Social: Human Rights</b>			
<b>Investment</b>			
G4-DMA	Reasons for Materiality & its Impacts	44 to 51	Yes, Page 57
G4-HR2	Total Hours of Employee Training on Human Rights Policies	44 to 51	Yes, Page 57
<b>Non-Discrimination</b>			
G4-DMA	Reasons for Materiality & its Impacts	44 to 51	Yes, Page 57



G4-HR3	Total number of incidents of discrimination and actions taken.	None	Yes, Page 57
<b>Security Practices</b>			
G4-DMA	Reasons for Materiality & its Impacts	44 to 51	Yes, Page 57
G4-HR7	Percentage of security personnel trained in the organization's human rights policies	44 to 51	Yes, Page 57
<b>Human Rights Grievance Mechanism</b>			
G4-DMA	Reasons for Materiality & its Impacts	44 to 51	Yes, Page 57
G4-HR12	Number of grievances about human rights impacts filed, addressed, and resolved	44 to 51	Yes, Page 57
<b>Social: Society</b>			
<b>Local Communities</b>			
G4-DMA	Reasons for Materiality & its Impacts	44 to 51	Yes, Page 57
G4-S02	Operations with significant actual or potential negative impacts on local communities	44 to 51	Yes, Page 57
<b>Anti-Corruption</b>			
G4-DMA	Reasons for Materiality & its Impacts	44 to 51	Yes, Page 57
G4-S03	Total number and percentage of operations assessed for risks related to corruption	44 to 51	Yes, Page 57
G4-S04	Communication and training on anti-corruption policies and procedures	44 to 51	Yes, Page 57
G4-S05	Confirmed incidents of corruption and actions taken	None	Yes, Page 57

<b>Social: Product Responsibility</b>			
<b>Customer Health &amp; Safety</b>			
G4-DMA	Reasons for Materiality & its Impacts	44 to 51	Yes, Page 57
G4-PR1	Percentage of service categories for which health & safety impacts are assessed	44 to 51	Yes, Page 57
G4-PR2	Total number of incidents of non-compliance concerning the health and safety impacts	None	Yes, Page 57
<b>Product Service and Labelling</b>			
G4-DMA	Reasons for Materiality & its Impacts	44 to 51	Yes, Page 57
G4-PR3	Type of service information required and percentage of such service categories	44 to 51	Yes, Page 57
G4-PR4	Total number of incidents of non-compliance concerning service information	None	Yes, Page 57
G4-PR5	Results of surveys measuring customer satisfaction	44 to 51	Yes, Page 57
<b>Customer Privacy</b>			
G4-DMA	Reasons for Materiality & its Impacts	44 to 51	Yes, Page 57
G4-PR8	Total number of complaints regarding breaches of customer privacy	None	Yes, Page 57





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