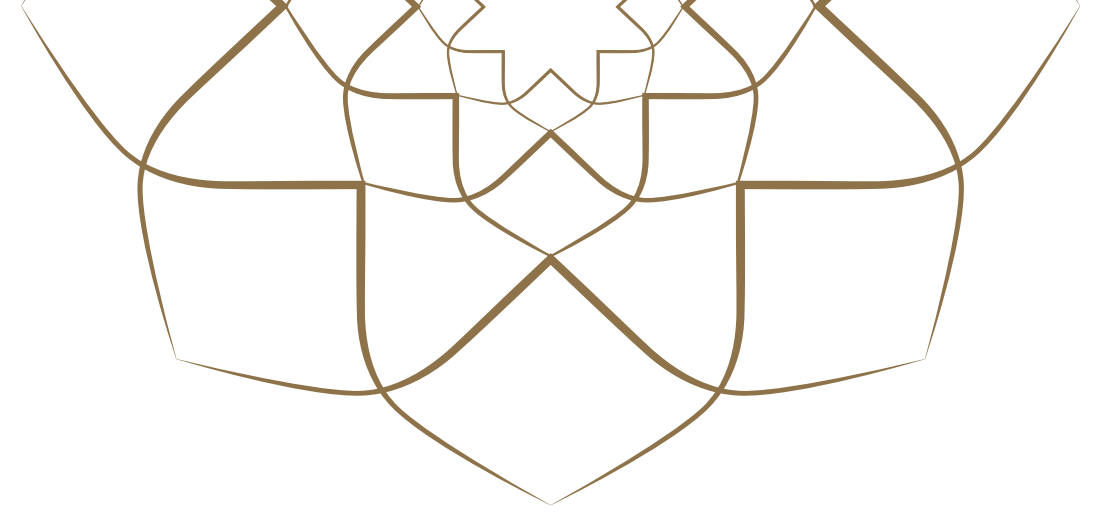


The First Sustainability Report

For Future
of Ajman





دائرة البلدية والتخطيط
Municipality & Planning Department

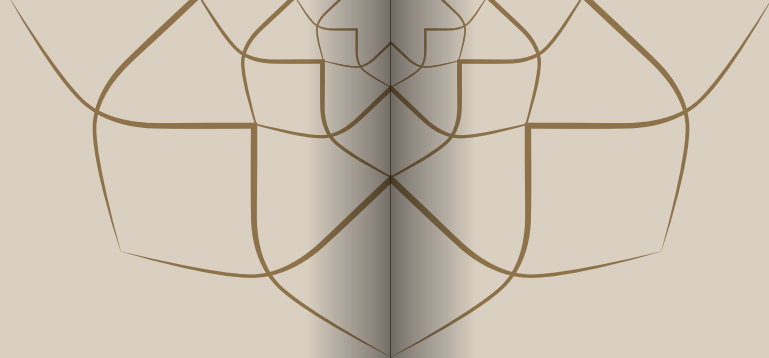
حكومة عجمان
Government Of Ajman

Sustainability Report for the years **2017-2018**

Ajman Municipality and Planning Department
GRI Standards Sustainability Report 2017-2018

This report is printed under sponsorships of:





**His Highness Sheikh Humaid
bin Rashid Al Nuaimi**

Member of the supreme council
and Ruler of Ajman



**His Highness Sheikh Ammar
bin Humeid Al Nuaimi**

Crown Prince of Ajman
and Chairman of the Executive Council



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1.0

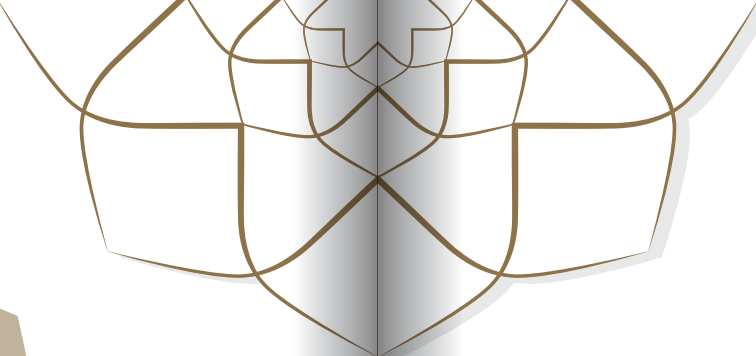
Foreword Messages





**HH Sheikh
Rashid bin
Humaid
Al Nuaimi**

Chairman of Municipality
and Planning Department
of Ajman



1.1 Foreword – Chairman's Message

The leaders of the UAE are dedicated to supporting a culture of accountability and transparency and guiding a country that contributes to a sustainable future for generations to come.

The Ajman Municipality is continuously aligning to national and international strategies and goals that outline a vision aimed at targeting the urgent environmental, social and economic challenges facing our world. We are fully behind the government's initiatives and align our activities with the UAE's vision 2021 and national agenda, as well as the UN's 2030 Agenda for Sustainable Development.

We are aware of the critical significance of embedding sustainability through everything we do, and we look forward to collaborating with our stakeholders through our sustainability journey. We are proud to release the first edition of the sustainability report per the Global Reporting Initiative (GRI) Standards. The report covers our growth, journey and footprint for 2017-2018 and highlights our commitment to sustainability to all our stakeholders more efficiently and effectively

HH Sheikh Rashid bin Humaid Al Nuaimi

Chairman of Municipality and
Planning Department of Ajman



1.2 Foreword – Director General's Message

At the Municipality and Planning Department in Ajman, Sustainability is an integral part of its vision and mission, as we continue to enhance our sustainability performance and incorporate sustainability into all our activities to ensure well-being and happiness, in line with the visions of the leadership of Ajman who is looking forward to transform Emirate of Ajman into an sustainable city, its inhabitants blessed with a beautiful, comfortable life.

The report summarises the materially relevant sustainability elements and all our achievements and efforts over the year to attain our goals and commitments towards sustainability, enabling us to communicate our sustainability in a transparent and reliable way.

During our reporting period we made progress in improving the efficiency of costs and revenue, boosting investment and driving sustained economic growth and efficient use of our natural resources while managing our environmental impact and infrastructure and ensuring commitment to social responsibility and supporting our communities.

Finally, we are pleased to present to you the Sustainability Report in accordance with the GRI Standards, which highlights the steps of our journey towards sustainability. We aspire to always be the best and we want to guarantee we can live for a better future that will ensure our future generations enjoy a sustainable life.

Abdulahman Mohamed Al Nuaimi

Director General of Municipality and Planning Department of Ajman



**Abdulahman
Mohamed
Al Nuaimi**

Director General of
Municipality and Planning
Department of Ajman



02

Sustainability and Ajman Municipality





2.1 About Ajman Municipality

Under His Highness Sheikh Rashid bin Humaid Al Nuaimi, God rest his soul. The Municipality and Planning Department in Ajman was established in 1968. The Municipality is located at the heart of the city of Ajman and operates around the Emirate of Ajman and is entirely owned and operated by the Government of Ajman. The two major service centres of the Municipality are Masfout, located 110 km to the south east of the Emirate, and Manama area located 60 km to the east. In the aim to serve the people and the market of Ajman, 691 employees work at the Department on a daily basis.

The Municipality adopted the strategic planning approach by launching its strategic plan (2009-2013). Through its continuous review and development of its performance, the Department has embarked on the transition to integrated strategic management to achieve balanced results through the implementation of the Balanced Scorecard, and adopted its updated strategic plan (2011-2015).

The Municipality developed its vision for the future in 2010 and updated it in 2011 through reference comparisons and access to the best global and regional municipal practices, to be: a sustainable environment and a modern infrastructure to build the future of Ajman.

With the launch of the vision of Ajman in 2015, the Municipality has adapted its strategic orientation to the vision of the Emirate through the launch of the strategic plan for 2016-2018.

The Municipality has ensured the participation of internal and external stakeholders in building its strategy through which they were able to know their needs and expectations. In addition, the Municipality has worked to ensure that its strategy is achieved and the performance of its core operations is improved.

In order to ensure and maintain leadership and continuous improvement, Ajman Municipality has adopted a range of methods to evaluate and manage its performance results, including periodic monitoring of the results of its sectorial, strategic and competitive indicators, conducting strategic review meetings with leaders,

In line with the vision of Ajman 2021, Ajman has been able to chart its course and achieve its vision by setting sectoral and strategic goals that contribute to achieving its vision, which focuses on building a happy society that contributes to building a green economy stimulated by a government that is in harmony with the spirit of the Union. :

Alongside Ajman's vision 2021, these developments have enabled the Emirate of Ajman to put itself on the path of fulfilling its vision, by developing a series of strategic goals that will better the Emirate and help achieve the overarching goal set forth by the United Arab Emirates (UAE) Vision 2050.

Ajman's Vision 2021, a vision that focuses on 'building a happy society that will contribute to building a green economy backed by a distinguished government in harmony with UAE Vision 2021' is comprised of four pillars:



Happy Society

"A cohesive society with a positive spirit and attitude, proud of its heritage and values and responsibly communicate with elements of its environment. Society members are educated, ambitious and effectively taking part in the achievement of a comprehensive and balanced development".



Green Economy

"An active economic movement contributing to the enhancement of sustainable development aiming to achieving prosperity in the various fields. Green economy reacts in a responsible and wise manner to preserve natural resources and adhere to societal values. It opens wide horizons for embracing national energies empowered by knowledge and technology. Green economy should be supported by modern and comprehensive government policies and incentives."



Distinctive Government

"The government action in Ajman is efficient and reflects the requirements of society and business environment. Ajman Government departments are led by competent national cadres equipped with knowledge and ambition. Ajman Government departments offer services that go in line with contemporary changes and the market's competitiveness. Their decisions are wisely built and plans are cleverly drawn. Processes of Ajman Government departments are governed by smart policies, together with legislations and frameworks."



Spirit of The Union

"The comprehensive development plans of Ajman emirate go in harmony with the UAE vision and national agenda. The roles of local governments are complementary to the role of the UAE Union. Local legislations, regulations and policies also come in line with the UAE Constitution and governing laws."





Ajman Municipality has been at the forefront of contributing to the realization of **Ajman's Vision 2021**. This contribution has been facilitated by the Municipality's vision, mission and values.

In line with the four pillars of Ajman Vision 2021, the Municipality has formulated clear Vision, Mission and Value statements that build on these pillars. These statements emphasize the priority that Ajman Municipality places on sustainability from an economic, environmental and social perspective, which showcase that the organization places high priority on its material topics. For instance, the 'Infrastructure and Roads' material topic is mentioned recurrently in Ajman's mission and vision statements.



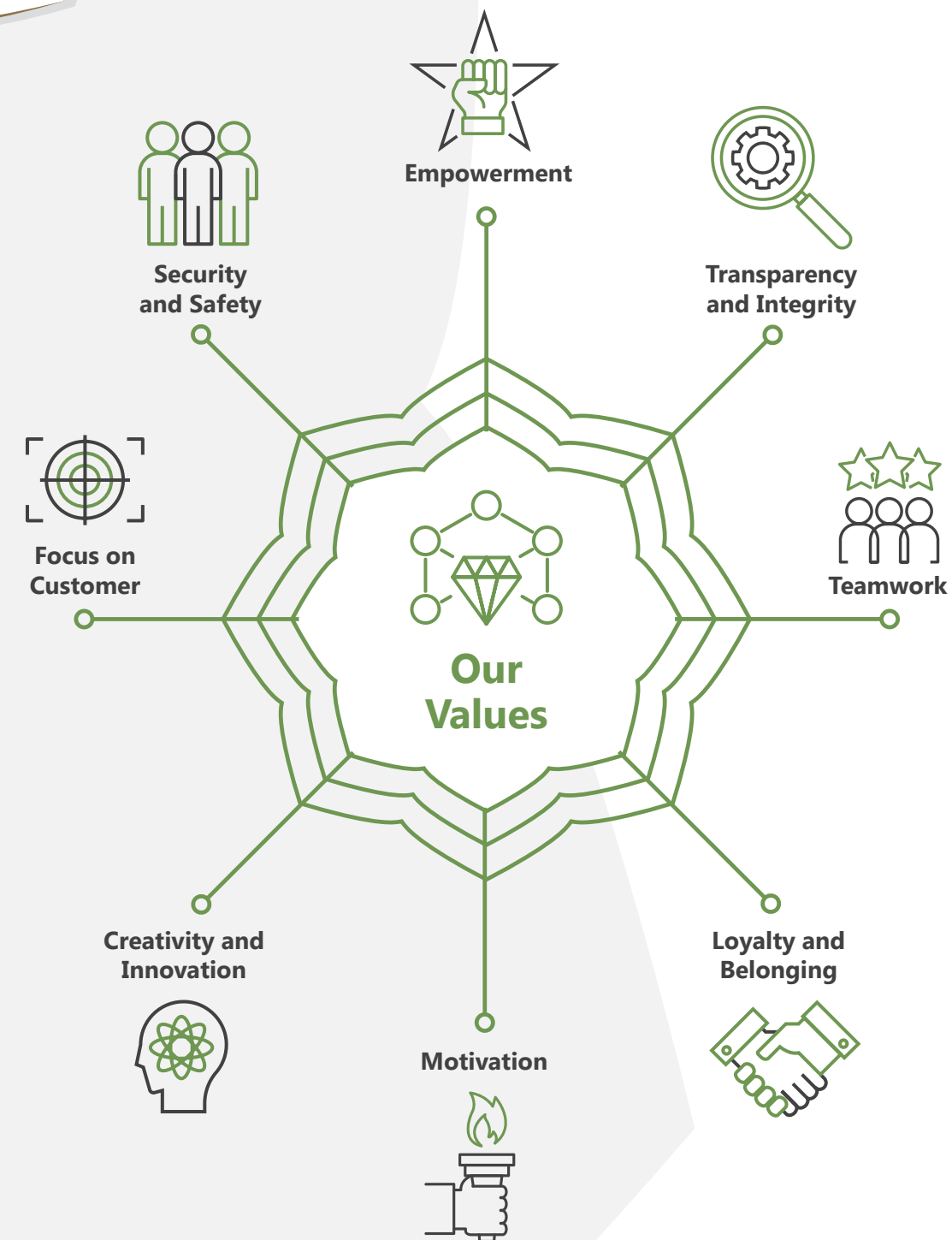
Our Vision

Sustainable environment while developing a modern infrastructure in Ajman.



Our Mission

Achieving the wellbeing of the citizen by developing the infrastructure of Ajman that attains the environment, health and general safety requirements and through optimal investment of resources in line with Ajman Vision 2021.



This vision, mission and values showcase Ajman Municipality's commitment to ensure a sustainable future for the Emirate as well as to ensure that it is aligned with the Emirate's vision and the UAE's vision on a wider scale.

G2
تأهيل وحماية البيئة
Qualify and protect
the environment

S5
ضمان جودة
المياه والهواء
Ensure water and
air quality

S7
الوقاية من انتشار
آفات الصحة العامة
Prevent public health
from pests spreading

S6
ضمان سلامة
الغذاء
Ensure food
safety

G1
تحقيق الترابط بين عناصر
البنية التحتية والمجمعات
السكنية
Achieve integration
between infrastructure
and residential elements

S1
تحقيق التنمية
الحضرية المتوازنة
Achieve balanced
urban development

S2
تطوير بنية تحتية
متكاملة
Develop an
integrated
infrastructure

S3
تحقيق التنافسية في
التشييد والبناء
Achieve competitive-
ness in construction
and building

S4
زيادة المساحات الخضراء
وتجميل مرافق الإمارة
Plant and beautify
Ajman facilities

تنمية التنوع
البيولوجي
G4
Develop the
biological diversity

S9
الإدارة المتكاملة
للمحميات الطبيعية
Integrated management
of natural reserves

إدارة النفايات الصلبة
والسائلة بكفاءة وفعالية
G3
Manage the wastes
efficiently and effectively

S8
الإدارة المتكاملة
لنفايات
Integrated Waste
Management

ضمان الاستغلال
الأمثل للموارد
G5
Ensure best use of
resources

S10
ضمان استدامة الموارد
المائية الجوفية
Ensure the sustainability of
groundwater resources

Vision:

Sustainable environment while developing a modern infrastructure in Ajman.

Mission:

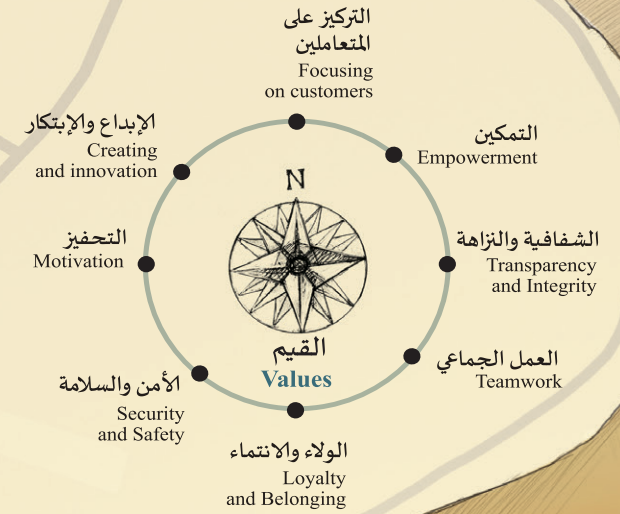
Achieving the well being of the citizen by developing the infrastructure of Ajman that attains the environment, health, and general safety requirements and through optimal investment of resources in line with Ajman 2021.

رؤيتنا:

بيئة مستدامة وبنية عصرية لبناء مستقبل عجمان

رسالتنا:

تطوير البنى التحتية لإمارة عجمان وفق منظومة متكاملة تراعي متطلبات البيئة والصحة والسلامة العامة بما يحقق رفاهية المعيشة من خلال الاستثمار الأمثل للموارد وبما يتوافق مع رؤية عجمان 2021



الممكنات Enablers

E1
تنمية وتطوير
رأس المال البشري
Develop human
resources

E2
تطوير قدرات
تكنولوجيا المعلومات
Develop information
technology capabilities

E3
تخطيط وإدارة الموارد
المالية بكفاءة وفعالية
Plan and manage financial
resources efficiently and effectively

E4
استدامة العمليات
والأداء المؤسسي
Sustain the operations and
corporate performance



Open the page to see the
Organizational Structure

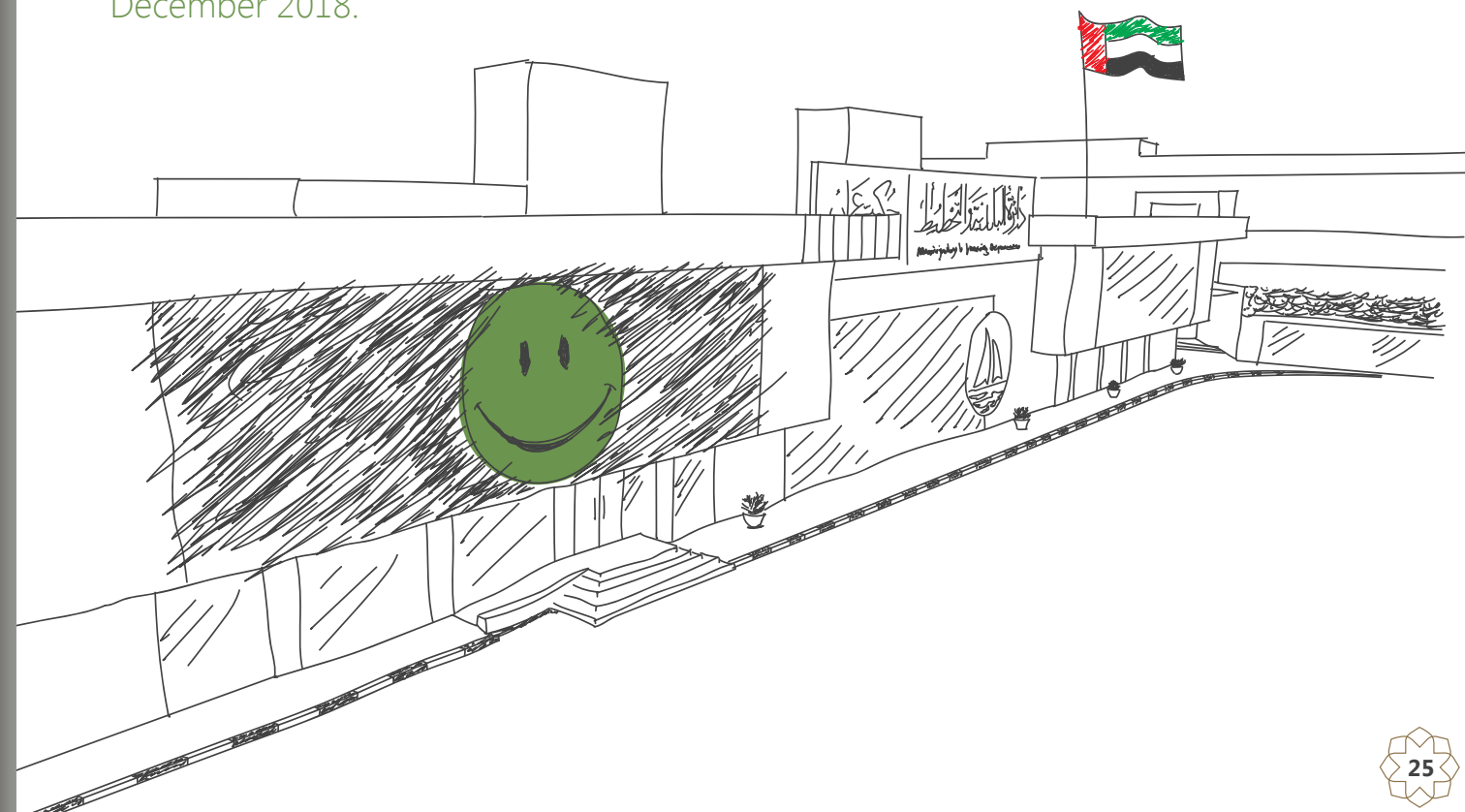


2.3 About this Report

We are pleased to present to you Ajman Municipality's first sustainability report in accordance with GRI Standards.

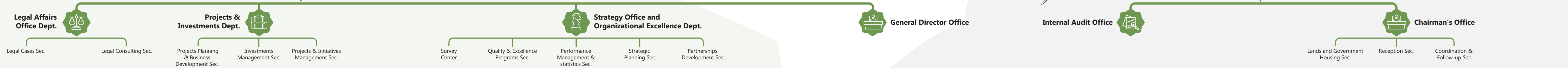
The bi-annual reporting cycle for this report covers our sustainability performance and achievements for the period 1st January 2017 to 31st December 2018.

Through this report, we are committed to transparency about the sustainable development journey that we have embarked upon as part of our commitment to achieve the vision of the **UAE and vision of the Emirate 2021**. This report has been prepared in accordance with the GRI Standards: Core option.



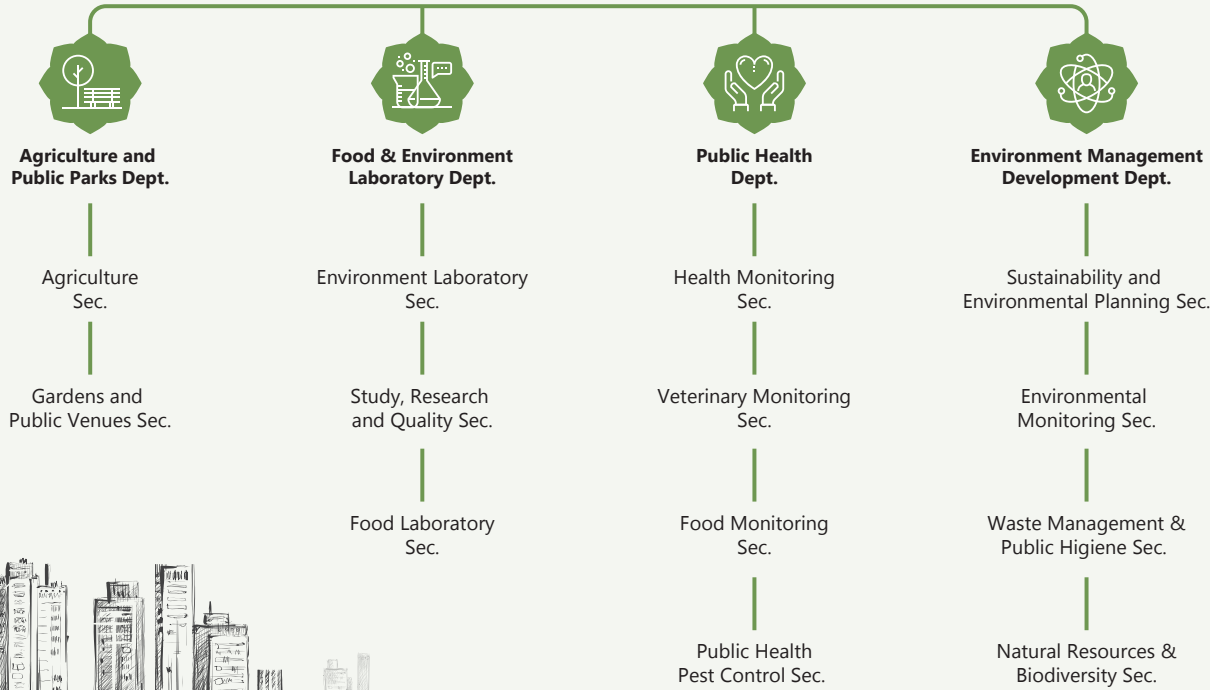
2.2 Organizational structure

Abdulrahman
Mohamed Al Nuaimi
General Director



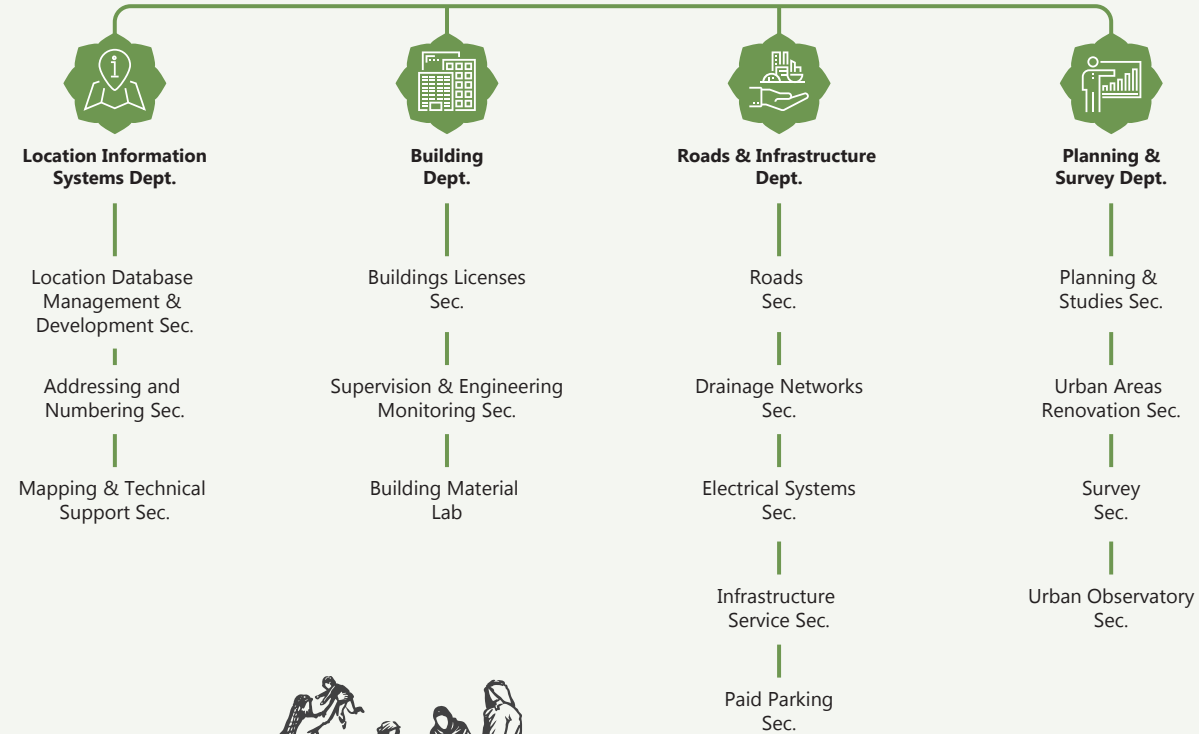
Eng. Khalid Moin
AlHousani
Public Health &
Environment Sector

Executive
Director's Office



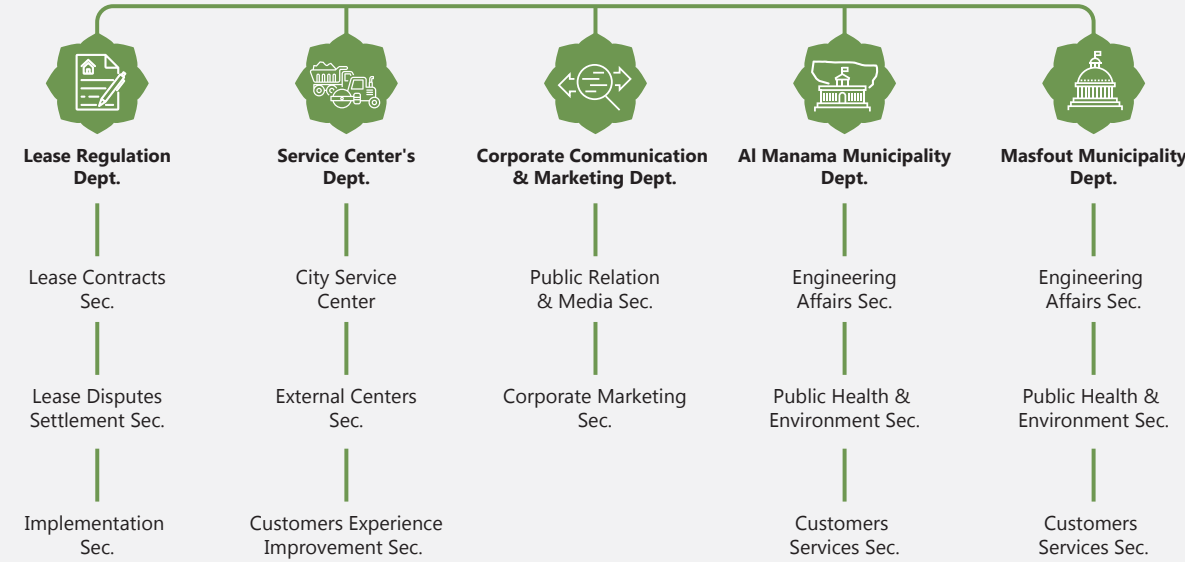
Dr. Eng. Mohammed
BinOmar AlMuhairi
Infrastructure
Development Sector

Executive
Director's Office



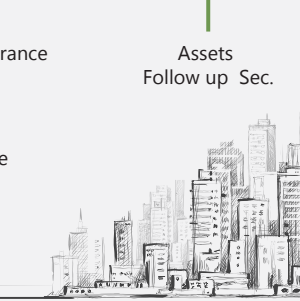
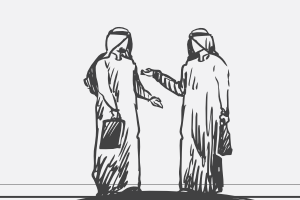
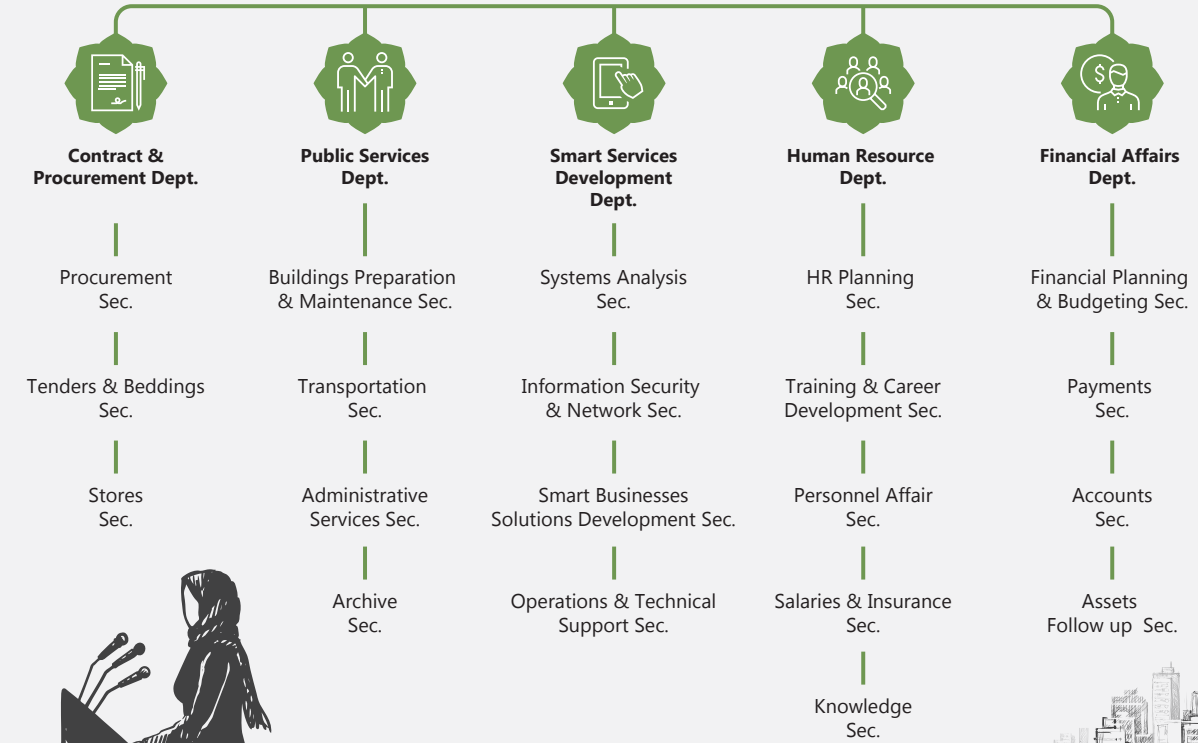
Eng. Noora
Rashid Shattaf
Customer
Happiness Sector

Executive
Director's Office



Khaled Ahmed
AlHosani
Supporting
Services Sector

Executive
Director's Office





2.4 Scope of Report

The scope of this report covers all activities and services that are associated with the Municipality and Planning Department of Ajman across the following departments:



Environment Management Development Department



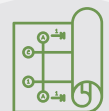
Public Health Department



Food and Environment Laboratory Department



Agriculture and Public Parks Department



Planning and Survey Department



Road and Infrastructure Department



Building Department



Location Information Systems Department



Communication and Marketing



Service Centers Department



Financial Affairs Department



Human Resource Department



Smart Services Development Department



Public Services Department



Contracts and Purchasing Department



Strategy Office and Organizational Excellence Department



Projects and Investments Department



2.5 Corporate Governance

We are dedicated to conduct business in an ethical manner ensuring that accountability, fairness and transparency determine our relationships with all our stakeholders.

We constantly seek to establish and maintain trust as well as act with integrity in everything we do, by adopting world-class standards of corporate governance and decision making. Taking into account all of these factors, we have adopted and implemented a Corporate Governance structure which provides a set of procedures, principles and standards in relation to matters such as; corporate structure, accountability and delegation of authority, internal audit, establishment of management committees, risk management, internal and external reporting, social responsibility and retention of records. The governance manual also incorporates policies and procedures to protect against unlawful practices and corruption.

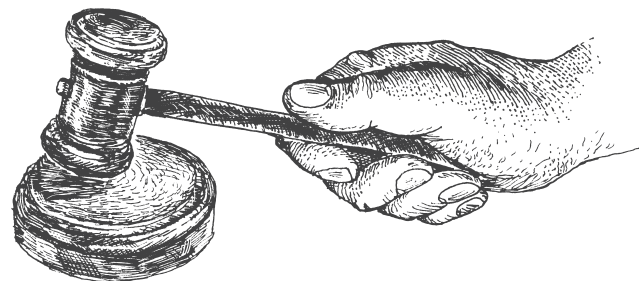
At Ajman Municipality our strong governance structure reflects our ongoing efforts and focus on ensuring a transparent and ethical work environment.

Our Board of Directors is dedicated to ensuring that the concerns of stakeholders are properly managed and that Ajman Municipality's

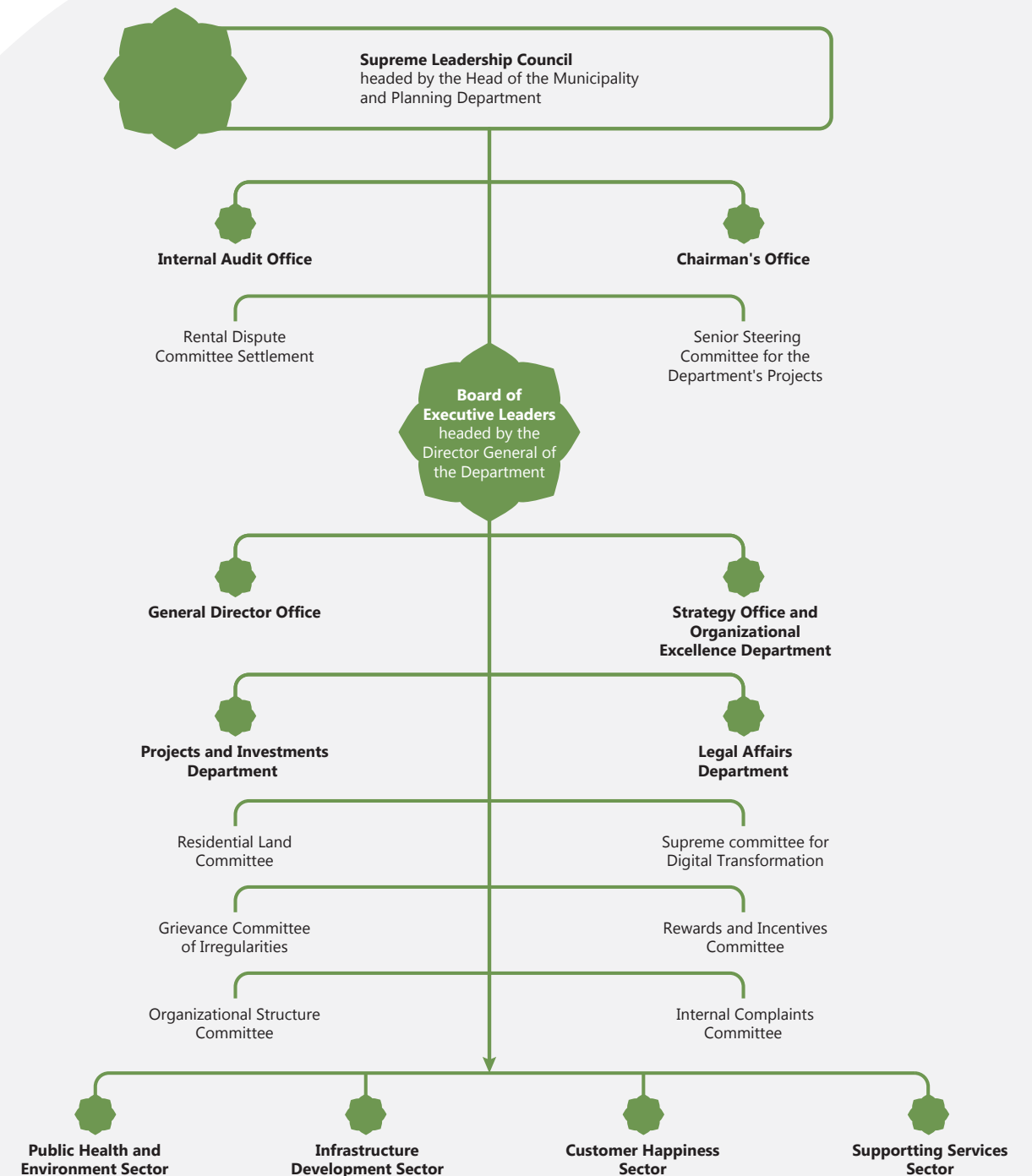
Mission, Vision and Values are respected and carried out appropriately. Our board meets regularly, ensuring that everything we do aligns with these principles.

As a result, trust and transparency are established between Ajman and our stakeholders, which has led to the enablement of fair, responsible and sustainable business practices.

The Board has and continues to play a critical role in setting the strategic direction, and ensuring the appropriate governance frameworks are in place (processes and policies, including those relating to risk management, compliance, internal audit and other monitoring activities) to ensure the Municipality is managed in the long-term interests of its stakeholders, Ajman and the UAE more broadly.



2.5.1 Corporate Governance Structure





2.5.2 Corporate Governance Principles



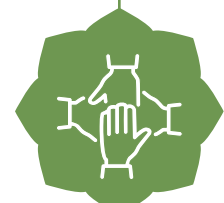
Sustainability and Efficiency

Identification and implementation of service improvement mechanisms and processes, particularly to support smart government transformation and to ensure financial sustainability and long-term planning



Transparency

Ensuring timely and regular reporting on key financial and non-financial performance indicators as well as on information that is significant to key stakeholders



Accountability

Clarification of the government's institutional framework and alignment of the framework with the government's founding legislation

Adhering to delegation of authority

Ensuring that feedback from internal and external audits is incorporated in an effective manner



Stakeholders Engagement

Implementation of mechanisms to obtain constructive feedback from stakeholders in order to develop, improve, and innovate our services



Integrity

Promotion of a good and proper culture for civil society institutions, and especially when dealing with customers and stakeholders



Effectiveness

Adapting and aligning key performance indicators to the government's vision

Ensuring that the organization measures and reports the correct indicators

Establishing effective mechanisms to ensure that the institution is on track to achieve its strategic objectives



2.5.3 Risk Management Department

The risk management process is a process used to identify and measure the institutional risks that may result from the work of the department, and try to control and reduce its effects through risk management plans and appropriate treatment procedures. An institutionalized risk management methodology has been developed and applied to all risk sources in the department, strategic risks, environmental and occupational safety and health risks, operational risks and procedures, project and initiatives risks, which operate according to a defined and unified framework as indicated.

The risk management system has been implemented by the Municipality to ensure that its strategic objectives are met and that its operations and institutional performance are sustained, as well as to ensure that a preventive approach is applied to its business. The system aims to:

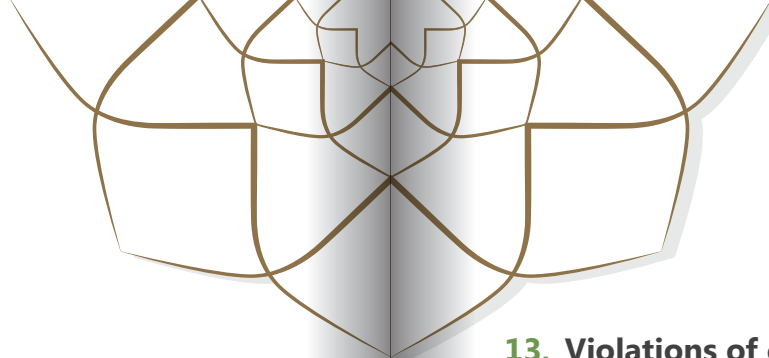
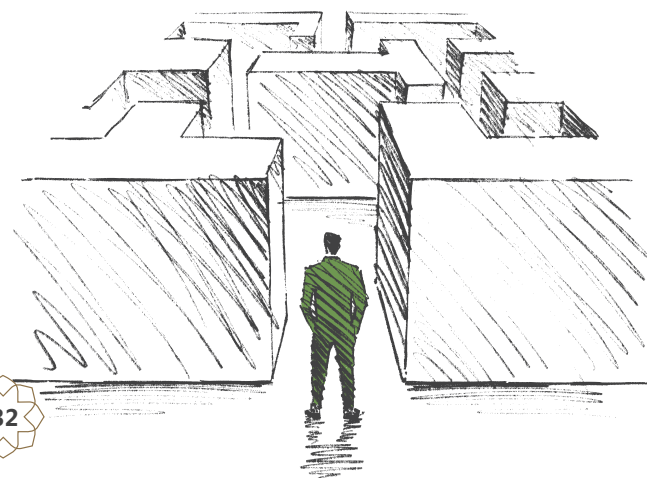
1. **Explain the role of risk management** in achieving the objectives of the Municipality and its vision.
2. **Improve the management capacity** to comprehensively understand, identify and manage risks in a proactive manner.

3. Contribute to **improved planning, implementation and decision-making processes** and enhance the implementation of these aspects by ensuring a comprehensive and structured understanding of the objectives, activities and related risks and opportunities.
4. **Reduce deficiencies** associated with the traditional, fragmented approach to risk management through comprehensive and integrated risk management.
5. Enable management to **identify and prioritize key risks** based on knowledge of risks that may have a direct or indirect impact on the department.
6. **Achieve the highest level of efficiency** in the department and protect and enhance its assets and public image.
7. **Identify common risks** and strengthen channels of communication between departments.
8. **Strengthen accountability** and the integrated internal control framework.



We have identified the following list of strategic risks that are directly related to its strategy and affect the implementation and achievement of its objectives. These strategic risks are reviewed and evaluated at least once a year:

1. The small area of the emirate is **offset by high population density**, which affects the residential land of its citizens.
2. **The administrative and financial independence of the department** is hindering the speed of its adoption to cope with the **urban development** witnessed by the world, and hindering the **speed of its completion** of the basic projects in the Emirate and development projects due to the limited annual budgets.
3. The **difficulty of connecting with the federal authorities** regarding infrastructure services as well as the difficulty of **communicating with the concerned authorities** in the neighboring emirate.
4. The **weakness of the infrastructure** with the irrigation networks in the **agricultural sites** in the Emirate and the difficulty of **maintaining the green area** throughout the year at the Emirate level.
5. **Pollution** from facilities **outside the emirate's borders** cannot be controlled.
6. The **diversity of sources of air pollutants** in terms of traffic congestion and population inflation in comparison to the lack of green spaces that improve the quality of air and the adoption of clean energy projects and the **lack of legislation for environmentally friendly vehicles**.
7. **Lack of decisions and policies** that require the use **of treated water** in some safe uses and lack of sufficient awareness of the uses of treated water.
8. **Lack of technical staff** to control the facilities producing **liquid waste**.
9. **Lack of a market** for companies using **treated water** for specialized purposes in the Emirate.
10. **Lack of adequate waste sorting** and recycling facilities in the Emirate.
11. **Lack of adequate sorting of wastes** from the source and weak culture from the community to adopt **waste sorting from the source**.
12. **Lack of markets** for some types of recycled materials **such as recycled plastic bags**.



13. **Violations of construction work and excavation** in the emirate's reserves without obtaining any approvals from environmental management and development, **failure to maintain biodiversity in the emirate**, failure to comply with international agreements.

14. **Lack of readiness** of service partners to implement **electronic link projects** in the Department's systems.

15. **Lack of laws forcing owners of enterprises** to move to industrial areas to ensure the preservation of the aesthetic appearance of the **city and public health**.

16. **The existence** of incentives and privileges and a **huge difference in salaries** in other neighboring emirates, which **limits the process of career polarization** and the lack of job opportunities and the lack of vacancies.

2.6 Center for Sustainability Research

In line with Ajman's goal of preserving the environment for generations to come, and as the first unique initiative adopted by a government department at the Emirate level. The Municipality launched the Sustainability Research Center for Environmental Support for all sectors of the Department with the aim of making Ajman an environmentally friendly city with its quality of life and sustainable economy. The establishment of the center was established to serve the purposes of sustainable development in the Emirate of Ajman, the consultative arm of health for applied research, support decision-making based on science, technology and labor, and build working capacity in the Department in the fields of environment, public health, energy, water and urban development while building communications channels with experienced global subject matter experts from USA, Canada, Germany, UK

Some of the activities of the Center include:

1. Application of environmental protection technology and natural resource management.
2. Renewable energy applications.
3. Sustainable management of human activities and management of violations.
4. Management of traditional water resources such as groundwater and non-conventional water, such as sewage and desalination.
5. Management of the coastal area and waterfront of the city of Ajman.
6. Applying the best environmental health and safety standards.
7. Establishment of environmental information bank and urban activities in cooperation with spatial information systems.
8. Developing national experts working in the Department through professional programs linked to international subject matter expert centers (Boston University, King Abdullah University of Science and Technology, Munich, Germany).



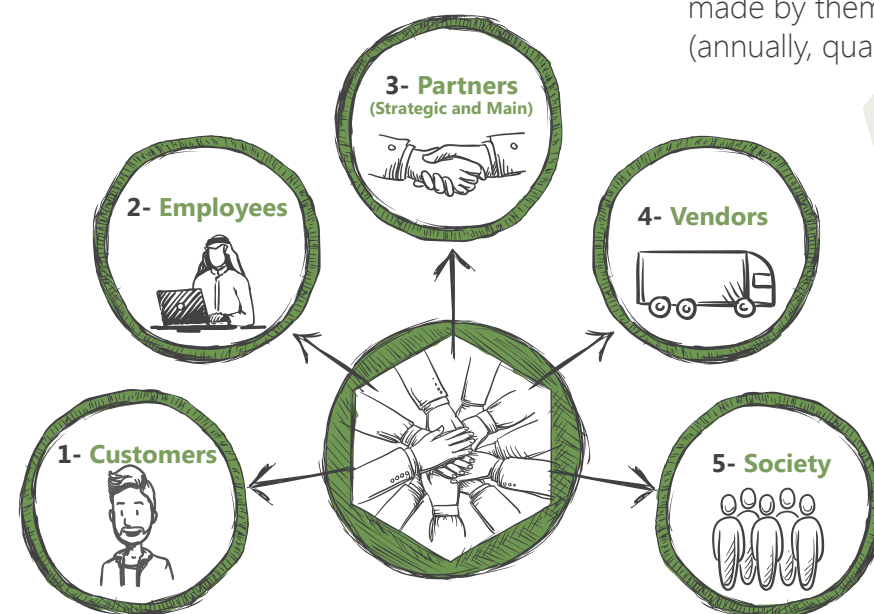
2.7 Stakeholder Engagement, Our Material Topics and the Sustainable Development Goals



2.7.1 Stakeholder Engagement at Ajman Municipality

We map our stakeholders and engage with them accordingly based on identifying all stakeholders who are interested in, affected by, or have the potential to be impacted by our activities, along with those who have an ability to influence our organization and our operations.






Once identified, we classify stakeholders into the following key categories:



Finally, by engaging our stakeholders, we seek to obtain feedback whenever necessary and as frequent as possible in order to help inform our everyday decisions and to help formulate our future strategies and investments.

The following tables review the methods used to understand and capture the needs of stakeholders and their participation in various development initiatives and the most prominent observations made by them which are made periodically (annually, quarterly, continuous):

Information on the Municipality's stakeholder engagement process

| Our Stakeholders | Means of Engagement |
|--|---|
|  Customers | <ul style="list-style-type: none"> Happiness / satisfaction surveys Suggestions program Face-to-face meetings Social media Call centers |
|  Employees | <ul style="list-style-type: none"> Employee satisfaction survey Face-to-face meetings Annual employee gatherings Annual performance reviews Complaints / grievance programs Employee Committees |
|  Partners (strategic and main) | <ul style="list-style-type: none"> Surveys Face-to-face meetings Governmental conferences Annual partners gatherings |
|  Vendors | <ul style="list-style-type: none"> Surveys Face-to-face meetings Suggestion programs Suppliers recognition program |
|  Society | <ul style="list-style-type: none"> Happiness / satisfaction surveys Suggestions program Face-to-face meetings Social media Call center |

Municipality's Response to Key Concerns Raised

| Key Concerns Raised | Our response |
|--|--|
| <ul style="list-style-type: none"> More continuous cooperation Increase in green areas Need for the introduction of electronic means of communication between the Municipality and customers Need to improve the timeliness of responses Increase the ease of payment of services Infrastructure creation and congestion management Better understanding of the services provided by the Municipality | <ul style="list-style-type: none"> Introduction of electronic and smart services Development of green areas and parks Introduction of electronic and smart services Introduction of electronic and smart services Introduction of electronic and smart services Construction of new roads Marketing services through services catalog and exhibitions |



2.7.2 Our Material Topics

A materiality workshop took place with Ajman Municipality's stakeholders. The aim of the materiality workshop is to define the economic, environmental and social topics that matter most to Ajman Municipality, which will ultimately reflect relevant topics that may reasonably be considered important for reflecting the organization's economic, environmental and social impacts, or influencing the decisions of stakeholders.

The workshop totaled an amount of more than 40 participants. The session was introduced to the attending members, where sustainability was defined and the role and purpose of the materiality assessments in providing material topics for Ajman Municipality was presented. Then, a short explanation of the suggested material topics chosen was delivered, and an explanation was given on the process of the ranking exercise to all participants.

The members attending the workshop were asked to provide comments and evaluate the material aspects from (Significant, Moderate, and Minimal). This method enables members to assign the importance of each topic, which gives a good perspective of the external and internal stakeholders at Ajman Municipality.

After the completion of the workshop and the materiality exercise conducted by the members, a calculation was enacted which measured the evaluation for each material aspect, in order to determine which topics were to be considered the most material by the stakeholders. The results were calculated through averaging the scores of all material aspects that were ranked by each participant.

The below table summarizes the results of the session. The first 4 topics were deemed the "most significant" by Ajman Municipality Stakeholders due both the average score and number of times the topic received a "significant rating" "As all topics are important to our stakeholders, the remaining Topics are also included in the sustainability report.

Information on Ajman Municipality's Material Topics

Green highlight - Indicates that the topic is material under GRI Standards

| | Material Topic | Description | GRI Mapping |
|---|---|---|--|
| 1 | Infrastructure and Roads (Reduce Traffic Congestion) | <ul style="list-style-type: none"> Development of significant infrastructure investments and sustainable mobility options supported. Improve infrastructure for mobility. For example, rules and planning to reduce congestion. | 203-1: Infrastructure investments and services supported 203-2: Significant indirect economic impacts |
| 2 | Waste Management Practices | <ul style="list-style-type: none"> Appropriate waste treatment measures are being undertaken. Recycling initiatives and management. Diverting waste from landfills. | 301-2: Recycled input material used |
| 3 | Community Health and Well-Being (i.e. Food Safety, Air Quality) | <ul style="list-style-type: none"> Ensuring the health and well-being of the community of Ajman through measures and initiatives like food safety and air quality. Monitoring air quality. Food safety certifications obtained and measures undertaken to ensure public health. | 416-1: Assessment of the health and safety impacts of product and service categories |
| 4 | Climate Change and Energy Efficiency | <ul style="list-style-type: none"> Energy efficiency and consumption. Carbon and GHG emissions (including carbon neutrality). Effects of climate change on Ajman Municipality activities. | 305-1: Direct GHG emissions |
| 5 | Land Use and Biodiversity Impacts | <ul style="list-style-type: none"> Impacts on biodiversity. Natural Resource conservation. Planning and Environmental Impact Assessments (EIA) have been undertaken on any planned construction sites. | |
| 6 | Risk and Crisis Management | <ul style="list-style-type: none"> Process of identifying, measuring, mitigating and reporting on significant risks with the objective of aligning risk with strategy and improving risk responses. Ensuring all possible preventive measures are taken to avoid potential crises to minimize harm to employees, any impact on finances or society. | |
| 7 | Water Management | <ul style="list-style-type: none"> Water usage and management. Environmental Compliance and Management in Water related issues. Water consumption minimization. | |
| 8 | Employee Training and Development | <ul style="list-style-type: none"> Empowering and developing our employees. Providing training to employees on regular intervals. | |



| | Material Topic | Description | GRI Mapping |
|----|---|---|-------------|
| 9 | Health and Safety at Work | <ul style="list-style-type: none"> Ensuring the health and safety of Ajman Municipality's employees. Work-related injury rates. Reports of any fatalities on site. | |
| 10 | Diversity of Employment (Emiratization) | <ul style="list-style-type: none"> Diversity and equality. Emiratization initiatives. Labor Relationships and Employees Satisfaction Management. Employee attraction and retention. | |
| 11 | Community Investment and Engagement (CSR) | <ul style="list-style-type: none"> Efforts supporting the local community. Impacts of Ajman Municipality's Community Investments. Contribution to local initiatives and sponsoring of key local charities. | |
| 12 | Financial Performance | <ul style="list-style-type: none"> Direct economic value generated and distributed. Financial implications and other risks and opportunities. Financial health of Ajman Municipality and future outlook. | |
| 13 | Supply Chain Management Local Sourcing | <ul style="list-style-type: none"> Local procurement practices undertaken. Sustainable supply chain measures (i.e. green sourcing and human rights). | |



2.7.3 Ajman Municipality and the United Nations Sustainable Development Goals

The United Nations Sustainable Development Goals (SDGs) are a universal call to action aimed at achieving economic growth, restoring the environment's well-being and ensuring that future generations enjoy peace and prosperity. Businesses currently contribute to a majority of global GDP. Their participation is therefore necessary in order to achieve these goals.

The UAE government's public statements on sustainability are key to the UAE's development journey and national agenda. To this end, the UAE government has also made a commitment to supporting the UN SDGs.












Due to these reasons, Ajman would like to demonstrate its leadership position and commitment towards sustainability. In 2017, we have begun our process of assessing the SDGs and have mapped our material areas and strategic areas to the SDGs.



SUSTAINABLE DEVELOPMENT GOALS












Ajman Municipality's strategic goals and the SDGs

| The Municipality's Strategic GoalsDescription | Relevant SDG |
|---|---|
| G1- Achieve integration between infrastructure and residential elementsSustainable environment while developing a modern infrastructure in Ajman. |  SDG 7: Affordable and clean energy  SDG 11: Sustainable cities and communities |
| G2- Qualify and protect the environment |  SDG 2: Zero Hunger  SDG 13: Climate action |
| G3- Manage the wastes efficiently and effectivelyEmpowerment |  SDG 11: Sustainable cities and communities  SDG 12: Responsible consumption and production |
| G4- Develop the Biological diversity Transparency and Integrity |  SDG 11: Sustainable cities and communities  SDG 15: Life on landSDG 16: Peace, justice and strong institutions |
| G5- Ensure best use of resourcesTeamwork |  SDG 6: Clean Water and Sanitation  SDG 11: Sustainable cities and communities |
| E1- Develop human resources Loyalty and Belonging |  SDG 5: Gender Equality and Women's empowerment |



Ajman Municipality's Most Important Material Topics and the SDGs

| Aspect | Description | Relevant SDG |
|--------------------------------|---|---|
| Most Important Material Topics | Infrastructure and Roads (Reduce Traffic Congestion) |  SDG 9: Industry, innovation and infrastructure  SDG 11: Sustainable cities and communities |
| | Waste Management Practices |  SDG 13: Climate action  SDG 14: Life below water  SDG 15: Life on land |
| | Community Health and Well-Being (i.e. Food Safety, Air Quality) |  SDG 3: Good health and well-being  SDG 13: Climate action |
| | Climate Change and Energy Efficiency |  SDG 7: Affordable and clean energy  SDG 13: Climate action |
| | | |



03

Managing Our Environmental Footprint



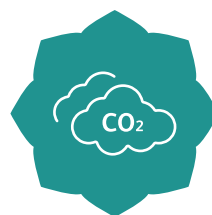


3.1 Climate Change and Energy Efficiency

Ajman Municipality has been committed to environmental sustainability through its embedding of environmental considerations into our strategy and our everyday operations. We are continuously working towards reducing our emissions through innovative measures and initiatives. By focusing on reducing our emissions, minimizing our waste, ensuring that our air emissions are non-harmful to the environment, the community and complying with UAE federal and Ajman level legislations, regulations and directives, we are continuously ensuring our environmental performance is optimized and our impacts are minimized.

Energy efficiency has always been one of our top priorities at Ajman Municipality and we are constantly striving towards improving our performance and efficiency in all aspects of our operations by ensuring we meet best practice standards. This is made evident by observing greater energy savings and lower emissions in the years 2017-2018.

Ajman Municipality has engaged in several environmental initiatives as a means to combat climate change and to improve our overall energy efficiency. These initiatives include:



Implementation of corrective measures to reduce environmental impacts and carbon emissions



Completion of the first phase of study of the recycling of waste at the Municipality, through:

Creation of a waste management inventory system.

Supporting environmental sustainability through the recycling of all waste at the Municipality.

Contributing to the reduction of waste produced, which contributes to the support of environmental sustainability.



Replacing of fluorescent lamps with LED lamps, which resulted in savings of 543,722Mwh on a yearly basis.



Purchase of 15 hybrid Cars, which resulted in savings of 15 tons of CO₂ emissions in 2017.



Formulating a plan to install photovoltaic systems on roof tops of its facilities in order to reduce electricity consumption.



The municipality arranged an international conference for the environment and for sustainability every two years, in order to discuss relevant topics and material issues shared between the Municipality and other concerned organizations.





3.1.1 Our Eco-Friendly Hybrid Vehicles

The environmental aspirations of Ajman's leadership has led to the Public Health and Environment Sector launching eco-friendly hybrid vehicles to guide, control and educate the visitors on Ajman's tourist sites and public facilities.

This initiative, in line with the Department's strategic objective to provide clean renewable energy in public facilities, also guides visitors along beach sites with the aim to ultimately promote Ajman's economy by encouraging an influx of tourists.

The provision of these eco-friendly hybrid vehicles has aided to implement Ajman's strategic Vision 2021 and its directives to protect the environment and to reduce carbon emissions from the vehicles powered by petroleum derivatives.

Energy savings and avoided tCO₂e in 2017-2018



tCO₂ Saving:

3,246
1,961



Energy Savings
(Mwh)

521,974
501,095



Number of
hybrid vehicles

15
5

Total volume of fuel savings in 2017-2018



Fuel (litres)

1,088,639
598,751

● 2017 ● 2018

Coming hand in hand with energy efficiency, climate change is also an important factor that we take into consideration in our daily activities. The environmental benefits accrued by the various initiatives that we have undertaken to reduce our emissions showcase this. These actions have enabled us to reduce our overall emissions (scope 1 and 2), as indicated in the below tables.



Total scope 1 and 2 emissions

Diesel Used in Incinerator
(Gallons)

4,092
3,687



Fuel consumption

Vehicle fuel (litres)

2,419,197
1,330,558
731,807



Energy Consumption

Electricity consumption
(Kwh)

13,049,344
12,527,370
12,026,275



Scope 1 Emissions by source

CO₂ Vehicle Fuel (t CO₂-e)

6,261
3,443
1,894



Scope 2 Emissions

CO₂ Electricity Use
(t CO₂-e)

10,705
10,276
9,866



Total Emissions

(tCO₂e)

16,966
13,720
11,760

● 2016
● 2017
● 2018





3.1.2 Ajman observes 'Day without Plastic Bags'

During every month of May, Ajman Municipality engages in a 'Day without Plastic Bags' as a means to "encourage good practices of waste disposal in a healthy and green environment", said Shaikh Rashid bin Humaid Al Nuaimi, Chairman of the municipality. With the 'Day without Plastic Bags', the Emirate has become the first place in the Arab world according to the Shaikh. The campaign is recurrently carried out at 10 shopping centers across the Emirate every year. Moreover, the Shaikh calls on all shops in the Emirate to replace plastic bags with bags made of either paper or cloth and other environment friendly materials.

According to the Director of the Department of Public Health and Environment, "Alternatives to the plastic bags do not only reduce on environmental pollution but also offers benefits like easy reuse of bags". In the long run, Ajman intends to become the first Emirate in the nation to replace traditional plastic bags with alternative, more eco-friendly options. This would also lead to a reduction of the remains of plastics on waste collection sites.

In 2017, we are proud to say we successfully reduced the usage of plastic bags by 5,900,000 units, the highest reduction rate that has happened since this initiative started.



3.1.3 The 5th Ajman International Environment Conference

Under the patronage of His Highness Sheikh Humaid bin Rashid Al Nuaimi, Member of the Supreme Council and Ruler of Ajman, the Ajman International Conference on the Environment for 2018, was organized under the theme "Climate Change and Sustainability." The conference was an exchange of ideas and valuable experience to contribute to current or future research on green practices, environmentally sound technologies, carbon footprint management and support for the

expansion of sustainable and environmentally friendly initiatives. During the conference, a number of sessions were held to present the practices carried out in the field of business and technology by experts and specialists from 49 countries. These sessions reviewed 205 scientific papers focused on sustainability, comprehensive development and diversified energy, legislation to preserve natural resources and development methods amongst other topics.





3.2 Pollution and Waste Management

In the past years, we have witnessed an increase in population growth as well as economic activities in the UAE, and as a consequence the quantities of waste being generated have considerably increased. Most of the waste that is generated by an increasing population and economic activities ends up in municipal landfills or dumpsites, where organic waste generates a large amount of methane, a potent greenhouse gas, leading to a negative effect on our environment.

In order to tackle this increase in waste and as a result, an increase in greenhouse gas emissions, we have committed ourselves to minimizing our waste volumes through ensuring that the largest number of recycling and reusing opportunities are undertaken. In line with UAE Vision 2021's aim to reduce percentage of treated waste from total waste generated to 75% by 2021. We are working on introducing more measures to divert our waste from landfills in the upcoming years as a means to ensure that an increasing amount of waste is properly managed, all while considering the 3Rs – reduce, reuse and recycle by following the waste hierarchy (i.e. prevention, reduce, reuse, recycle and disposal to landfill).

Ajman Municipality always aims to reduce the quantity of waste that is transferred to Ajman's landfill. In order to do so, Ajman municipality has put in place two practices that help with the reduction of transferred waste to the landfill. The first practice involves the creation of an incinerator that is used to treat non-chemical medical waste, generated from hospitals & clinics. As a result, Ajman has witnessed a reduction in the quantity of waste that is dumped in the landfill.

The second practice involves dealing with municipal and solid waste. Specifically, the segregation of recyclable waste from non-recyclable waste is being practiced. The non-recyclable waste is transferred to the landfill

and is dumped while the recyclable waste is sold. This project was realized through the partnership of Ajman Municipality and AIMS Group, an organization that offers infrastructure, environmental solution to Ajman. In 2017, we managed to effectively treat 7048 tons of waste and we are proud that in 2018, we were able to increase that amount to 10,612 tons.

In addition, Ajman Municipality has reduced liquid waste generated from its operations. In cooperation with Ajman Sewerage Company, we successfully filtered wastewater tankers and tested the quality of our wastewater. Most of the tanks have consequently been qualified to use for agriculture irrigation.

Waste Management of the Municipality 2016, 2017 and 2018 Total Quantity (in tonnes)





3.2.1. Cleaning Works Project

The Municipality announced the introduction of a system of cleaning works in the Emirate in its efforts to facilitate the cleaning of properties. The Municipality cooperated with specialized cleaning companies to carry out cleaning works on a daily basis using electronic systems to enable the Department to monitor the cleaning.

The department is engaged to ensure that high quality services are performed in a timelier manner. We are keen to provide simplified procedures for owners as the cleaning project will eliminate the need for property owners coordinate with cleaning companies.

The companies that were engaged in the cleaning were successfully able to contribute to proper waste management and in adequate control of pests that have the potential to pose public health issues. The Department closely supervised the daily collection of solid waste, green waste, hardware, maintenance waste, dumped waste, market waste and industrial waste and transferred a majority of the waste to the sorting station.

Ajman Municipality's Planning Department is proceeding confidently and firmly to achieve the vision of Ajman Vision 2021, which seeks to build a green economy to promote the sustainable development process and to conserve natural resources through the use of the latest environmentally friendly technologies in the interest of all individuals. This would contribute to maintaining their health and public safety.



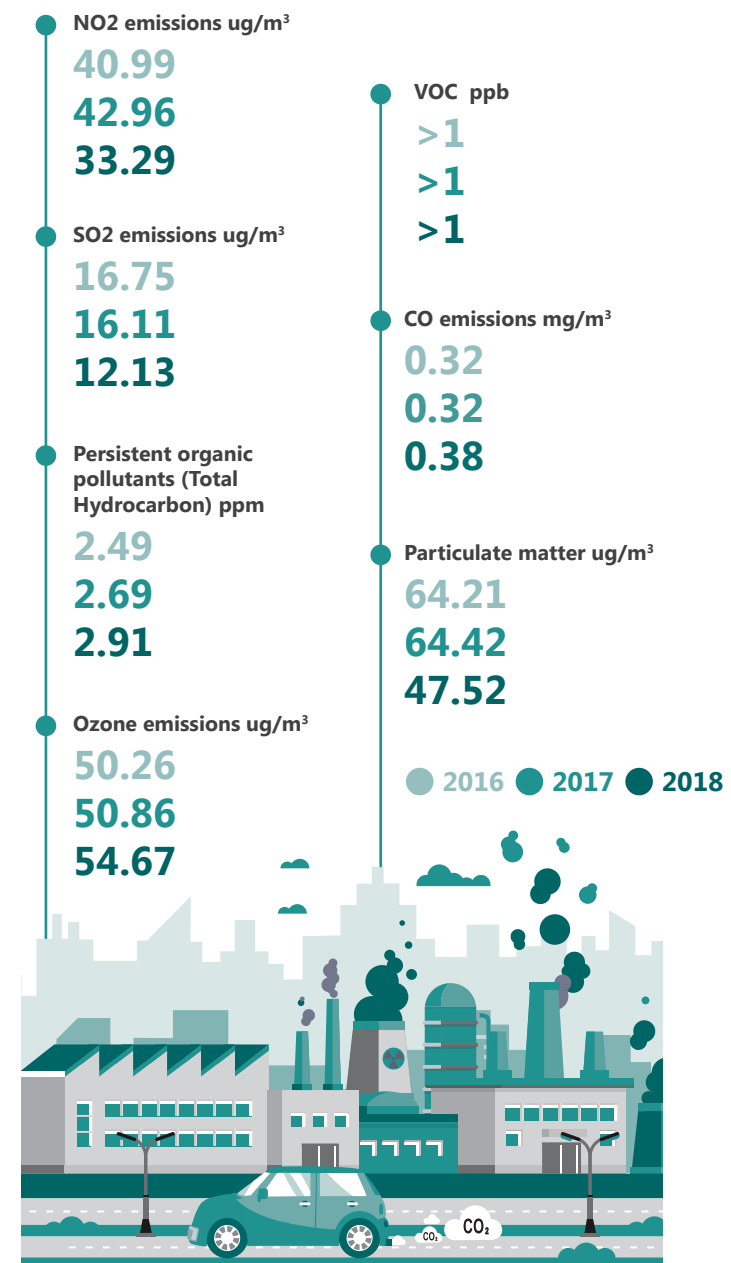
3.3 Air Emissions Management

Maintaining healthy air quality is of the utmost importance to the Municipality. In Ajman, plans are being implemented to maintain healthy air quality by raising awareness about the potential of good air quality for the generations to come.

Maintaining healthy air quality as part of ensuring the sustainable development of the Emirate has been a strategic priority for the Municipality and Planning Department. In order to realize this ambition, the Municipality has installed continuous ambient air quality monitoring stations (CAAQMS) at various, air quality sensitive locations in the Emirate of Ajman. These stations monitor parameters such as NOx, Sox, Ozone and Carbon Dioxide, along with other components of Ajman's air. The plan for upcoming years is to add more monitoring stations in Ajman to cover more areas and therefore to ensure that the air quality in the Emirate is regulated and moving towards strengthening their air quality controls in line with our commitment to "Delivering the Required Solutions & Consultancies, by the Right Way, on Time in a Cost Effective Manner", as a means to partake in the Municipality's drive to strengthen their environmental controls.



Our air quality has improved and the yearly average air pollution records are within the limits. As indicated in the below table:





3.4 Land use and biodiversity

Land use and biodiversity refers to the use of land in a sustainable manner, where adverse impacts to nature, the biodiversity and to the habitat of certain species are minimized.

As a drive to ensure its sustainable stewardship of the land and in line with the 'Green Economy' pillar of Ajman Vision 2021 that pushes for the 'enhancement of sustainable development', Ajman Municipality has engaged in several preventative actions and mitigations in order to manage its direct and indirect impacts on biodiversity. Accounts of these actions are described below:



Transportation like boats are affecting the natural reserve sometimes. However, regular checks for water quality and general control measures have been applied.



A quick response was conducted to remedy an oil spill that occurred; the oil spill was a reversible impact and immediate actions were taken to prevent more pollution from taking place.



Removal of waste and debris from water pipes, along with the engagement in dewatering processes and rainwater harvesting have taken place.



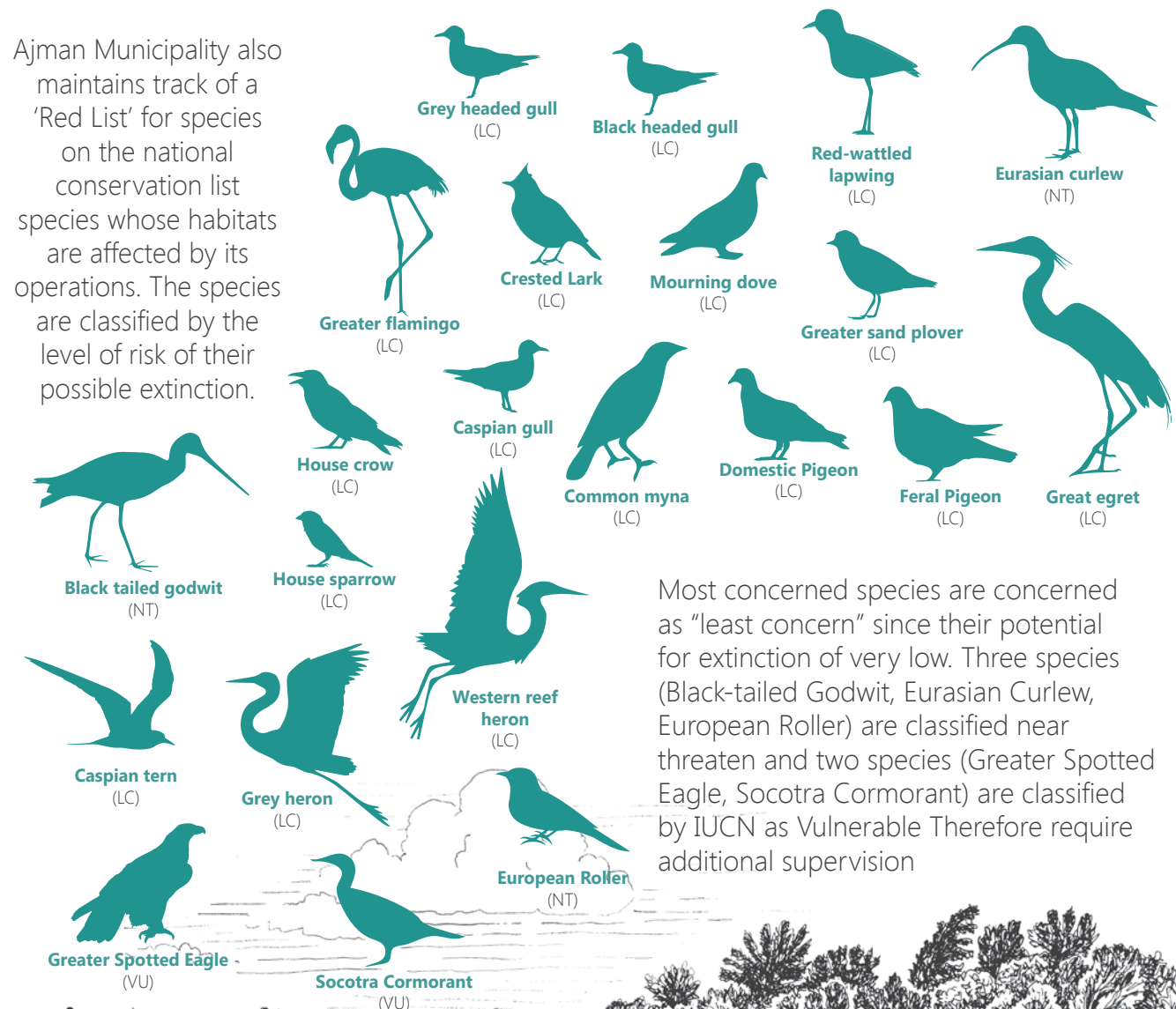
Preservation of Al Zorah Nature Reserve at areas of 1.9 km², located to the north of the city and directly linked to Al Ittihad Street. Preservation measures include:

- Watching the movements and activities of birds by using field scope & binocular.
- Counting the birds according to their species.
- Observing & recording the different features of birds including the color, size, shape, beak, feathers, legs, and tail of birds.
- Recording the changes in the field.
- Bird watching report on the system.
- Analyzing the current report with previous reports for the maintenance of bird species in Al Zorah.
- Monitoring waste water inlet by taking samples and analyzing the samples on a constant basis.
- Analyzing waste water samples to work towards improving water quality in the creek. Waste water is refined sent by to the creek through the piping system.
- Physically observing species through a site walk-through on a daily basis.



Partnership with ELAD Company to provide and maintain our water quality monitoring instruments in order to ensure that constant quality control and testing are conducted. In case an environmental emergency happens, the monitoring system would allow the Municipality to take immediate measures.

Ajman Municipality also maintains track of a 'Red List' for species on the national conservation list species whose habitats are affected by its operations. The species are classified by the level of risk of their possible extinction.



Most concerned species are concerned as "least concern" since their potential for extinction of very low. Three species (Black-tailed Godwit, Eurasian Curlew, European Roller) are classified near threaten and two species (Greater Spotted Eagle, Socotra Cormorant) are classified by IUCN as Vulnerable Therefore require additional supervision



Near Threatened (NT)
Vulnerable (VU) Least Concern (LC)



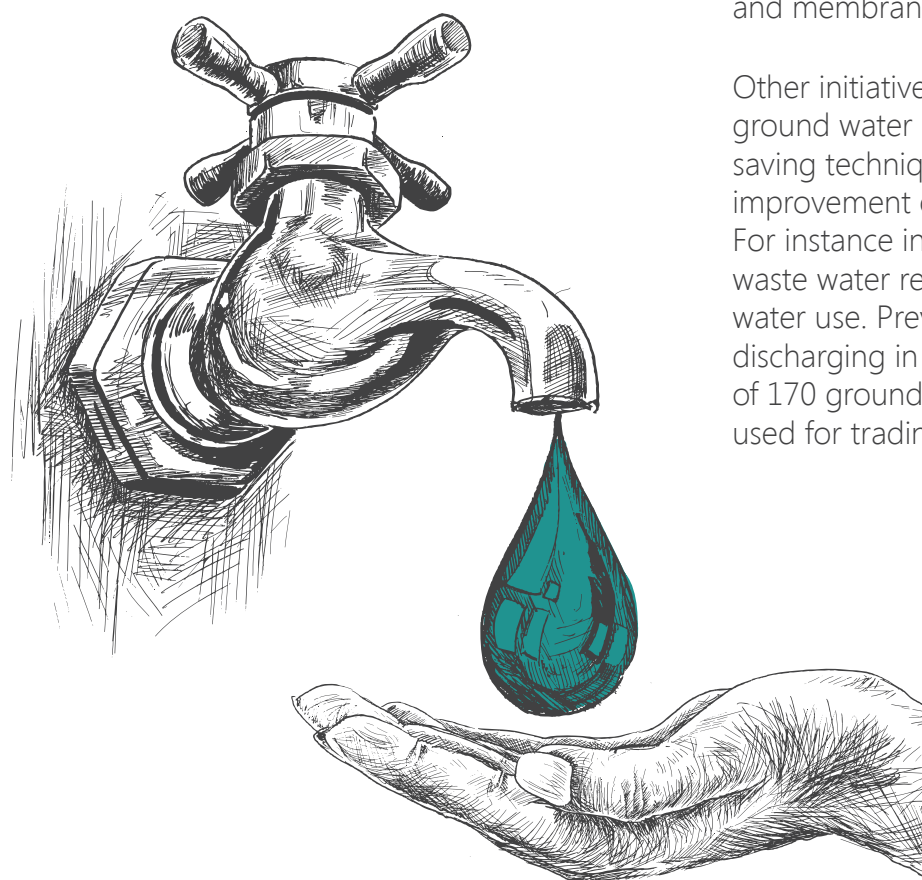
3.5 Water Management

Globally, and especially in the UAE, water scarcity continues to be a growing concern. The UAE is among the top water-scarce countries in the world and has one of the world's highest per capita water consumption rates. In order to combat water scarcity, we have committed ourselves at Ajman to adopting world

class and best practice water efficiency measures through environmental sustainability initiatives.

For instance, we have adopted desalination technology to improve water quality and to greatly reduce water shortage problems by transforming seawater into drinking water. We mainly use two techniques for water desalination: thermal (phase-change) processes and membrane processes.

Other initiatives include trying to prevent ground water over use by adopting water saving techniques, which have resulted in the improvement of water quality in the Emirate. For instance increasing the rate of treating waste water reuse to cover decreased ground water use. Preventing 365 tankers from discharging in the lagoon, and finally closing of 170 ground water wells that were previously used for trading and for industrial use.



Total volume of water savings in 2017 and 2018

Water Savings

1,879,442 Gallons in 2017

1,804,265 Gallons in 2018



Total volume of water consumed in 2016, 2017 and 2018

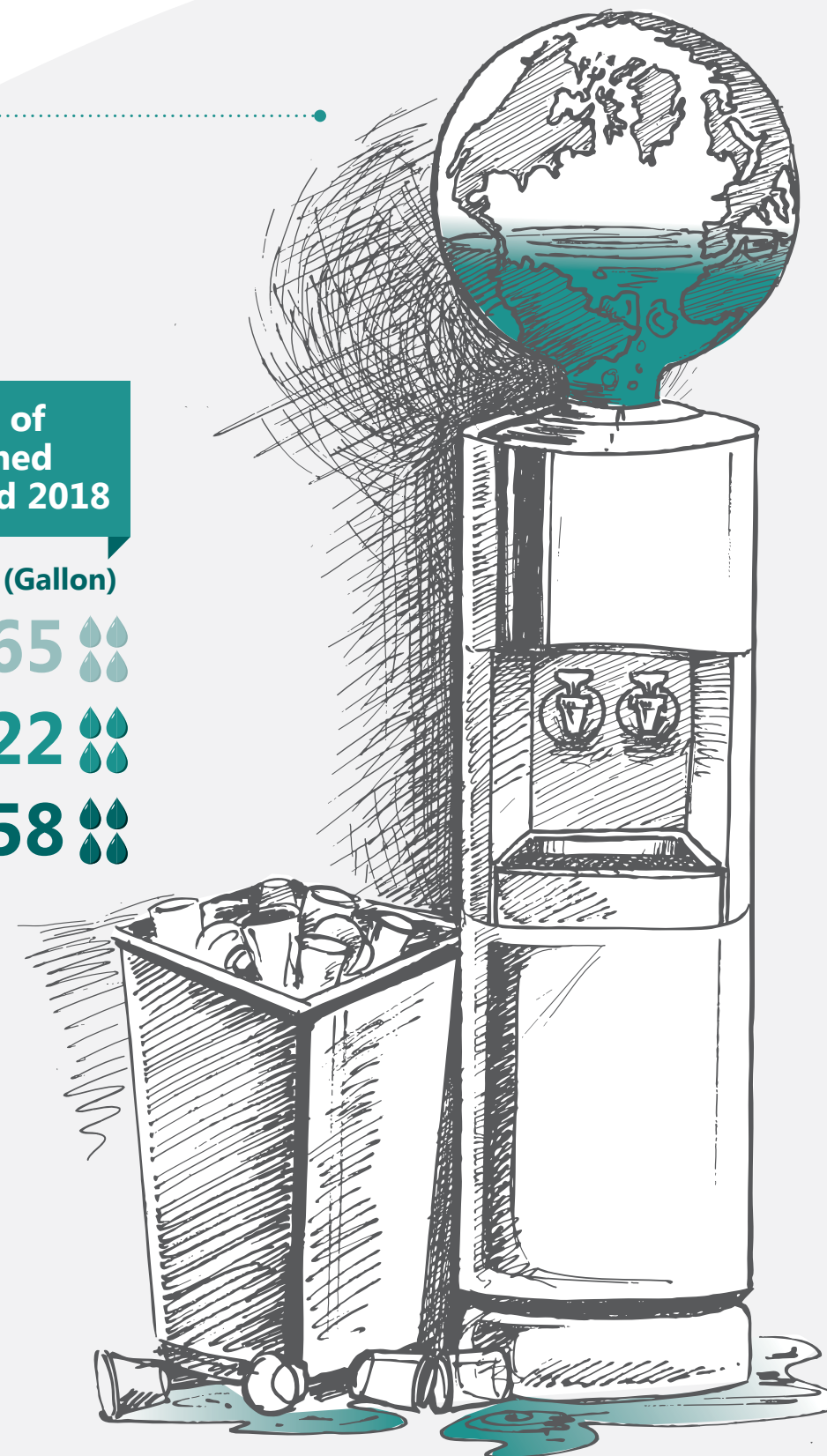
Water Consumption (Gallon)

46,986,065 🚰

45,106,622 🚰

43,302,358 🚰

● 2016 ● 2017 ● 2018





04

Community Health and Well-being





4.1 Our Community and our Employees

Nurturing an environment of happiness and job satisfaction for our employees is a priority. We continually strive to ensure that our employees are recognized and appreciated. In order to do so, we emphasize on continual management and review of our human resources processes. Throughout the years, Ajman has made great strides towards human resources management. Some key achievements that have been observed include the following:

- The first branch in the Ajman government to establish a technical accredited training center which resulted in financial savings in training through internal investment.
- The functional structure of the Municipality and its various units has been updated, the financial placement of jobs has been completed, and the job description and career track project has been completed for all the functions of the Municipality.
- Created a stimulating work environment where two nurseries have been opened and expanded, and a sufficient number of caretakers and nurses have been provided to accommodate a larger number of children working in the Municipality and to initiate various incentive initiatives such as:
 - A leisure initiative for land and sea trips for employees
 - A dedicated initiative to provide workers with Umrah.
- Launching the initiative to change the spatial environment of the departments through open office style and decorating them with attractive colors and murals.



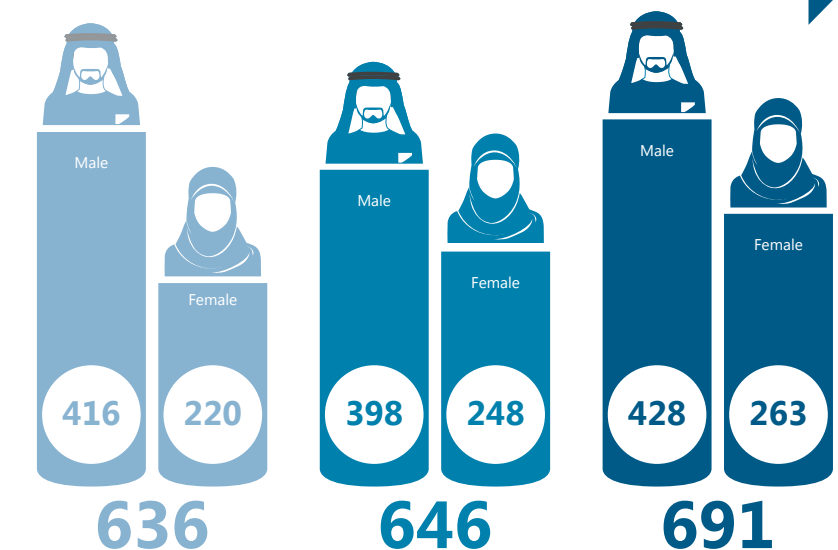
4.1.1 Diversity and Inclusion

The Municipality believes in the excellence of each individual and recognizes the diversity of individual abilities and therefore commits to improving diversity and integration into the workforce. This has led to diversity of labor force, equality, and inclusion of different ages, races, religions, nationalities and economic conditions.

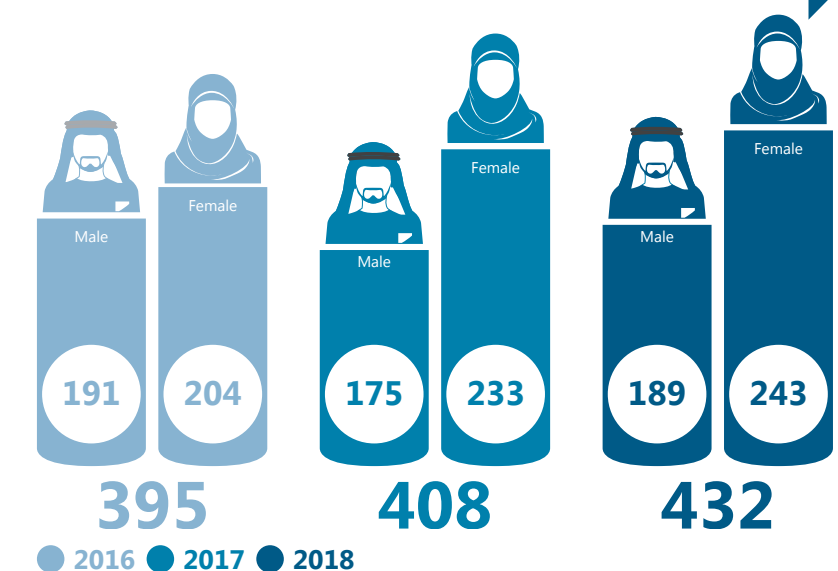
The Department has always focused on supporting women and providing them with the opportunity to become more successful and professional as well as to build their capacity within the Department. In recognition of the achievements of Emirati women and our gratitude for their fruitful efforts in all fields, the Municipality has organized the UAE Women's Day in line with the vision of the UAE Supreme Leadership and its wise directives to support and promote innovative women and integrate them into all spheres of life. The Department continuously encourages women to further their knowledge in the sciences and knowledge. The number of female employees in the leadership and supervisory positions reached 27.

In order to support our local community, the Municipality also seeks to increase the Emiratization rate of its workforce.

Total Number of employees

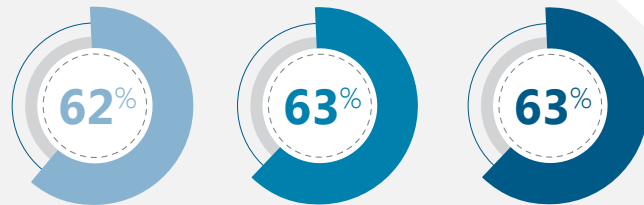


Total Number of Emirati employees

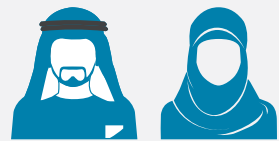




Percentage of Emiratization

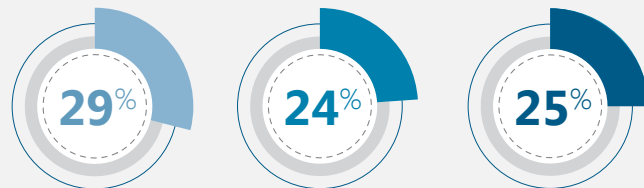


Emirati Employees Between the age of 20-30



47 69 154

Percentage Of Local Nationals At Senior (Upper Management) Positions Across Different Functional Groups



4.1.2 Employee Training

Number of Total Training Hours by Gender



11,150



15,277



13,674



14,722



13,462



14,972

● 2016 ● 2017 ● 2018

Total Training Hours by Employee Category

General

26,427

28,397

28,434



Leadership

4,204

23,032

961

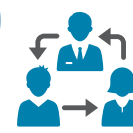


Support

21,060

4,381

23,364



Supervisory

1,164

985

3,883



● 2016 ● 2017 ● 2018





4.2 Occupational Health and Safety

Ajman Municipality constantly maintains track on its occupational health and safety footprint. In order to do so, the Municipality relies on the following systems to record and report accident statistics:

ISO 9001: Quality Management, that is based on a number of quality management principles including a strong customer focus, the motivation and implication of top management, and the process approach for continual development. ISO 9001 has aided the Municipality to continually strive for improvement in all of its operations, and especially to become customer centric.

ISO 140001: Environmental Management Systems, which helps the Municipality achieve the intended outcomes of its environmental objectives. This provides value for the environment, the organization itself and interested parties.

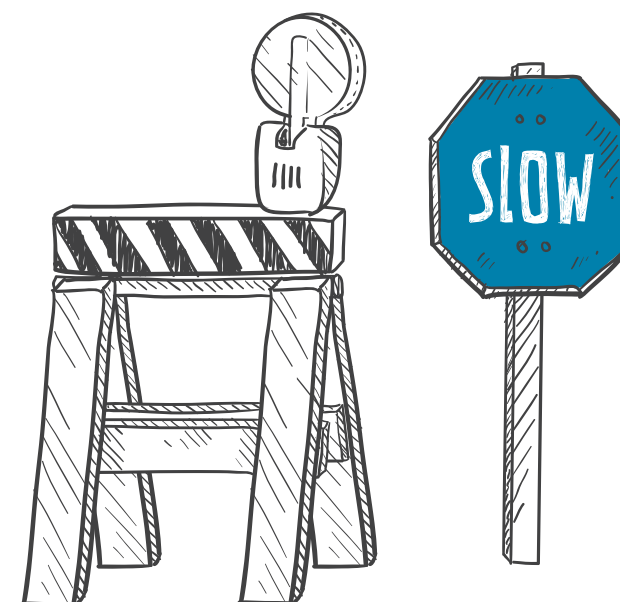


International Organization for Standardization

OHSAS 18001: Occupational Health and Safety Assessment Series, compliance with it enables Ajman Municipality to demonstrate that it has a system in place for occupational health and safety and to consequently improve its health and safety performance on a constant basis. OHSAS 18001 provides a framework for the Municipality to adopt, and to consequently identify and control its health and safety risks, to reduce its potential for accidents, to aid legal compliance with Health and Safety aspects and finally to improve overall performance. Ajman Municipality's adherence to the system has been proven successful. This is showcased by the following statistics.



Number of Injuries for Employees in 2016, 2017 and 2018





Furthermore, Ajman Municipality has displayed several commitments and achievements in the Occupational Health and Safety field at the department level. Notable achievement during the year 2017-2018 include:



Measurement of the environment and safety and its impact on the Municipality:

- Environmental measurements, which determine any excesses of permissible limits and their impact on the surrounding environment or the safety of workers in the Municipality.
- Contributed to improving the working environment by preventing negative impacts on employees.



Risk assessment of the activities of the Municipality and its impact on the Municipality:

- Control of risks and follow-up corrective and preventive measures.
- Securing a healthy working environment, maintaining the safety of employees and customers and increasing the employees' happiness.
- Maintaining the application of international standards for the environmental management system and occupational health and safety management system.



Staff awareness of safety requirements and their impact on the Municipality:

- To achieve a safe environment and free from any kind of risk as much as possible.
- Preserving the lives of all individuals in different fields of work.
- Protection of property from exposure to natural or human hazards.
- To promote awareness of the personal safety and security of individuals.



Updating the manual of occupational safety and security and its impact on the Municipality

- Eliminate any risks that may arise in the work environment.
- Encouraging the use of safety tools
- Maintaining cleanliness permanently, in order to avoid infection.
- Maintenance of machines and equipment within factories, in order to reduce the rate of their transformation into lethal tools.
- Adhering to all international security and safety standards.



Shift to the new version of the **ISO 45001** and its impact on the circuit:

- Follow-up on the modernization of health and environment systems
- The Municipality and Planning Department –Ajman is considered one of the first Municipalities in the country and the first of the government departments in the Emirate of Ajman to obtain ISO 45001: 2018, a system of occupational safety and health management.
- The application of the standard is to prevent injuries and provide workplaces in a safe and healthy environment for workers and customers as well as ensuring a framework for risk management, occupational safety and health, and achieving the desired results of the occupational health and safety system.



Achieved certification in regards to the new version of Occupational Safety and Health System 45001: 2018, which is the first government entity at Ajman level and the first at the municipal level in the country to obtain it.

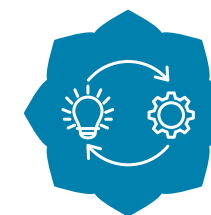


Completion of the plans of the Environment, **Occupational Safety and Health Committee.**



Conducting experiments and evacuation exercises related to environmental and safety hazards

- For pre-preparation of crisis and emergency situations, the implementation of evacuation exercises has a great impact on the Municipality through:
 - Preservation of the property of the Municipality
 - Protection of employees and customers of the Municipality
 - Achieving a safe and risk-free work environment in the Municipality
 - Ensuring the readiness of the security and safety equipment in the Municipality
 - Raising awareness and educate the staff and clients of the Municipality on risk management



Implementation of the internal audit plan on the specification of 14001: 2015 Environmental Management System and 45001: 2018 Occupational Safety and Health System.



Completion of 18 reports after completion of the **internal audit process.**



4.3 Food Safety and Public Health

As part of fulfilling the 'Distinguished government' pillar's expectations of Ajman Vision 2021, the government has established several food safety initiatives. These include:



Federal Enhancing food safety project with the Food and Agriculture Organization (FAO).



Establishment of a food trading office and inspection chamber as a means to enhance the food safety control for imported foods.



Establishment of a central market for meat, fish and vegetables and implementation of best sanitary practices in the market.



Preparation for the implementation of the Food Safety Inspection Standard ISO 17020.



Implementation of the ZAD federal system for food registration.



Carrying out of food safety and public health awareness programs on an annual basis.



Creation of the bottled water improvement plan, leading to the improvement of the quality of bottled water in the Emirate of Ajman.



Obtaining Ajman public health program to improve the public health and food safety in the Emirate.

HACCP system for all the processing and catering facilities for foods.

GHP certificate for all the food service and retail facilities for foods.





4.4 Customer Happiness

In line with the country's directives, the Municipality has placed customers in the forefront by identifying strategies that emphasize its focus on customer service. The Municipality has implemented several initiatives that have increased customer satisfaction and enhanced the operational performance of its services. These include the development of directory services in order to promote and raise awareness of the community services provided, brochures and publications, paper and electronic guidelines and publications through the website of the Municipality as well monitors around customer happiness center.

In addition, the customer happiness center was redesigned in line with the expectations and needs of the various client categories, and the Queue System redeveloped in conjunction with the re-engineering of the procedures of services which ensure the ease of movement of customers within the Center. The Municipality also undertook a project to document and improve the experience of customers through various service channels.

In line with the UAE's initiatives in the field of electronic and digital transformation, the Municipality has developed an e-transformation plan in line with the Ajman Government Digital Vision 2021, which aims to transform the services of the government digitally and electronically. This has had a significant impact on improving the results of customer service, where the Municipality reduced the number of direct customer interactions by 40% in 2017-2018 compared to the results of 2016-2017.

The Municipality has also developed training and motivational programs to raise the technical and behavioral skills of the front and back staff at customer centers (such as the Employee of the Month Award) and to create a spirit of honest competition between the employees in order to provide best-practice services.

All the initiatives, activities and practices have achieved positive results at the level of the Municipality, such as achieving 98% as a result of the customers' satisfaction, reducing waiting and submission time to 4 minutes during 2017-2018 and achieving 82% as a percentage of customer satisfaction.





05

Our Infrastructure and Impact on Communities





5.1 Investment in Sustainable Infrastructure and Roads

The Municipality has pushed for constant investments in sustainable infrastructure and roads. This has been inspired by our drive to ensure the sustainable development of the Emirate of Ajman, and to align ourselves with Ajman Municipality's vision 'Sustainable environment while developing a modern infrastructure in Ajman' and with Ajman Vision 2021's 'Distinguished Government' pillar. This pillar dictates that 'the government action in Ajman is efficient and reflects the requirements of society and business environment'.

Infrastructure and roads, and specifically the development of significant infrastructure investments and supporting sustainable mobility options, as well as improving infrastructure for mobility, was found to be the most important material topic for Ajman Municipality. As such, the Municipality has made significant investments that have exerted direct economic value to the Emirate. These are detailed in the following:

New Roads

- Construction of roads in Helio Phase 2
- Construction of internal roads through the length of the city of Mohammed bin Zayed (6.2 / km).
- Construction of roads in the area of Mesfout, 4.2 kilometers.
- Construction of roads in the Naeemiya area, 26 km long. Lighting uses solar energy

Maintenance and development

- Development of El Salam Street Phase 1
- Design of the development project of the intersection of Al Rashidiya Bridge Phase 1
- Development of Sheikh Rashid bin Humaid Street from the roundabout debt to the intersection with Al Karama Street.
- Installation of a metal fence on Sheikh Zayed Road and Al Ittihad Street. Exploitation of tall buildings to illuminate the road of Nuaimia

Other

- Establishment of pumping station near Sheikh Zayed Mosque
- Installation of parking devices in Badr Street (the parking area of the parking lot was planned and installed on Badr Street with 433 parking spaces).
- Re-distribution of parking devices in the Emirate of Ajman, redistributed parking devices subject to fees and regulate the positions of the Emirate 1.6KM

Illumination and light signalsLighting of Hafez Ibrahim Street

- Lighting the intersection of the cemetery street
- Lighting of Al-Hamidiya roundabout
- Lighting of the intersection of Al-Raqayeb
- Lighting of Hafez Ibrahim Street
- Illuminated buildings
- Maintenance of the columns of the decorative Corniche (maintenance of lighting poles on Sheikh Humaid Bin Rashid Street).
- Maintenance of lighting poles on Sheikh Rashid bin Humaid Street, which is dilapidated with new ones with concrete bases
- Renewal of fish market intersection, replacing columns, signal headers, concrete bases and old cables
- Installation of pedestrian signs on the Corniche Road (the signs were replaced with decorative ones).
- Installation of pedestrian signals at Ajman intersection, installation of pedestrian signal headers for safe passage Use of energy-saving LED technology





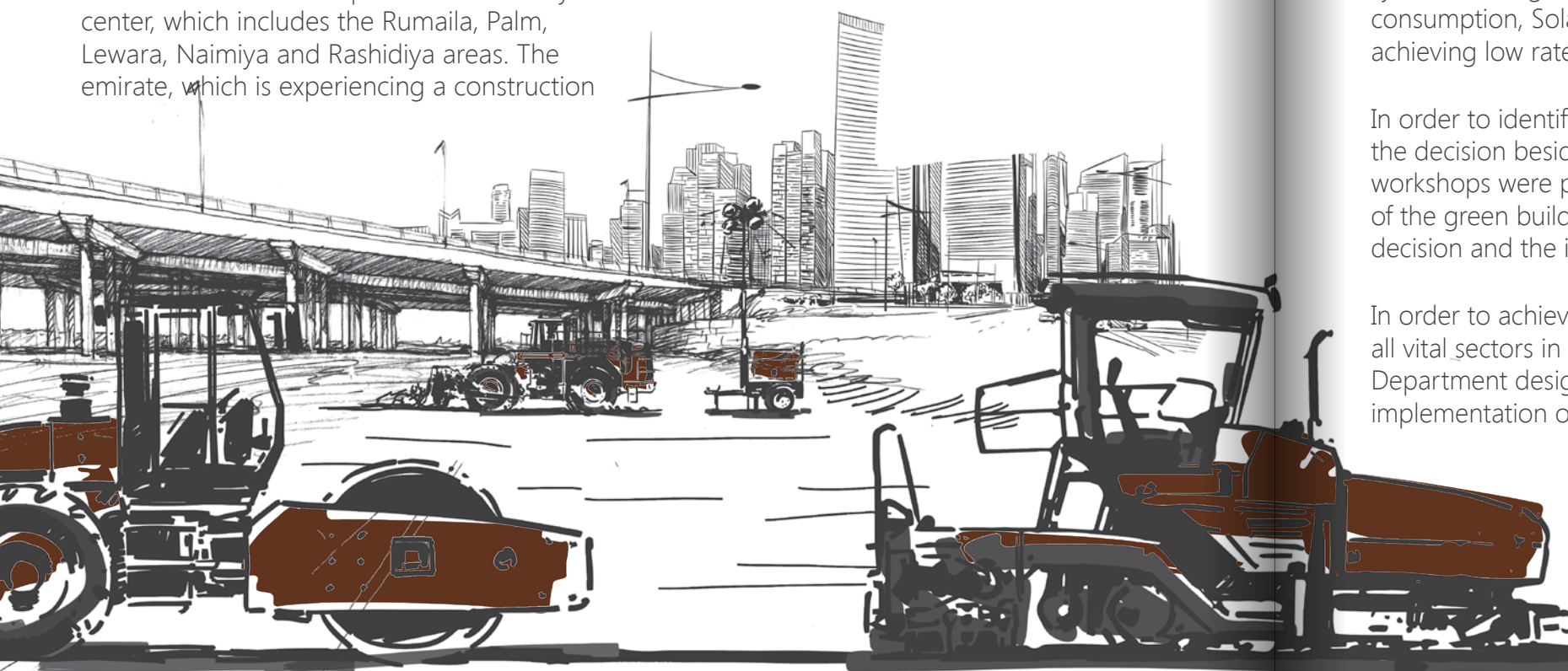
5.1.1 Conversion of non-built land into investments in easing congestion in Ajman

The Department of Municipality and Planning - Ajman attaches great importance to finding viable and distinctive solutions to any issue that may affect the residents of the Emirate. The Municipality seeks to receive suggestions from employees, clients and all residents of the Emirate to implement them on the ground.

Ajman Municipality's Infrastructure Development Sector has initiated innovative solutions to reduce overcrowding in the main streets of the Emirate. The Municipality has granted non-built land owners permits to establish investment positions in the city center, which includes the Rumaila, Palm, Lewara, Naimiya and Rashidiya areas. The emirate, which is experiencing a construction

boom and a permanent movement has conducted these initiatives in response to the large number of complaints regarding parking in different parts of Ajman.

The Municipality has also ensured that owners of residential buildings are provided free parking for rented vehicles. In addition, a plan has been developed to facilitate orderly parking, with owners being given the opportunity to invest in their land to develop multi-story car parks.



5.1.2 Green building requirements in Ajman

The Green Building Requirements were launched in the Emirate of Ajman as part of its efforts to raise the standard of sustainability in all sectors by improving the performance of buildings through the reduction of energy and water consumption as well as to minimize the negative impacts of buildings on public health and the environment. The provisions of the decision in the first phase included all residential villas and investment villas which would be required to undertake the following initiatives: efficiency of façades in residential villas, energy efficiency in building systems, saving and rationalization of water consumption, Solar systems in buildings, and achieving low rates of power consumption

In order to identify the concerned groups of the decision besides the concrete factories, two workshops were prepared on the requirements of the green buildings, the definition of the decision and the items included.

In order to achieve sustainability standards in all vital sectors in the Emirate, the Buildings Department designed, supervised the implementation of green building requirements

in the housing of the workers of the Municipality according to the requirements and conditions of the green building decision. This included changing the facades with the use of bricks that lead to energy efficiency and savings and rationalization of water.

Agreement on the implementation of the Estidama project on green building requirements in the Emirate of Ajman

The Municipality signed a cooperation agreement with the Urban Planning and Municipalities Department in Abu Dhabi on the implementation of the Estidama program. The Estidama program is an initiative that seeks to apply sustainability standards to all development projects. The program focuses on four main axes: Environment, Social, Economic and Cultural. The agreement aims to enhance cooperation and achieve fruitful strategic partnership by setting the main joint frameworks and exchanging studies and research, in addition to benefiting from the available capabilities of core competencies including Human resources, exchange of technical equipment and cumulative practical experience.





5.1.3 Increase in green spaces and beautification of the Emirate's facilities

As part of the strategic objective of increasing the green spaces and the beautification of the Emirate's facilities, the Municipality has implemented a number of public and development projects, most notably the Rifa'ab Forest Park with an area of 90 thousand square meters, which is considered as a boost to the sustainable development objectives due to its distinguished by the continuous trees of Al Ghaf, Sidr and Palm trees and local sustainable resistance to conditions and diseases. Water, as was completed the project of the park and the project of the Square Square Musfoot to serve the people of the area of the area of 24 thousand square meters.

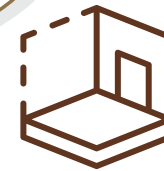
The projects of irrigation and agriculture in the emirate, such as the Sheikh Mohammed bin Zayed Al-Hilu Bridge, through the establishment of an automatic irrigation system to grow an area of 550 thousand square meters with local environmental trees, Irrigation and cultivation of the central island in Sheikh Ammar Street with a length of 1600 meters. To reach additional areas 130 thousand meters in the Emirate to achieve the total green areas until the end of 2018 about one million and fifty-five thousand square meters. In order to ensure the optimal use of resources and the conservation of groundwater reserves, treated wastewater has been reused and used for irrigation purposes.

Ajman Agriculture Award

The annual Ajman Prize for Agriculture was launched under the directives of the Supreme Council, which outlines the vision of the Ajman Government and the direction in regards to a green economy, with the aim of increasing the agricultural landscaping and serving the general community in the Emirate in the field of agriculture as well as the development of residential gardens, mosques, schools, farms, government agencies, agricultural entrepreneurship projects and hotels in all areas of Ajman.

The Award seeks to achieve an important addition to the agricultural sector by working to achieve the following objectives:

- Increase the agricultural landscaping.
- Encourage the cultivation of plants.
- Dissemination of environmental agricultural culture.
- Involve the private and government sectors in environmental sustainability by increasing and conserving agricultural landscaping.
- Streamlining expenses through shareholders.
- Upgrading the environmental standards associated with agriculture in the Emirate of Ajman



5.1.4 Modeling Ajman and Ajman 3D

The Ajman Modeling Project in 3D was developed in 2018 with the aim of creating a digital model for the city of Ajman that matches reality,

The project aims at improving and facilitating the decision making processes, which are mainly related to the development of infrastructure, the actual perception of the future construction projects and the extent of their impact on the emirate. The project also supports security and safety operations with external partners and supports economic activity by providing platforms for the public and external partners. The results of the project were as follows: The first outcome is the Building Information Modeling Program, which allows non-geometric users to view detailed and smooth architectural data of the buildings, the second outcome is a Ajman 3D model, which enables the user to view the city in three dimensions and the third and final outcome is Ajman 360, a feature where the external user can view the features of the Emirate in an integrated manner.



5.1.5 Addresses and Geographical Names

Ajman Municipality led the efforts in applying best practices measures in Ajman's addresses and numbering systems in line with the country's systems, which includes a manual for address numbering details. This included selecting geographical names for streets and areas, positioning sites for the current and future status, taking into account the Emirate's identity and in a way that reflects the future development of the city.





5.1.6 Urban Plan for the Cities of Masfout and Manama, the Study of Roads and Transport 2030 and the Tripartite Operational Plans

As part of the efforts of the Municipality and Planning Department to develop an integrated system for sustainable urban development in the Emirate of Ajman, the Department has prepared strategic plans and tripartite operational plans for all cities in the Emirate. Accordingly, the Department has contracted with a specialized consultant to prepare a comprehensive urban plan for the city of Masfout and the tripartite operational plans by collecting, monitoring and documenting all relevant data, studying challenges and opportunities, developing planning alternatives and scenarios for the distribution of land uses, road networks and infrastructure in alignment with the requirements of sustainable urban development, in order to achieve the following:

- Prioritize development and agree on development strategies.
- Encouraging tourism development and increasing the attractiveness of investment in the tourism sector.
- Creating new jobs in cities, which contributes to the development of the local economy of the Emirate.
- Prepare detailed plans for three new regions and develop action plans with results, objectives and timelines with a distribution of roles, responsibilities and budgets while encouraging partnership between government and private sector.



Main Outputs:

- Analysis of current situation and benchmarking studies for the areas of Masfout and Manama. (Area survey and Benchmarking)
- Study of roads, transport and infrastructure.
- General Analysis of Current Conditions and SWOT analysis. (Gap Analysis)
- Plans and documents of the overall urban strategic plan and the 2030 public transport plan for the areas of Masfout and Manama covered by the outline of the selected areas of work. (Strategic UMP and TP)
- Operational plan, projects and implementation priorities. (Implementation Strategy)



5.1.7 Urban development plans and visual coordination of roads

Within the framework of the participation of the Municipality and Planning Department in achieving the vision of Ajman 2021 and the eagerness of the Department of Planning and Surveying to achieve a "balanced urban environment" in all areas of the Emirate of Ajman, the project "Visual coordination and urban design of the streets of Ajman" was undertaken. This project was vital due to the accelerated urban development witnessed by the Emirate and the steady population growth leading to a need for synergy in line with the best global methodologies in the field of urban planning, visual coordination and coordination of parks and public places to ensure the well-being of the population of Ajman.



Project goals include:

- Preparation of plans and design alternatives for Corniche Street.
- Preparation of manuals standards and integrated requirements to raise the efficiency of the work in the Department of Planning and Survey
- Building capacity in the areas of urban planning for different engineers of the Department of Municipality and Planning through the organization of specialized knowledge courses and workshops inside or outside the Emirate.



Key project outputs: Guidelines and standards for:

- Land Development Regulation
- Visual coordination, landscaping and design of public places
- Community facilities
- Guidance boards
- Improvement in visual appearance of the city
- Sustainable smart neighborhoods
- Requirements of waterfront and urban depth





5.2 Community Development

At Ajman Municipality, we aspire to contribute towards the betterment of society and to ensure the sustainable development of the Emirate as a whole. Engrained in the UAE's culture and values, philanthropic and humanitarian actions have always been a vital part of Ajman's core values and its diverse community initiatives aim to create a positive impact on all segments of society in order to meet their needs and improve them.



Initiatives Implemented



Society

- Friends of the Environment
- Flowers of Good
- My fitness is my Health
- Refrigerators for Keeping Grace
- Lips waiting for a smile
- Earth Hour
- My Agriculture (planting and harvesting)
- The fasting breakfast initiative
- Magellan
- The Vehicle of Good
- Exhaustion of the Heart
- Eid Drape
- World Day for the Elderly



Service Category

- Thanks
- Drink of Good
- Feeding Initiative
- Dirham of Good
- First Aid Initiative
- Water Irrigation
- Tenderness and Good
- Your breakfast is on us
- Humanity Day
- Age of Umrah



The staff of the Municipality

- Happiness Fund
- Pink October
- Voluntary blood donation
- Dish of good
- Store of Good
- Fund of Good
- Vehicle to save grace
- My fitness is my health



Customers

- Refrigerators of Good
- Refrigerated drinks





5.2.1 MOU with Al Ihsan Charity Association to assist them with organizing events during religious holidays and with medical care

In 2017, the Municipality and Planning Department of Ajman signed a Memorandum of Understanding (MoU) with Al Ihsan Charity Association in order to consolidate a joint cooperation between the two parties, strengthening their strategic partnership to serve individuals of the Emirate.

The Department is keen to build partnerships with all local and federal entities in order to enhance the concept of institutional partnership in order to better target the public interest. Both parties will collaborate together in order to create and enhance community activities such as charitable projects that are carried out by Al Ihsan Charity Association.



5.2.2 Exempting senior citizens from paying for parking

In conjunction with the International Day of Older Persons, the Department announced the granting of permits to senior citizens of the State over the age of 60 years. These permits would enable the targeted people to use the emirate's parking lots free of charge.

As part of the initiative, the Municipality reached out directly to numerous elderly citizens to inform them of the necessary conditions and requirements for the issuance of free cards for them.

The aim of the initiative is to provide easy and accessible services to the public, and especially to the elderly, as a means to raise their satisfaction and ease of transportation.



5.2.3 Summer training program "Ajyal" for university students

Stemming from their eagerness to guide future generations professionally joined the Municipality and Planning Department of Ajman hosted 42 students affiliated with Ajyal Summer Training Program, as part of the learning program. The purpose of the training program was to train them for future jobs, and help develop the students' professional skills with respects to the different careers and jobs available at the Department. Ajyal Training Program distributed the students over different administrative units according to their preferences, providing them with professional guidance to motivate to take advantage of any opportunities that would enhance their talents and skills.

Specialized personnel supervised the students to guide them during the entire period of the training program. The program supports the strategic vision, mission, and goals of the Department by developing the capabilities of national youth in the emirate and utilize their potential.





5.3 Digitalization Initiatives



5.3.1 Launching of platform for unified electronic registration to facilitate the community's access to information and smart services

In 2017, Ajman Municipality launched a platform for unified electronic registration of its electronic services to consolidate all electronic and smart services of the Department on one platform.

The project stems from the Municipality's eagerness to better serve its customers and to facilitate the procedures for them as well as to provide all electronic services on one platform.

The Department has made tremendous progress in the smart digital transformation field and seeks to fulfill the emirate's vision of transforming the city of Ajman into a digital city, and the strategies of the Ajman government for 2020 – 2021.

The platform will enable customers to access services through one channel. The unified electronic registration system provides the opportunity for customers to access the Department's services from any place around the world as well as enabling customers, who own multiple companies or multiple licenses to register all of them on one electronic account, facilitating their access to services.



5.3.2 Participation in the GITEX technology exhibition, provided visitors with an exhibition of 89 smart electronic services that aim to facilitate customer experience such as a smart payment gateway



The GITEX Exhibition 2017 was hosted by the Dubai World Trade Center and involved the participation of a wide range of governmental and private bodies.

During the exhibition, the Department provided visitors with 89 smart electronic services that work towards facilitating procedures for the customers.

The Department inaugurated the event through the launch of a Smart payment gateway. This spawns from the Municipality's

strive to embrace digital transformation and as response to the customers' aspirations in the provision of smart payment channels and modern banking services.

The Municipality Department has made great strides in the field of Smart Transformation through the transformation of its electronic services to smart services and its keenness to establish electronic connectivity with its strategic partners and bodies, in the interest of all stakeholders of the Municipality.



5.3.3 Development of Digital Master Plan 2017-2022, to provide a road map for the digital transformation of government services in the Emirate

The digital master plan for Ajman 2017-2022 was developed to provide a road map for the digital transformation of government services in the emirate over the next five years.

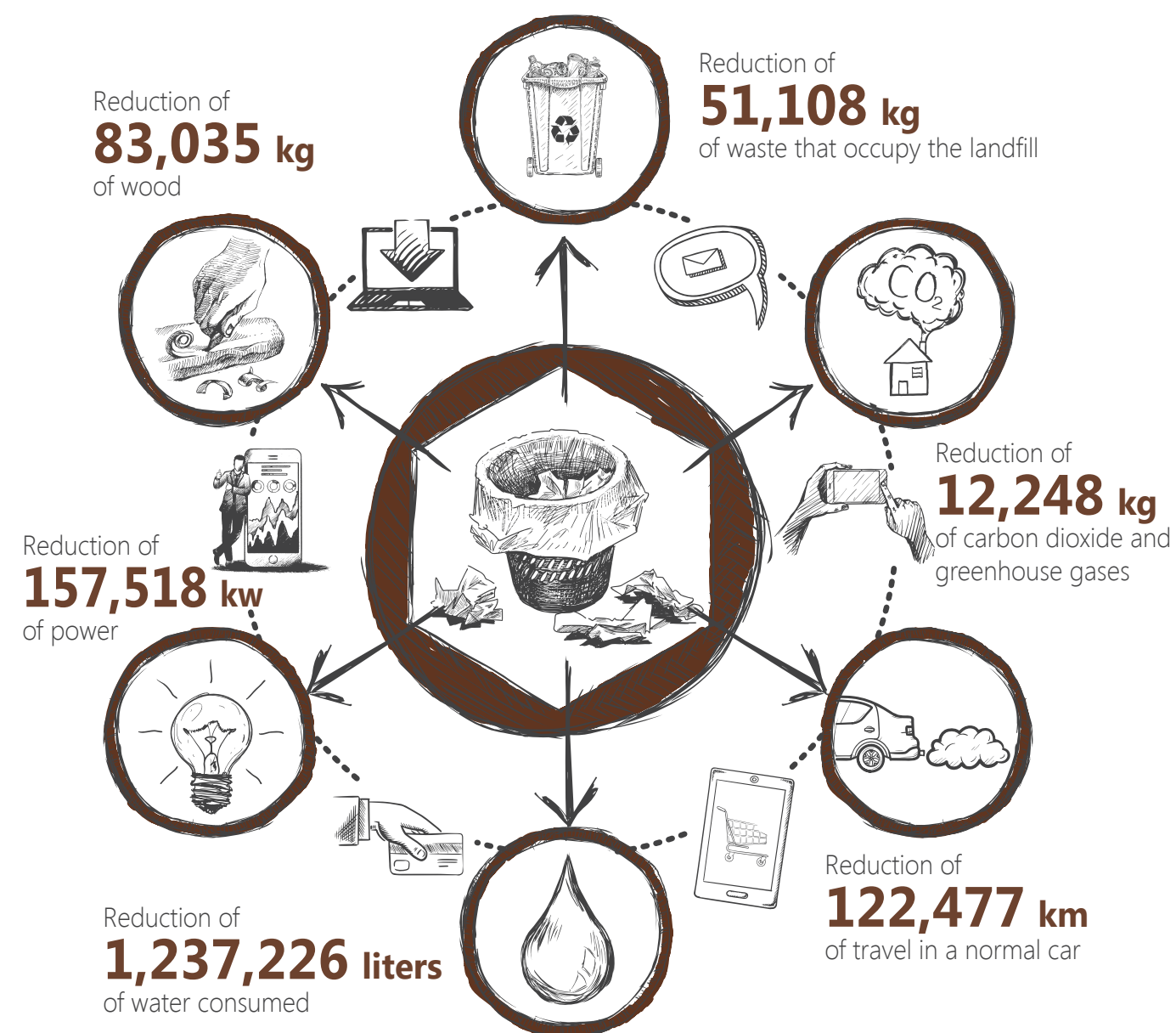
The plan focuses on defining the main principles that must be followed by government agencies when determining the priority of digital transformation as well as the selection of their initiatives. The plan includes four main axes: 'an exceptional trading experience', 'a coherent government', 'paperless policies', and 'creativity'. In 2017, The digital branch of Ajman Municipality set five strategic goals, notably the goal to reach 100% digital transformation of government services by the end of 2018.

The five objectives also included a total digital transformation of 30 priority government services every 100 days, as well as raising the financial efficiency of government services by at least 20% by the end of 2021.



5.3.4 Positive Environmental Impacts Achieved Through Digitalization Initiatives

Indicators of reduction in environmental impact through digitalization by reducing paper use in 2018:





5.4 Financial Resources Management



5.4.1 Our Supply Chain

In line with Ajman Vision 2021 and its 'Green Economy' pillar, we encourage local procurement practices and green procurement practices at Ajman Municipality.

We attempt, when possible, to maintain a close relationship with our suppliers in order to better understand their practices and operations. This understanding informs us on the nature of their business and on the associated level of transparency and ethicality involved in their business.

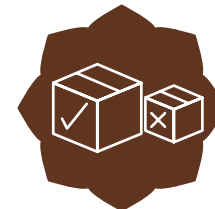
We are consequently able to make more informed decisions with respects to selecting the suppliers that we would like to work with. We do not engage with suppliers that have not demonstrated a certain level of ethicality, transparency and a desire to promote environmentally-friendly practices.

Furthermore, Ajman Municipality maintains a management manual for tendering and procurement that delineates the applicable laws that are required to comply with. There are 944 different companies that are registered as suppliers to the Municipality. These suppliers are subject to the following screening processes and guidelines:



Sustainability in Purchases:

- Ensure the development of resources through which institutions provide services to customers.
- Ensure that resources are renewed in quantity and quality.
- To achieve the government's drive to build a sustainable future, the Contracts and Procurement Department should strive to ensure quality and respect for the law while continuously realizing the public interest through the adoption of environmentally friendly procurement practices by focusing on sustainable and local procurement.



Foundations and criteria for the selection process:

- Transparency in the Presentation and Selection of Competitive Should be Based on the Following:
- Matching the offer to the conditions and matching the article or service to the required technical specifications.
- In case of non-conformity, the offer should be rejected.
- The trade-off between offers based on prioritizing quality over price or vice versa depends on the nature of the material and the importance of its use.
- The period of supply and whether the speed of supply is required in the case of urgent need for the material and justified by the technical member requesting the material.



Governance, Transparency and Credibility:

- A system of supervision and guidance at the institutional level, with defined responsibilities, rights and relationships for all stakeholder categories and that clarifies the rules and procedures necessary for making rational decisions related to the Department's activities.
- A system that promotes fairness, transparency and institutional accountability and that enhances confidence and credibility in the work environment.
- All dealers and employees are entitled to be informed about all procedures related to the course of purchasing material, while maintaining proper confidentiality of information relating to the offers of purchase.



Mechanism of classification of moderators:

- Suppliers are Classified According to the Activities Listed in the Company's Commercial License. this Falls Under the Following Categories:
- Suppliers (Services / Supplies / Installation & Maintenance)
- Contractors (constructions of all kinds)
- Consultants (construction / technical contracts / management and technical consulting)





5.4.2 Our Financial Endeavors

Constant growth as an organization forms an inherent part of our business plan and strategy, and we aim this via optimizing investments, cost reduction, revenue increase, and profit maximization for all the projects and services provided by us. The Municipality has applied best practices in revenue development and rationalization of expenses while ensuring continuous improvement of services and operations in order to achieve efficiency and effectiveness by diversifying its investment activities and the re-examination of the fees provided to its customers with the periodic calculation of the costs of the services provided to them through the formation of a team of experienced financial personnel, which resulted in raising the growth rate of revenue by 15% annually on average in the last 3 years.

Through the implementation of best practice measures, the Municipality achieved automation of a large number of services provided to the public as a service of the ratification of rental contracts and engineering services, while providing the ability for customers to complete transactions and payments automatically (24/7) through diverse channels. A committee was appointed to develop the revenue strategies and rationalize expenditures along with a team to calculate the costs savings achieved through a number of initiatives, the most important of which is: reducing the consumption of electricity and water by replacing Illuminations (LED), installation of self-locking devices for lighting and installation of water supply facilities in water cycle facilities, identifying and

reviewing high-consumption expenditures and developing improvement plans to reduce them. The Municipality has also ensured proper financial planning for its annual budget by reducing the rate of financial deviation and application of best practices in the management of annual budgets. The most important of these practices include the development of innovative mechanisms in the preparation of the annual budget, and the improvement of the mechanism of monitoring and follow-up on the implementation of the annual budget using application programs that use artificial intelligence which led to an improvement from 89% accuracy to 97% during the years 2015-2018. Additionally, in order to ensure that the organizational units of the Municipality are aware of the policies and procedures of the Ajman Government's unified financial system, the Municipality has sought to educate its employees by issuing Weekly financial summaries under the name of "financial flashes" which are published via e-mail to all employees, in addition to issuing a guide for the conduct of financial procedures in a simplified manner, indicating the mechanism of the procedure, the most important documents and the time required to accomplish them.



5.4.3 The direct and indirect Economic Impacts

Ajman Municipality has established direct economic impacts through the development of infrastructure projects and the expansion of our projects and investments through different innovative solutions.

As a result of Ajman's investments in sustainable infrastructure as well as of the diverse initiatives that have been carried out by the Municipality, significant indirect economic influence that we have indirectly exerted on the Emirate have been accrued by reducing congestion, increasing efficiency and transportation.





Index

A. Ajman Municipality Awards



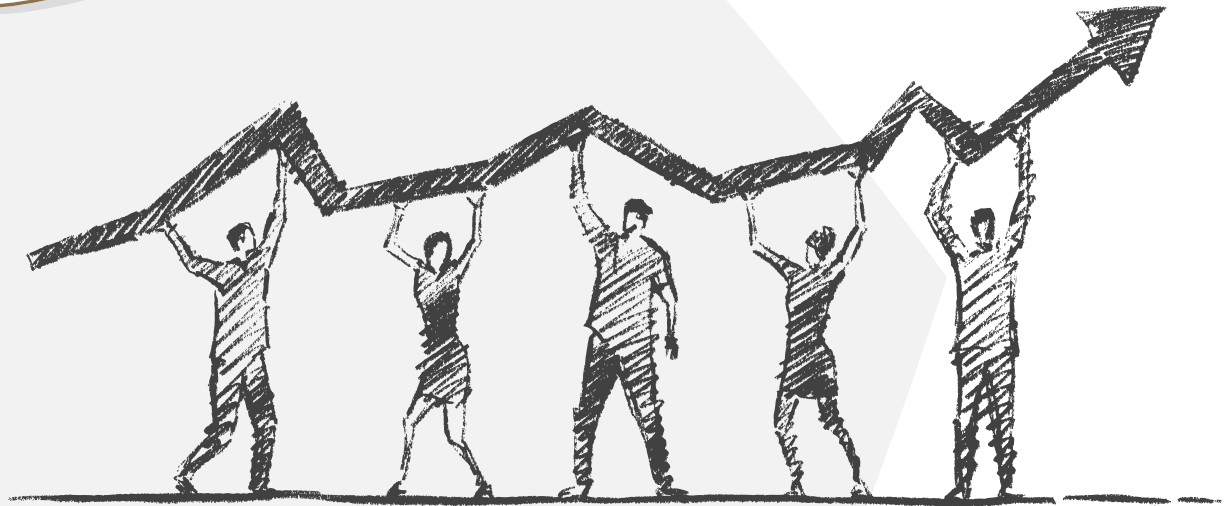
B. Our Certifications and Accreditations





C. Our Committees

1. Higher Committee for general census of population, housing, and establishments in Ajman
2. Supreme Committee for the Smart Transformation of Ajman government
3. UAE Council for Climate Change and Environment with the Ministry of Climate Change and Environment
4. Executive Team for Air Quality with the Ministry of Climate Change and Environment
5. Executive Team for Water Scarcity with Ministry of Energy
6. Executive Team of Waste Management with Ministry of Climate Change and Environment
7. Committee for the infrastructure and environment support
8. Supreme Committee for Arab Accountants
9. Council for Public Transport Management
10. Council for the Land Department and Real Estate Regulation Management
11. National Committee for Addressing and Numbering
12. Traffic Committee
13. Security and Safety Committee
14. Emergency, Crisis and Disaster Committee
15. National Team: inclusiveness of urban planning of UAE
16. Committee for Urban Development, Infrastructure and Environment
17. Road Quality Committee
18. Team for Meat Safety, meat products and facilities
19. National Committee for Food Safety
20. Sub-group of the tobacco control track with the Ministry of Health and Community Development
21. Scientific Committee for Pesticides
22. Executive Committee of the Digital Transformation Plan
23. Accountants and Auditors Association
24. Internal Auditors Association



D. Our Strategic Partners

1. Ministry of Climate Change and Environment
2. Ministry of Infrastructure Development
3. Sheikh Zayed Housing Programme
4. Ministry of Health and Prevention
5. Ajman Educational Zone
6. Ministry of Energy and Industry
7. Ajman Free Zone
8. Department of Economic Development
9. Ajman Ports and Customs
10. Directorate General of Dubai Civil Defense
11. Federal Electricity and Water Authority
12. Telecommunications Regulatory Authority (TRA)
13. Emirates Telecommunication Group
14. Emirates Integrated Telecommunications Company (du)
15. Ajman Police General Headquarters
16. Ajman Tourism Development Department
17. Federal Demographic Council
18. Ajman Sewerage
19. AIMS GROUP
20. EnviroServe
21. Federal Authority For Identity and Citizenship
22. Roads and Transport Authority
23. Dubai Municipality
24. Ajman Bank
25. General Directorate of Residency and Foreigners Affairs
26. Public Transport Corporation
27. General Authority Of Islamic Affairs and Endowments
28. Central Human Resource
29. Digital Government
30. Ajman Contact Center
31. Roads and Transport Authority
32. Department of Finance
33. General Secretariat of the Executive Council



E. GRI Content Index

2016 GRI Content Index for Ajman Municipality 2017 Sustainability Report

| GRI Content Index for GRI Standards 'In Accordance' – Core Option | | | |
|---|---|--|----------|
| GRI Standard | Disclosure | Page Number(s) | Omission |
| GRI 101: Foundation 2016 | | | |
| GENERAL DISCLOSURES | | | |
| GRI 102: General Disclosures 2016 | Organizational Profile | | |
| | 102-1 Name of the organization | Page 14 | |
| | 102-2 Activities, brands, products, and services | Page 14 | |
| | 102-3 Location of headquarters | Page 14 | |
| | 102-4 Location of operations | Page 14 | |
| | 102-5 Ownership and legal form | Page 14 | |
| | 102-6 Markets served | Page 14 | |
| | 102-7 Scale of the organization | Page 14 | |
| | 102-8 Information on employees and other workers | Page 65-66-67-68 | |
| | 102-9 Supply chain | Page 95-96 | |
| | 102-10 Significant changes to the organization and its supply chain | There were no significant changes during the reporting period. | |
| | 102-11 Precautionary Principle or approach | Page 34-35-36 | |
| | 102-12 External initiatives | Page 87-94 | |
| | 102-13 Membership of associations | Page 101 | |
| | Strategy | | |
| | 102-14 Statement from senior decision-maker | Page 9-11 | |
| | Ethics and Integrity | | |
| | 102-16 Values, principles, standards, and norms of behavior | Page 16-17 | |
| | Governance | | |
| | 102-18 Governance Structure | Page 26-27 | |

| GRI Content Index for GRI Standards 'In Accordance' – Core Option | | | |
|---|--|----------------------|--|
| GRI Standard | Disclosure | Page Number(s) | Omission |
| GRI 102: General Disclosures 2016 | 102-22 Composition of the highest governance body and its committees | Page 26-27 | |
| | 102-23 Chair of the highest governance body | Page 31-32-33 | |
| | 102-26 Role of the highest governance body in setting purpose, values and strategy | Page 31-32-33 | |
| | Stakeholder Engagement | | |
| | 102-40 List of stakeholder groups | Page 37 | |
| | 102-41 Collective bargaining agreements | | The UAE Federal laws does not allow the formation of trade unions. |
| | 102-42 Identifying and selecting stakeholders | Page 37-38 | |
| | 102-43 Approach to stakeholder engagement | Page 37-38 | |
| | 102-44 Key topics and concerns raised | Page 39-40-41 | |
| | Reporting Practice | | |
| | 102-45 Entities included in the consolidated financial statements | Page 14 | |
| | 102-46 Defining report content and topic Boundaries | Page 29-30 | |
| | 102-47 List of material topics | Page 39-40 | |
| | 102-48 Restatements of information | Nil | |
| | 102-49 Changes in reporting | Nil | |
| | 102-50 Reporting period | Page 21 | |
| | 102-51 Date of most recent report | Nil | |
| | 102-52 Reporting cycle | Page 21 | |
| | 102-53 Contact point for questions regarding the report | Page 90 | |
| | 102-54 Claims of reporting in accordance with the GRI Standards | Page 21 | |
| | 102-55 GRI content index | Page 103-104-105-106 | |
| | 102-56 External assurance | Nil | |



| GRI Content Index for GRI Standards 'In Accordance' – Core Option | | | |
|---|--|------------------------------|----------|
| GRI Standard | Disclosure | Page Number(s) | Omission |
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