



ADNEC



شركة أبوظبي الوطنية للمعارض
Abu Dhabi National Exhibitions Company

Abu Dhabi National Exhibitions Company Sustainability Report 2014

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1.0 ABOUT THIS REPORT

Welcome to Abu Dhabi National Exhibitions Company's (ADNEC) first annual sustainability report, after reporting on our headline sustainability initiatives in the Corporate Annual Report since 2012.

The report covers the financial and operational year, beginning 01 January 2014 and ending 31 December 2014, providing an overview of ADNEC's sustainability performance. It follows the Global Reporting Initiative's G4 Sustainability Guidelines at "Core" level.

1.1 Scope

This report primarily focuses on the material sustainability issues concerning Abu Dhabi National Exhibition Centre's core business in Abu Dhabi.

- For the purposes of this report, we consider material information to be what is of greatest interest to, and has the potential to affect our stakeholders.
- Unless otherwise mentioned, the scope of this report covers Abu Dhabi National Exhibition Centre's operation in Abu Dhabi (providing venue space for exhibitions, conferences, weddings, live events and other specialist events).
- This report does not address other exhibition, conference or hotel activities through other companies within ADNEC Group (Al Ain Convention Centre, ExCeL London, Hyatt Capital Gate Hotel, Aloft Abu Dhabi Hotel or Aloft London ExCeL Hotel and IDEX LLC.). There may however be some ad hoc examples used where relevant.

ADNEC recognises limitations in the report (limitations we intend to handle in future publications), such as presentation of more quantitative data and objectives, as well as external assurance of the report's principles and content.

1.2 Materiality Assessment

The topics within this report have been prioritised according to the results of a materiality assessment conducted as part of the process for defining the report content.

The identified issues were ranked and prioritised based upon their significance to ADNEC and its stakeholders.

Initially, over 50 potential issues were identified, and these issues were then quantitatively analysed by a cross functional team of 12 members. In total, 26 ADNEC employees were consulted and agreed. These included Chiefs, Directors, Managers and Supervisors. The issues were reviewed in terms of three criteria:

- Importance to Abu Dhabi
- Importance to ADNEC
- Importance to Stakeholders

The 22 material issues that were identified are addressed in terms of priority and referenced in the GRI Index Table at the end of the report. Details of the materiality assessment are set out in Section 4.0; ADNEC's Approach to Sustainability.

Your Feedback

We welcome your feedback on our sustainability approach and performance.

For further details about any of the information you find within this report, please contact ADNEC's sustainability team:

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2.1 Message from the Chairman



Thank you for your interest in Abu Dhabi National Exhibitions Company sustainability report. This is our first sustainability report, a demonstration of ADNEC’s commitment to our sustainability journey and process. To ensure the quality and transparency of information, the report was prepared according to the Global Reporting Initiative’s “Sustainability Reporting Guidelines” at “Core” level.

ADNEC’s mission is to increase business tourism for Abu Dhabi. This report details the progress we are making to deliver a world-class venue and hospitality offering that contributes to the economic growth, as well as the economic, social and environmental sustainability of Abu Dhabi.

ADNEC is committed to the Emirate’s ambition of sustainable development as outlined in the Abu Dhabi Vision 2030. Through a series of world class exhibitions, conferences, and events, ADNEC assists in generating non-oil related economic impact and contribute to Abu Dhabi’s economic growth and diversification. In line with Abu Dhabi’s vision, ADNEC also strives to operate in a safe, secure and environmentally responsible way.

I would like to take this opportunity to reaffirm ADNEC’s commitment to operate as world-class venues and facilities that support the economic impact of Abu Dhabi in a sustainable manner.

I look forward to your continued support with our developments, achievements and sustainability initiatives.

Sultan Bin Tahnoon Al Nahyan
Chairman

2.2 Message from the Managing Director



The last five years has seen us take a number of important steps to improve sustainability standards within our venues and facilities. In 2015, we will celebrate ADNEC's 10th anniversary of operations; it therefore seemed appropriate to reflect on the sustainability milestones we have achieved and publish them in this report.

As a company that respects sustainability standards, ADNEC also participates in a host of community initiatives to achieve environment protection and balanced results for our stakeholders, including employees, partners, and society. These efforts have led to increased knowledge, understanding and awareness of our stakeholders about the importance of participation in sustainability initiatives.

We are constantly seeking new systems and processes that allow us to be a more sustainable organisation. Our use of innovative technology helps us make great strides each year and ADNEC today has become an example of determination in the UAE. Sustainability is an integrated part of what we do, not an afterthought. We encourage all organisations around the UAE to approach it in the same way.

Ali Saeed Bin Harmal Al Dhaheer
Managing Director

2.3 Message from the Group CEO



At ADNEC, we are constantly developing new systems and procedures that will allow us to minimise the impact of our business on environment through the use of innovative technologies. In 2014, ADNEC recycled 39 tons of paper, reducing about 51 tons of carbon dioxide emissions and saving 658 trees, as well as 18 gallons of oil and over 271 gallons of water.

Today, ADNEC stands out as a regional success model for the implementation of sustainability standards as an integral part of our daily work. I am proud that the company has been recognised both regionally and internationally for these initiatives, as demonstrated by the most recent win for the Most Sustainable Exhibition and Conference Venue at the AEO Awards 2014.

The intensified efforts made by ADNEC to promote sustainability and environment conservation have yielded positive results. In 2014, ADNEC recycled various types of cardboards, plastic cans, aluminium cans, paper, scrap metal, glass, printer cartridges, batteries as well as gypsum boards, which are widely used in the construction of exhibition pavilions. These efforts have significantly contributed to achieving the sustainability and recycling goal of ADNEC.

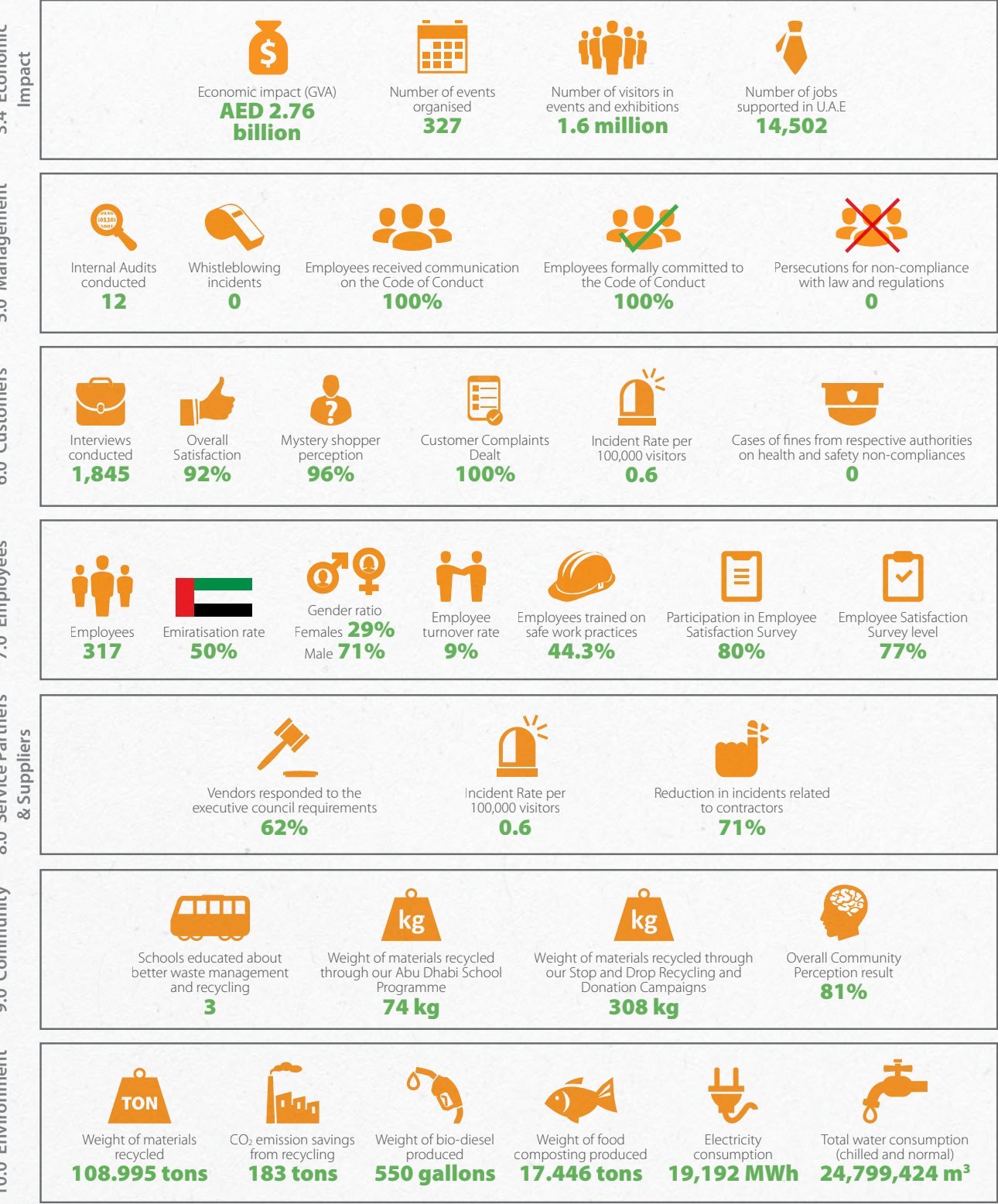
ADNEC follows a holistic approach to promote sustainability, starting from the design of its buildings to the plastics bottle recycling units it operates. The company also has a food waste recycling machine, which allows ADNEC to recycle several tons of waste every day.

ADNEC currently recycles the cooking oil to produce biofuel that runs small cranes across the venue. It also uses electrical energy generated by a 1,000 square meter solar panel facility installed on the roof of one of our car parks for the operation of elevators as well as the lighting of three floors of parking buildings, with a total capacity to produce 111 kilowatts per hour of electricity.

Humaid Matar Al Dhaheri

Group Chief Executive Officer (Acting)

2.4 2014 Highlights



This is ADNEC’s first sustainability report and 2014 is a baseline year, hence, comparison and trends will appear as of 2015 onward.

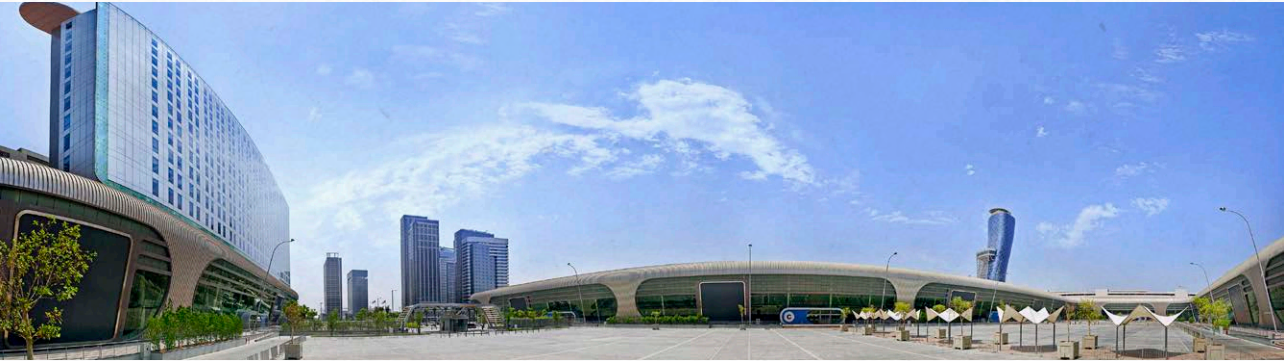
3.0 CORPORATE PROFILE

3.1 ADNEC Group

Abu Dhabi National Exhibitions Company was created in August 2005 with the objective to enhance the exhibition and conference business within Abu Dhabi. The company plays a vital role in the Emirate’s ambition to become the leading destination for international exhibitions and conferences in the region.

ADNEC Group evolved as a way to meet the needs and demands of the business tourism opportunities. It consists of several venues and hotels in United Arab Emirates and United Kingdom including Abu Dhabi National Exhibition Centre, Al Ain Convention Centre, Capital Gate, Hyatt Capital Gate Hotel, Aloft Abu Dhabi Hotel, ExCeL London, Aloft London ExCeL Hotel and IDEX LLC.

Unless otherwise mentioned, the scope of this report covers Abu Dhabi National Exhibition Centre’s operation in Abu Dhabi (providing venue space for exhibitions, conferences, weddings, live events and other specialist events). This report does not address other exhibition, conference or hotel activities through other companies within ADNEC Group (Al Ain Convention Centre, ExCeL London, Hyatt Capital Gate Hotel, Aloft Abu Dhabi Hotel or Aloft London ExCeL Hotel and IDEX L.L.C.). There may however be some ad hoc examples used where relevant.



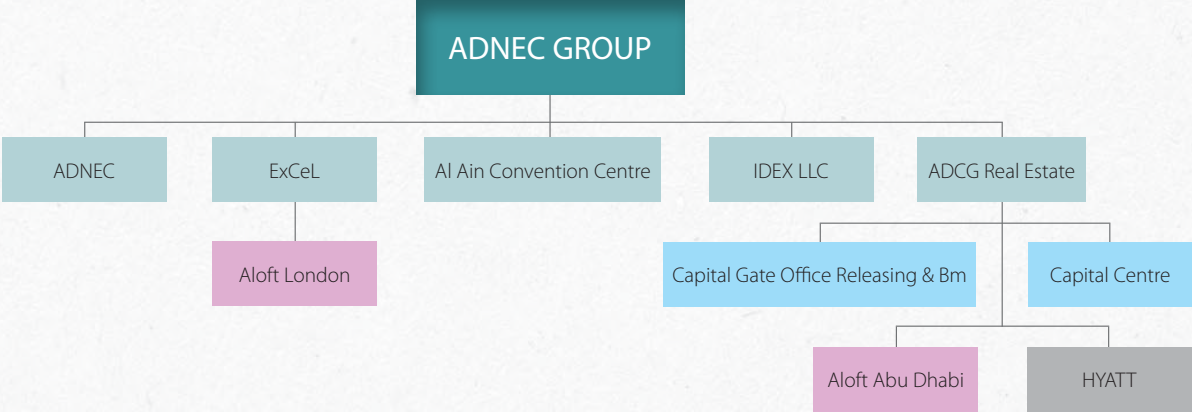
Abu Dhabi National Exhibition Centre



Al Ain Convention Centre

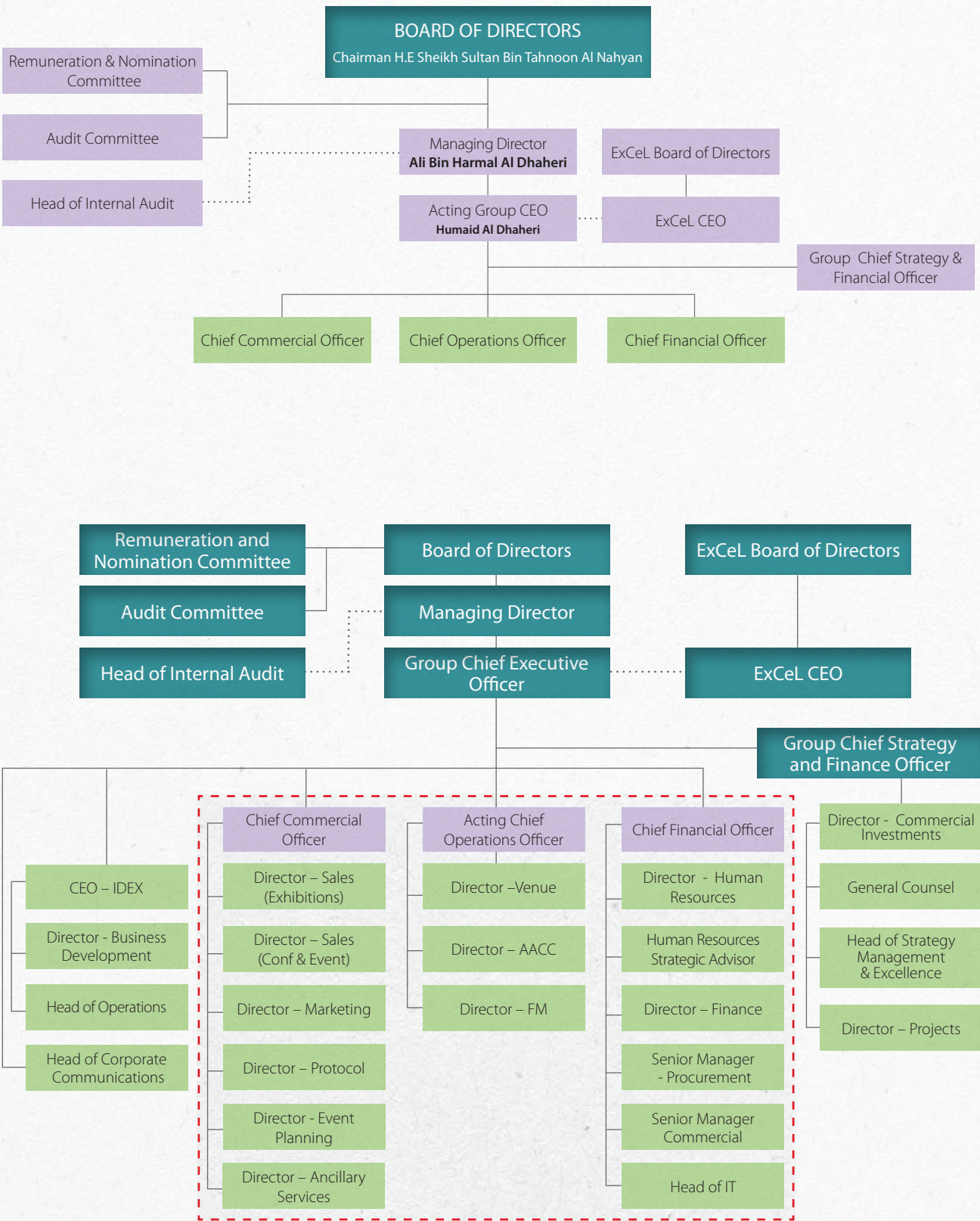


ExCeL London



3.2 Management Structure

The below chart depicts ADNEC’s management structure, which describes the way ADNEC operates and utilises the necessary resources to achieve organisational goals and business objectives.



3.3 Our Vision, Mission and Values

ADNEC’s strength comes from championing and implementing its vision and goals across the whole company.

Vision

To become the most successful exhibition, conference and events centre in the region.

Mission

- To increase business tourism for Abu Dhabi
- To raise the Emirate’s regional and international profile through hosting major exhibitions and conferences
- To create an exciting and diverse calendar of entertainment, cultural and sports events that deliver memorable experiences

Values

Our four values shape the culture of our company and guide us in everything we do. They steer our behaviours, inspire work accountability and guide how we behave and how we make decisions.



People First

- We believe in sustainable growth and Emiritisation
- We are dedicated to attracting and nurturing the best talent
- We maintain a collaborative, engaging and creative culture in which our people can thrive and grow
- We are committed to the continued development of our skills, experience and knowledge management practices



Strive for Excellence

- Our commitment to growing the company is driven by our passion for excellence and enthusiasm to exceed client expectations
- We have an unflinching dedication to be the preferred venue choice in the region
- We strive towards a common purpose
- We work in an environment driven by continuous improvement



Innovation & Creativity

- For our clients and stakeholders we create opportunity by remaining agile and innovative
- We are focused on finding solutions and implementing suggestions
- We are capable of adapting to changes now and in the future to best serve our customers and community
- We take informed risks and champion new ideas



Transparency

- We act with integrity and value all our people, partners and clients
- We are accountable for our actions and always behave in an honest and trustworthy way
- We communicate with positive intent and actively listen for understanding
- We share information to enable knowledgeable business decisions

3.4 Economic Impact

As a public joint stock company owned by the Government of Abu Dhabi, ADNEC plays an essential role in helping the Emirate to achieve its long term goals of economic growth and diversification. Through a series of world class exhibitions, conventions and events, ADNEC assists in growing the business tourism (MICE sector) and generating non-oil related economic impact.

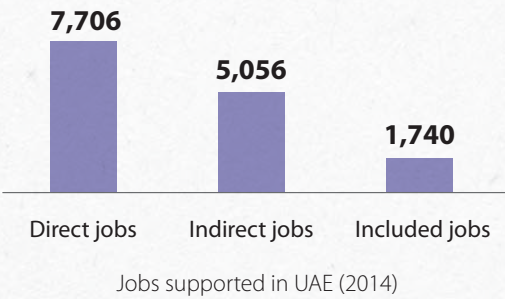
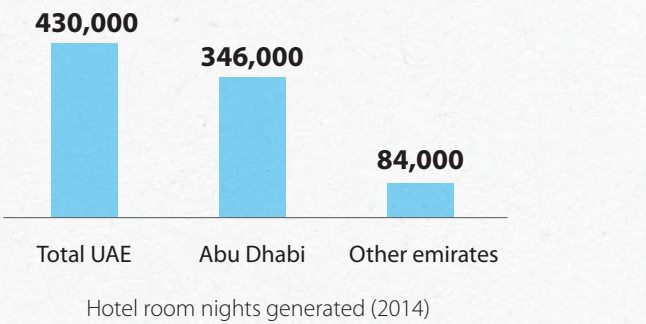
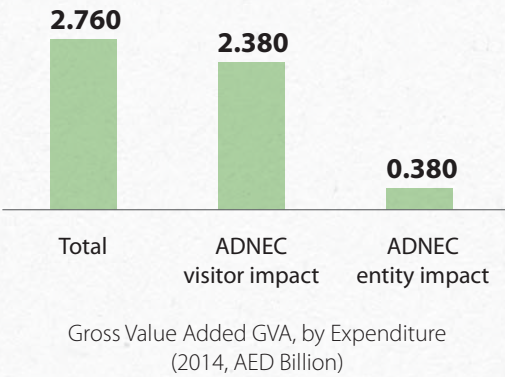
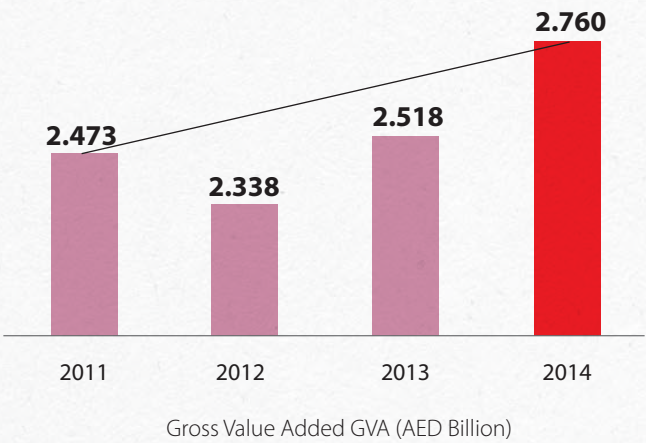
The key metric used for measuring ADNEC's economic impact is the gross value added (GVA), which is equivalent to GDP adjusted for taxes and subsidies.

ADNEC's core business is staging international exhibitions and conferences in addition to providing planning support for event organisers. ADNEC also generates revenues from a number of ancillary sources, including catering, leasing of retail units and serviced offices in its venues and premises.

The economic impact calculation depends on key variables and parameters like number of visitors, type (domestic and international), length of stay, average spend, services and goods involved, hotels and airline etc. The model considers various types of affected sectors like wholesale, retail trade, repairing services, restaurants and hotels, transport, storage and communication.

As shown in the chart below, ADNEC's Gross Value Added (GVA) has improved and increased during the last 5 years, benefiting from growth in hosted international events like IDEX, ADIPEC, SIAL and many others. For the year 2014, ADNEC has achieved a GVA of 2.76 AED Billion.

Other parameters that we also measure as part of our economic impact formula is the number of jobs supported in UAE, hotel room nights generated through our hosted international exhibitions and conferences and finally the economic output generated.



This is ADNEC's first sustainability report and 2014 is a baseline year, hence, comparison and trends will appear as of 2015 onward.

Internally, ADNEC has built a robust strategic and financial management mechanism that supports the decision making process and generates regular reports, both internally and externally:

- Monthly financial reports. These reports circulate internally, cover the growth and costs and are audited by the internal audit department according to the methodologies of Abu Dhabi Audit Authority (ADAA) and externally, through consulting firms appointed officially by ADAA.
- Quarterly corporate performance reports (strategy execution). These include information on financials, internal processes, customers and internal learning and growth perspectives. These are developed in house by the strategy department and are issued to ADNEC Leadership and the Board of Directors.

ADNEC regularly forwards all these reports to the central government of Abu Dhabi represented by the General Secretariat of the Executive Council and the office of State Owned Enterprises.

3.5 Awards and Achievements

ADNEC Group has participated in a number of local and international awards. The Group has won a combined number of 72 awards from 2007 to 2014.

UAE Excellence Awards

- Sheikh Khalifa Excellence Award 2012: Gold Award

Sustainability Awards

- AEO Awards 2014: Most Sustainable Exhibition and Conference Venue
- Middle East Event Awards 2011: Outstanding Contribution to Sustainability
- UAE Ministry of Economy 2011: Recognition for Supporting and Enhancing the National Economy
- Middle East Event Awards 2010: Green Award



Sheikh Khalifa Excellence Gold Award



AEO Award 2014: Most Sustainable Exhibition and Conference Venue



Middle East Event Awards



UAE Ministry of Economy Award

4.0 OUR APPROACH TO SUSTAINABILITY

4.1 Integrating Sustainability

Case Study – Integrating Sustainability

ADNEC aims to integrate the concept of sustainability in its management structures rather than develop isolated sustainability processes. To achieve this, it has:

- Developed a Sustainability Policy.
- Adopted sustainability practices which have been included in ADNEC’s Strategy Map. A clear strategic objective addressing sustainability has been developed and the company regularly measures its level of achievement towards it, as part of the overall strategy review process.
- Included sustainability commitments within our corporate values, such as commitment to people development, accountability, honesty and transparency.

4.2 Sustainability Champions

In order to institutionalise sustainability within ADNEC and to gradually adopt this cultural shift; ADNEC leadership represented by its executive committee created an internal sustainability committee chaired by the GCEO to lead the efforts and ensure proper execution of internal initiatives. The committee appointed ADNEC’s Acting Chief Operations Officer (COO) as the company’s internal sustainability champion who leads the execution of sustainability initiatives and ensures that the relevant teams achieve their objectives and targets.

Additionally, ADNEC has developed two sustainability teams, as well as the core sustainability committee. The three teams focus on environment, society and community issues.

Furthermore, ADNEC’s Environmental and Cleaning Manager champions all environmental initiatives and manages ADNEC’s partnerships with AVERDA waste company.

4.3 Materiality Assessment

To ensure the content of this sustainability report reflects ADNEC’s most material issues, the core sustainability team conducted a materiality assessment.

The assessment process involved individual assessment, quantitative assessment and group discussions.

We identified a list of potential issues based on the following sources:

- Specific discussion with ADNEC’s senior management
- Stakeholder views and feedback based on stakeholder workshops and organiser survey feedback from 2014
- Communication from Executive Council regarding specific sustainability trends or focus

Potential issues were then prioritised and rated according to:

- Importance for Abu Dhabi
- Importance for ADNEC
- Importance of our Stakeholders

Importance for Abu Dhabi means:

Abu Dhabi’s Leadership, represented by Executive Council, focuses on this topic and has issued clear directions to governmental institutions towards increasing the interest of this topic. This can be through the Executive Council circulars or verbal directions during meetings and workshops, or through public interviews.

Importance for ADNEC means:

- This topic is part of ADNEC’s Strategy plan either as an objective or an initiative
- If we don’t focus on this topic, we won’t be able to achieve our long-term goals and objectives
- There has been financial allocation within ADNEC’s annual budget to execute activities related to this topic
- ADNEC’s senior management continuously focuses on this topic

Importance for Stakeholders (Organisers, PCOs, suppliers, employees) means:

- This topic is important for our organisers (in case of exhibitions) and for Professional Congresses Associations (PCOs - in case of conferences)
- The more we focus on this, the more able we are to attract exhibitions or conferences
- This topic is important to suppliers, employees, subcontractors etc.
- This topic is significant for business growth

Based on the assessment, we applied a scoring methodology to rate each issue and position each issue in a materiality matrix, using a scale of 1-5, with any issue scoring a total score of 10 or more being included in this report.

This matrix has been presented to and approved by ADNEC’s senior leadership team.

Materiality Matrix

		Importance for Abu Dhabi*	Importance for ADNEC*	Importance for Stakeholders*	Total
	MANAGEMENT				
1	Governance	4	4	3	11
2	Methods	3	3	3	9
3	Legal Compliance	5	5	5	15
4	Investments	1	2	1	4
5	Financial Impact	4	4	4	12
6	Business Continuity	4	4	4	12
7	Indirect Economic Impact	4	4	4	12
8	Grievance Mechanisms	1	1	1	3
9	Anti-Corruption	4	4	4	12
	EMPLOYEES				
10	Job Positions	2	4	1	7
11	Training & Development	3	4	3	10
12	Diversity & Equal Opportunity	3	4	3	10
13	Occupational Health & Safety	5	5	5	15
14	Human Rights	4	4	4	12
15	Work Arrangements	2	2	2	6
16	Emiritisation	5	5	1	11
17	Child and Forced Labour	1	1	1	3
	SERVICE PARTNERS & SUPPLIERS				
18	Responsible Buying	4	3	2	9
19	Operational Support	2	2	1	5
20	Sustainability Awareness	3	5	2	10
21	Supplier Environmental Assessment	3	5	2	10
	CUSTOMERS				
22	Responsible Communication	4	4	2	10
23	Sustainability Awareness	3	5	2	10
24	Health, Safety & Security	5	5	5	15
25	Product/Service Quality	3	4	5	12
26	Service Labelling	1	1	1	3
	COMMUNITY				
27	Positive Support	4	5	3	12
28	Negative Impact	4	5	3	12
29	Sustainability Awareness	3	5	2	10
30	Minority Support	1	1	1	3
	ENVIRONMENT				
31	Materials	4	5	4	13
32	Energy	5	5	4	14
33	Atmospheric Emissions	3	1	1	5
34	Water	5	5	4	14
35	Biodiversity	3	1	1	5
36	Transportation	2	1	1	4
37	Compliance	2	1	1	4

* Scale used is 1-5

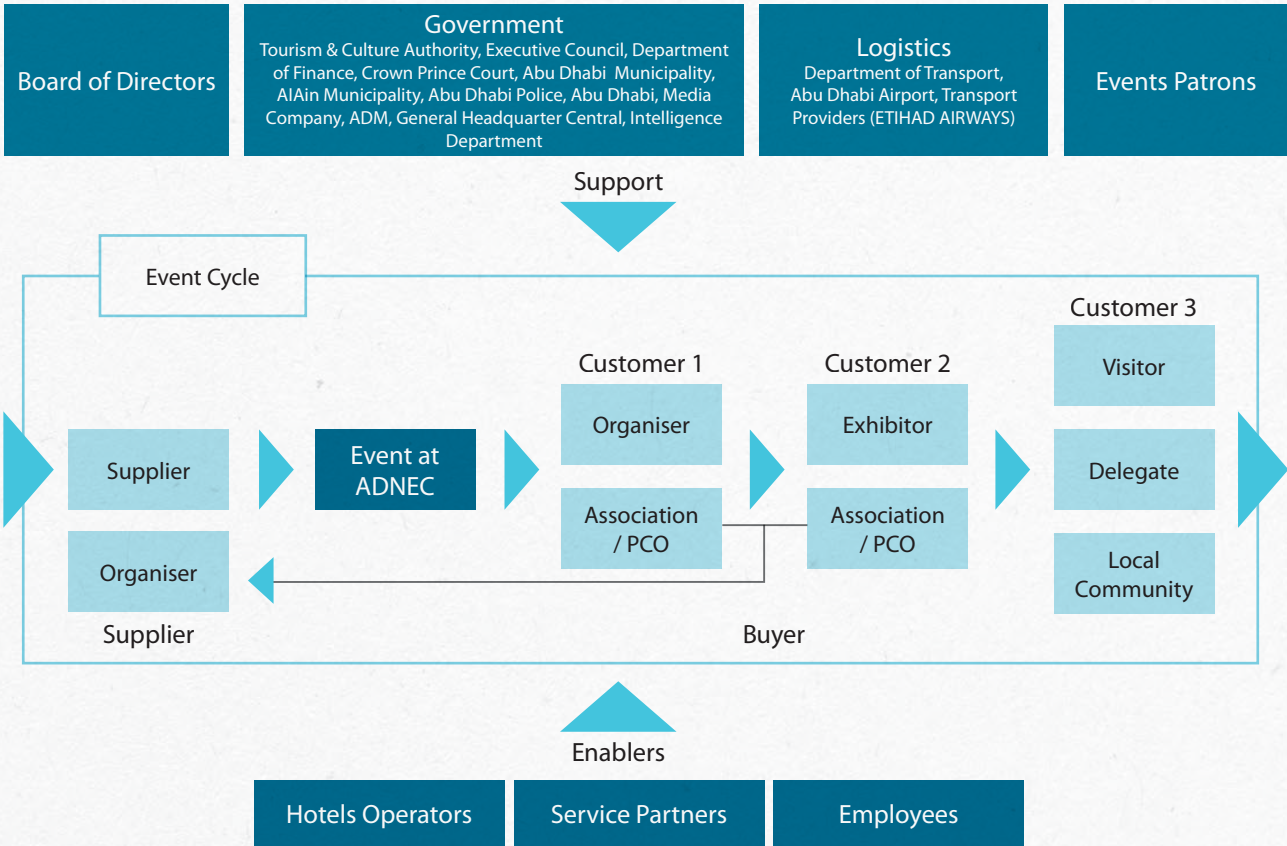
4.4 Stakeholder Engagement

We contribute to the Emirate’s economic diversity by hosting and developing international and local events at our premises and venues and we aim to increase the number of international and regional visitors attending these events. To do so, we partner and collaborate with different stakeholders and partners both locally and internationally. Stakeholders are defined as all those who are, directly or indirectly, associated, affect or are affected by our activities. For example, at local level ADNEC works closely with Abu Dhabi Tourism and Culture Authority, while internationally we partner with renowned Organisers for Organising and developing international exhibitions and congresses.

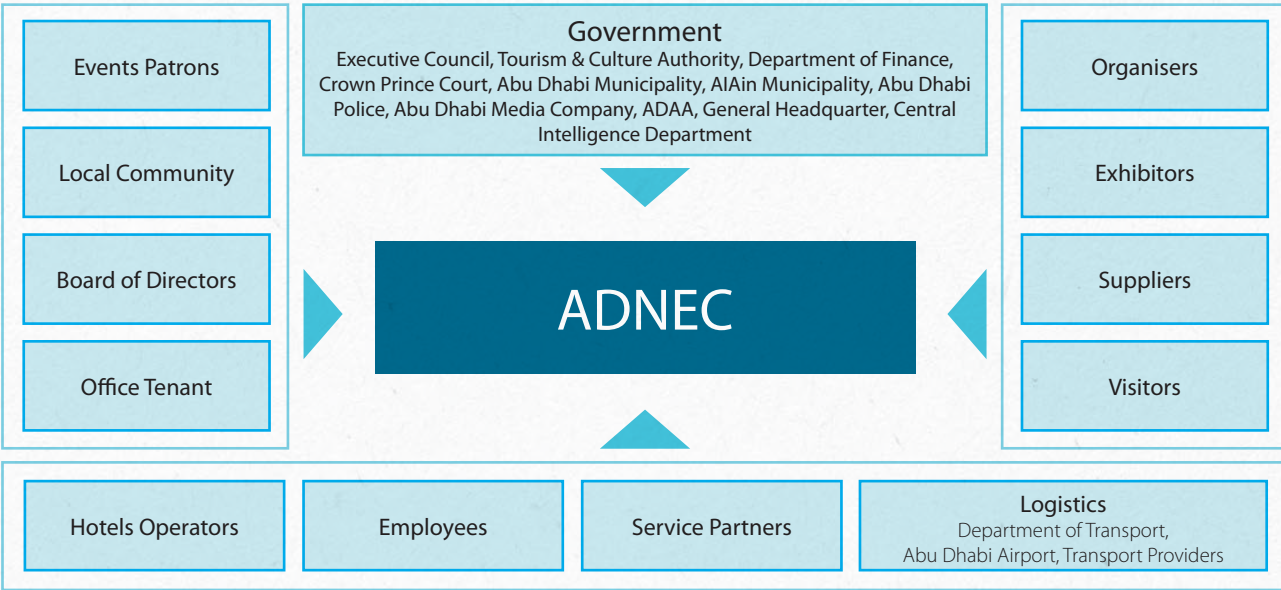
The below diagram describes ADNEC’s value chain and the key activities as per our business model. It is clear from this diagram that our key stakeholders are:

- Government
- Organisers and Professional Congresses Organisers (PCOs)
- Exhibitors
- Visitors
- Service Partners and Suppliers
- Local Community
- Logistics, Hotel operators, Event Patrons, Employees, and Others

ADNEC Value Chain and Business Model Diagram



ADNEC Stakeholders



ADNEC stakeholders workshop



As part of our internal stakeholder’s analysis, we have grouped those stakeholders, studied their interest, analysed the intensity of interaction and complexity of relationship. We then – through our internal management – gave a quantifiable estimation to the complexity and importance of the relationship of each one of them before ranking them on a scale from 1-5 as per the table below.

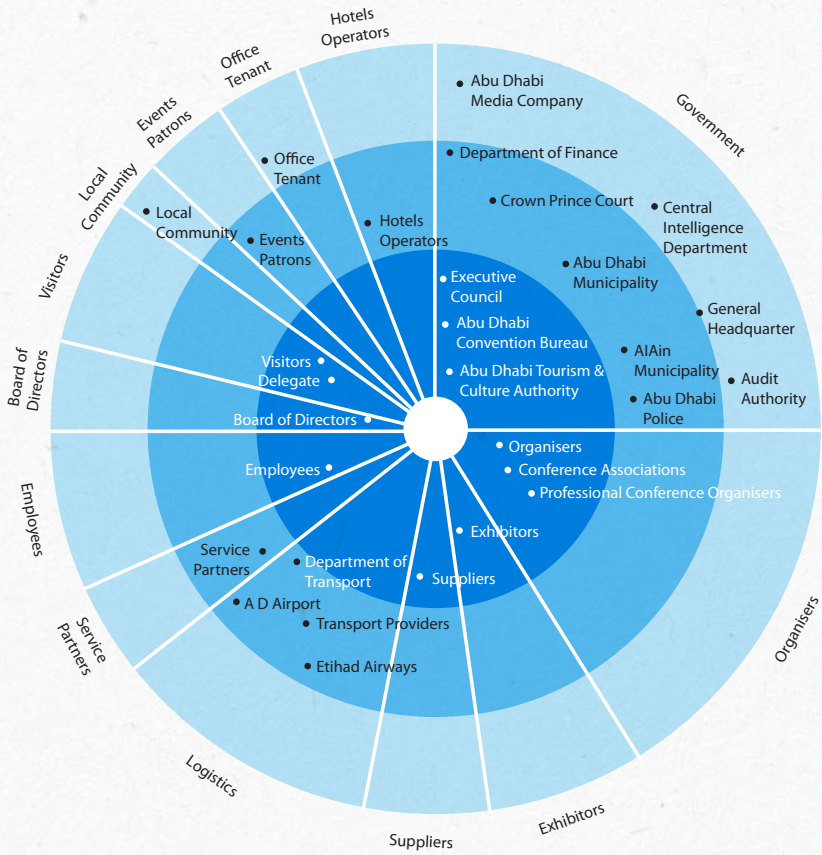
Caterorisation of Stakeholders

Stakeholder	Main issues of interest (reference in report)	Dialogue through	Frequency	Rank 1-5
Organisers / PCOs	- Responsible Communication (6.1) - Product/Service Quality (6.2) - Health and Safety (6.3)	- Focal points and account managers - Regular news and communication channels - Meetings - Workshops - Consumer Communication Department - Satisfaction Surveys - Strategy management department	Ongoing	4.8
Exhibitors	- Responsible Communication (6.1) - Product/Service Quality (6.2) - Health and Safety (6.3)	- Focal points and account managers - Regular news and communication channels - Meetings - Workshops - Consumer Communication Department - Satisfaction Surveys - Strategy management department	Ongoing	4.6
Visitors	- Responsible Communication (6.1) - Product/Service Quality (6.2) - Health and Safety (6.3)	- Focal points and account managers - Regular news and communication channels - Meetings - Workshops - Consumer Communication Department - Satisfaction Surveys - Strategy management department	Ad-hoc	3.8
Key suppliers	- Responsible Buying (8.1) - Environment, Health and Safety (8.2)	- Meetings (weekly and monthly) - Pricing surveys - Quality Control - Independent audit of product and services	Weekly /monthly	3.6
Service partners	- Responsible Buying (8.1) - Environment, Health and Safety (8.2)	- Meetings (weekly and monthly) - Quality Control - Independent audit of product and services - Performance reports - Contracts	Ongoing	3
Government				
Crown Prince Court	- Governance (5.1) - Legal Compliance (5.2) - Business Continuity (5.3) - Diversity and Equal Opportunity (7.5) - Negative Impact (9.2)	- Letters - Emails - Phone calls - Meetings - Presentations - Reports - Up to date informative website	Ad-hoc	2.6
Executive Council			Bi – weekly	3.6
Department of Finance			Bi – monthly	2.4
Audit Authority			Semi Annually	1.2
General Headquarter			Ad-hoc	2.2
Central Intelligence Department			Ad-hoc	1.8
Abu Dhabi Tourism and Culture Authority			Ad-hoc	4.6
Local Authorities Municipalities			Ad-hoc	2.8
Abu Dhabi Media Company			Ad-hoc	2.25
Hotels operators	- Product/Service Quality (6.2) - Responsible Buying (8.1) - Environment, Health and Safety (8.2)	- Emails - Phone calls - Meetings - Presentations - Reports	Weekly	3.2
Office tenants	- Responsible Communication (6.1) - Product/Service Quality (6.2) - Environment, Health & Safety (8.2)	- Emails - Phone calls - Meetings - Reports	Annually	2

Stakeholder	Main issues of interest (reference in report)	Dialogue through	Frequency	Rank 1-5
Events Patrons	- Product/Service Quality (6.2) - Responsible Buying (8.1) - Environment, Health and Safety (8.2)	Personalised Assistance and printed Information	Ad-hoc	2.8
Logistics				
Abu Dhabi Airport	- Responsible Buying (8.1) - Environment, Health and Safety (8.2)	- Written communication to transport providers - Tenancy chart information as required - Airport check-in facility	Ongoing	2.8
Department of Transport				3
Transport providers				3
Local Community	- Economic Impact (3.4) - Diversity and Equal Opportunity (7.5) - Positive Support (9.1) - Negative Impact (9.2) - Materials (10.1) - Energy (10.2) - Water (10.3)	- Written communication - Face to face - Providing work experience - Placements	Ad-hoc	2
Employees	- Employment (7.1) - Training and Development (7.2) - Employment Benefits and Allowances (7.3) - Employee Engagement (7.4) - Diversity and Equal Opportunity (7.5) - Occupational Health and Safety (7.6) - Human Rights (7.7)	- Individual and collective, face to face meetings - Performance Appraisal - Employee Satisfaction Surveys - GCEO sessions open for all staff (monthly) - Social committee dialogues - Technical meetings at department levels (weekly and monthly)	Ongoing	4.8

The output of this table is visualized in the ADNEC’S Stakeholders wheel diagram below, where proximity to centre of wheel indicates intensity of required engagement.

ADNEC’S Stakeholders wheel



Proximity to centre of wheel indicates intensity of required engagement

4.5 Sustainability Memberships



Abu Dhabi Sustainability Group (ADSG)
The Abu Dhabi Sustainability Group (ADSG) promotes sustainability management in Abu Dhabi by providing learning and knowledge sharing opportunities for government, private companies and not for profit organisations in a spirit of cooperation and open dialogue.

ADNEC formally joined ADSG in 2012, and since then we have actively participated in a number of development workshops.

In addition, ADNEC is represented in the Facilitation and Coordination Committee which reports directly the ADSG Management.

Abu Dhabi Sustainability Week (ADSW)
An Abu Dhabi government initiative, is the ground-breaking global forum that unites thought leaders, policy makers and investors to address the challenges of renewable energy and sustainable development.

ADNEC as a venue and services provider is proud to work closely with Masdar (the key owner of this event) to make ADSW and its World Future Energy Summit as the largest gathering on sustainability in the Middle East and a significant forum in stimulating the international dialogue and action.



UFI Sustainability Development Committee
ADNEC is a member of the UFI Sustainability Development Committee. The UFI Committee on Sustainable Development was formally established in 2008 to support UFI as it focuses on the issue of Sustainable Development in the Exhibition Industry.

ADNEC was one of six members who actively helped the UFI Sustainability Development Committee create the Sustainability Reporting Framework for the exhibition industry.



5.0 MANAGEMENT

2014 Main Results



ADNEC has realised that it is imperative to follow a management approach based on the principles of transparency and business ethics. While being mindful of its consequences, ADNEC ensures that its approach is vital not only to enhance its corporate reputation and develop its business, but to also build trustworthy relationships with different stakeholders and ensure consistent value creation for all of them.

5.1 Governance

ADNEC is committed to high standards of corporate governance. In 2014, ADNEC launched its new Corporate Governance Manual which documents the corporate governance policies and procedure of the company.

The document serves as a mean of defining and clarifying the responsibilities associated with all personnel responsible for originating and processing documents and records pertaining to the Board and its committees. It also provides management with a clear and comprehensive governance framework.

The areas which have particular relevance to sustainability include:

Board of Directors
The Board of Directors has overall responsibility for the leadership and performance of ADNEC and consists of the following members:

ADNEC Board of Directors

Name	Role	Executive Member	Independent Member
His ExCeLlency Sheikh Sultan Bin Tahnoon Al Nahyan	Chairman	X	√
His ExCeLlency Ali Saeed Bin Harmal Al Dhaheri	Board Member, Managing Director	X	√
His ExCeLlency Mubarak Hamad Al Muhairi	Board Member	X	√
His ExCeLlency Mohammed Omar Abdulla	Board Member	X	√
Her ExCeLlency Reem Yousif Al Shemari	Board Member	X	√
His ExCeLlency Khalifa Nasser Bin Huwaileel Al Mansoori	Board Member	X	√
His ExCeLlency Saif Mohamed Al Hajeri	Board Member	X	√

* Data as of 31/12/2014

Formal Policies and Procedures
A clear and comprehensive Delegation of Authorities in addition to formal Policies and Procedures manual.

Internal Control
A system of internal controls ensures we comply with laws and regulations, properly account for all transactions and safeguard our assets against improper or unauthorised use.

Risk Assessment
A documented risk profile is maintained and regularly updated with management resources allocated to the identification, assessment, and appropriate treatment of business risks.



5.2 Legal Compliance

5.2.1 Internal Audit

ADNEC has an Internal Audit function that helps to improve performance and promote accountability and transparency across the business by providing independent and objective assurance and advisory services. The Internal Audit function

- Reports directly to the Chairman of the Audit Committee with full time internal audit employees at both ADNEC and ExCeL London.
- It is subject to the periodic review by the Abu Dhabi Accountability Authority (ADAA), which is an independent

body established under Law No. (1) for the year 1985 mandated to perform financial oversight on funds disbursed by public entities and ensure the accuracy and legitimacy of these funds.

- Reviews its internal controls, including financial, operational, compliance controls and risk management to ensure practices are in line with best practice, laws, rules and regulations that follow international standards.

Internal Audits

Year	2012	2013	2014
Number of Internal Audits conducted	11	9	12

In addition, ADNEC has established an independent whistle-blowing mechanism, through which all stakeholders and employees can raise concerns. This was launched in December 2014 with no reports recorded to date. The current mechanisms include communication through email and telephone, which are directed to an external independent third party. In the near future (early 2016) we will add the website as an additional communication channel.

Concerns are anonymous, confidential and are forwarded by the independent third party to both the Head of Internal Audit and the HR Director who process it as per the documented compliance charter. A committee is formed consisting of IA, HR and Legal affairs where necessary to steer the investigation.

ADNEC is also subject to external audit of its consolidated financial reports which ensure accuracy of the financial reports and compliance with relevant laws, regulations and governance guidelines.

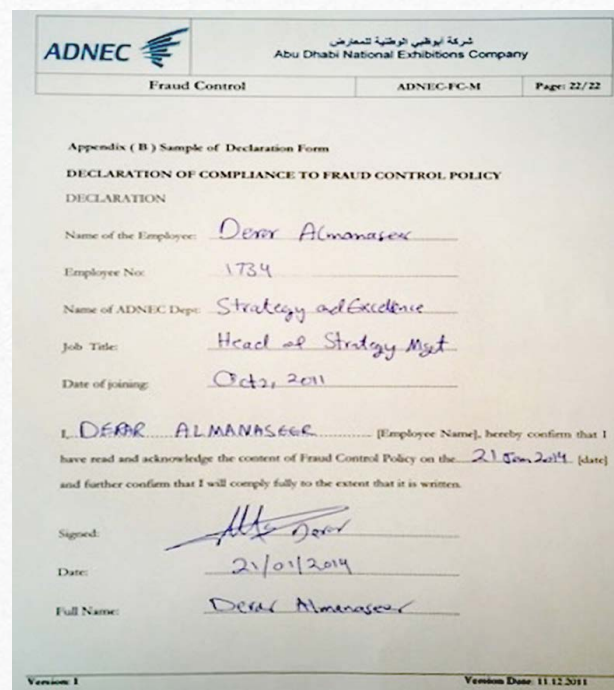
5.2.2 Fraud Scenario

ADNEC initiated a Fraud Scenario Assessment (FSA) project as part of management's objective to strengthen the organisation's fraud risk management framework. The FSA's objective is to identify, evaluate and manage fraud, corruption and misconduct. It also provides a common understanding of fraud and raises awareness across the organisation on the definitions of fraud, as well as the controls for prevention, detection and response.

ADNEC's management responded to the FSA report with an action plan of activities to enhance existing controls and introduce additional controls that are needed to mitigate fraud risks to an acceptable level. ADNEC's Internal Audit division used the results of the FSA to include it within the audit plan, test the implementation effectiveness of the identified controls as part of the audit plan and follow-up on the implementation of the recommendations.

As well as reviewing its key vulnerabilities to fraud and enhancing process-level controls, ADNEC enhanced its anti-fraud framework by, amongst other things, revising the Fraud Control Policy, whistle-blowing mechanism in accordance with industry's good practice and formalising the Investigation Policy.

Additionally, ADNEC staff is asked to sign annually a declaration of compliance to fraud control policy, the form is circulated by HR department and collected back accordingly signed by relevant employee.



A sample of ADNEC declaration of compliance to fraud control policy form

5.2.3 Code of Conduct and Business Ethics

ADNEC has implemented a Code of Conduct and Business Ethics, in order to safeguard business and professional ethics, which forms part of our Standard Operating Procedures. This framework ensures that ADNEC continues to uphold the highest standards of ethical behaviour in all business activities inside and outside UAE.

It applies to all ADNEC's employees at all levels, including employees on a temporary or outsourced basis. It is also applicable to employees who are seconded to other entities.

As an example, the document includes:

Compliance with laws, rules and regulations: Protection of Environment, Employment, Harassment

Government Regulations: General Compliance, Occupational Health and Safety, Fraudulent Activities, Supplier and Consultant Screening, Intentional Misconduct, Media and Public Relations, Conflict of Interest, Conflict of Commitment, Business Gifts & Hospitality, Protection of Organisation's Assets, Usage of Communication Methods.

Compliance

Description	2014
Percentage of employees the code of conduct has been communicated	100%
Percentage of employees formally committed to the code of conduct by signing it	100%
Number of persecutions against ADNEC for non-compliance with law and regulations	0
Amount of fines for non-compliance with laws and regulations	0
Number of non-monetary sanctions for non-compliance with laws and regulations	0

As a result of our practices, there were no confirmed incidents of corruption within ADNEC in 2014 or pending lawsuits related to corruption, while no relevant fines or sanctions were imposed by the respective authorities.

5.3 Business Continuity

ADNEC has built an internal business continuity system, which has been approved and is endorsed by our Senior Leadership team, based on the key requirements of the National Emergency Crisis and Disasters Management Authority (NCEMA). The system's objective is to establish procedures that will ensure that ADNEC maintains its critical business activities and services in case of emergency, crisis, disaster or any other interruptions.

In compliance with NCMA requirements, ADNEC has developed integrated business continuity capability documents that include concept, policy, external resources, competency of personnel, business impact analysis, risk assessment, strategy, business continuity management plan and more.

5.3.1 Approach

In order to satisfy NCEMA7000:2012 requirements, ADNEC documented a set of procedures that meet those requirements, including business continuity methodologies with clear roles and responsibilities, as well as a risk management heat map that is integrated with ADNEC's risk register.

ADNEC conducted a business impact analysis for all sectors within the business continuity scope. Based on the results of the business impact analysis, an action plan was developed to ensure proper management of risks impacting ADNEC's business continuity.

The business continuity plan was developed based on the results of the business impact analysis and risk assessment conducted in 2014. The document is revised annually or in cases of significant changes.

5.3.2 Risk Assessment

The Business Continuity Risk Management system ensures that a common risk management approach has been implemented to identify and manage ADNEC’s operational risks.

Risk management is the practice of reducing risks to the organisation and equipping the key stakeholders and decision makers with efficient risk management decisions. The risk management methodology used has a semi-qualitative approach based on the requirements specified in ISO 22301 risk assessment section. ADNEC’s risk management strategy has been developed in accordance to ISO 22301 and AE/HSC/NCEMA 7000 requirements. The scope for ADNEC’s risk management activities includes the following:

- Identifying and analysing the business continuity risks
- Analysing the technology risks that can affect the continuity of business
- Assessing risks to people
- Assessing risks to critical processes
- Assessing the risks to the premises as mentioned in the business continuity management scope document

5.3.3 Business Impact Analysis

The business impact analysis is a formal, documented, evaluation process for determining continuity and recovery priorities, objectives and targets. This includes assessing the impacts of disruption to activities that support ADNEC’s business services.

The impact analysis process initially involved identification of ADNEC’s business services and related activities, as well as their dependencies. ADNEC and all its business units were analysed for the Business Continuity Risks (December 2014 – Jan 2015) with 26 business impact analysis interviews conducted with representatives of 21 departments, across ADNEC’s five divisions.

From the information gathered, a comprehensive assessment and analysis of business activities was undertaken, as well as an analysis of the supporting resources that are required to perform these activities (including people, skills, systems, communications, equipment and facilities).

- The analysis highlighted two key elements: As an event-driven business, ADNEC is different to most organisations in that the criticality of many of its activities varies over time, according to their applicability to a given event, as well as the proximity in time of the event.
- ADNEC is critically dependent on the availability of its venues, which are unique assets within their respective localities of Abu Dhabi and Al Ain cities.

These factors have driven the overall Business Continuity Strategy for ADNEC and, in the same respect, have influenced ADNEC’s approach to business continuity planning.

In consideration of the above, the business activities determined during the impact analysis interviews have been analysed and structured, not just according their stated criticality, but also whether they are linked to the hosting of events and the availability of the venue itself.

Measures: In order to carryout and maintain effective BCMS measurement, a dashboard has been developed and divided into two main categories:

BCMS Performance Review

- Management review of the BCMS
- Internal Audit
- BIA Update
- BC Risk Assessment Update
- BCP Update
- BCP Testing
- BCMS Awareness

Business Continuity Controls Effectiveness

- BCMS Awareness
- BC Risk Treatment
- BC Testing
- Business Continuity Plan Effectiveness
- Suppliers BC capabilities

The Business Continuity reporting dashboard

S.No.	BCMS Objective	BCMS requirement	Expectations and objective of measurement	Metrics			Frequency	Measured by	2015 Target Implementation Date	2015 Target Measurement Date	Responsible Party
				Key Performance Indicator	Unit of Measurement	Criteria (C)					
BCMS Performance Review											
1	Obj 1, Obj 2	Management review of the BCMS	The BCM Committee must review the BCMS at least once in a year.	Number of Management Review meetings conducted in a year	Number	C=0 Not acceptable C ≥ 1 Acceptable C ≥ 2 Good	Yearly	BC Manager	15/06/2015	30/06/2015	BC Sponsor
	Obj 1, Obj 2		BCM Committee members are highly committed to implement and maintain the BCMS	Number of BCM Committee members attending management review meeting*100/ Total number of BCM Committee members	%	0% ≤ C ≤ 50% Not acceptable 50% < C ≤ 80 % Acceptable C > 80 % Good	Yearly	BC Manager	15/06/2015	30/06/2015	BC Sponsor
2	Obj 2	Internal/ External Audit	BCMS internal audit should be conducted at least once a year	Number of BCMS internal audits in six months	Number	C=0 Not acceptable C ≥ 1 Acceptable C ≥ 2 Good	Yearly	BC Manager	15/06/2015	30/06/2015	Internal Auditor
	Obj 2, Obj 4		Ensure that Non-Conformities are closed before the next Audit	Number of open findings*100 / total number of findings	%	0% ≤ C ≤ 10 % Good 1% ≤ C ≤ 30 % Acceptable C > 30 % Not Acceptable	Monthly	BC Manager	15/12/2015	End of Each Month	BC Manager
4	Obj 2	BIA Update	Ensure that the BIAs of all business functions are updated at least once a year	Number of updated BIAs*100/Total Number of BIAs	%	0% ≤ C ≤ 80% Not acceptable 80% < C ≤ 99 % Acceptable C > 99 % Good	Yearly	BC Manager	N/A	N/A	BC Manager
5	Obj 2	BC Risk Assessment Update	Ensure that the BC Risk Assessment has been reviewed at least once a year	Number of Risk Assessment Review	Number	C=0 Not acceptable C ≥ 1 Acceptable C ≥ 2 Good	Yearly	BC Manager	N/A	N/A	BC Manager
6	Obj 2	BCP Update	Ensure that the BCP document is updated at least once a year	Number of BCP Updates per year	Number	C=0 Not acceptable C ≥ 1 Acceptable C ≥ 2 Good	Yearly	BC Manager	N/A	N/A	BC Manager
7	Obj 2	BCP Testing	Ensure that a BC table top test is conducted at least once a year	Number of BC table top tests done per year	Number	C=0 Not acceptable C ≥ 1 Acceptable C ≥ 2 Good	Yearly	BC Manager	14/05/2015	30/5/2015	BC Manager
	Obj 2		Ensure that a live BC testing is conducted at least once a year	Number of live BC tests done per year	Number	C=0 Not acceptable C ≥ 1 Acceptable C ≥ 2 Good	Yearly	BC Manager	15/12/2015	30/12/2015	BC Manager
8	Obj 2, Obj 3	BCMS Awareness	Ensure that all BC Teams are trained on their BC roles and responsibilities	Number of people who attended BC awareness Sessions*100/ Number of employees who should attend a BC awareness session	%	0% ≤ C ≤ 70 % Not acceptable 70% < C < 80 % Acceptable C ≥ 80 % Good	Yearly	BC Manager	14/05/2015	01/07/2015	BC Manager
9	Obj 3, Obj 2	BCMS Awareness	Ensure that all BC Teams and staff are aware of their BC roles and responsibilities	Number of Failures in properly and timely responding to an incident due to lack of staff awareness*100/ Total Number of incidents	%	C > 20% Not acceptable 10% ≤ C ≤ 20% Acceptable 0% ≤ C ≤ 10% Good	Yearly	BC Manager	N/A	30/12/2015	BC Manager

S.No.	BCMS Objective	BCMS requirement	Expectatans and objective of measurement	Metrics			Frequency	Measured by	2015 Target Implementation Date	2015 Target Measurement Date	Responsible Party
				Key Performance Indicator	Unit of Measurement	Criteria (C)					
Business Continuity Controls Effectiveness											
10	Obj 2	BC Risk Treatment	Keep BC Risks at acceptable level	Total Number of current risks above the acceptable level * 100 / Total Number of risks above the acceptable level of last year	%	C < 70% Not acceptable70% ≤ C < 80% Acceptable 80% ≤ C ≤ 100% Good	Yearly	BC Manager	N/A	N/A	BC Sponsor
11	Obj 2	BC Testing	Ensure that all parties involved in the BC plan participate in the BC testing	Number of Business Functions who participated in the Test *100/Number of Business Functions who should participate in the BC testing	%	0% ≤ C ≤ 80% Not acceptable 80% < C ≤ 99 % Acceptable C > 99 % Good	Yearly	BC Manager	15/12/2015	30/12/2015	BC Sponsor
12	Obj 2	Business Continuity Plan Effectiveness	Reduce the time of business disruption following an incident.	Number of incidents where the time to resume the business took longer than the target time (as per BIA results)*100/ Number of disruptive events that happened in the last year (source: Incident logs)	%	C >20% Not acceptable0%≤ C ≤ 20% Acceptable C=0 Good	Yearly	BC Manager	N/A	30/12/2015	BC Sponsor
13	Obj 2	Suppliers BC capabilities	Ensure that critical suppliers services are available when required through identifying back up supplier for each critical supplier	Number of critrical Suppliers deemed Single or Sole Source*100/ Total Number of "Critical" Suppliers	%	0% ≤ C ≤ 70 % Not acceptable 70% < C < 80 % Acceptable C ≥ 80 % Good	Yearly	BC Manager	15/12/2015	30/12/2015	BC Leads
			Ensure that all critical suppliers are assessed for the BC capabilities	Number of Supplier Business Continuity Assessments Completed*100/ Total Number of "Critical" Suppliers	%	0% ≤ C ≤ 70 % Not acceptable 70% < C < 80 % Acceptable C ≥ 80 % Good	Yearly	BC Manager	15/12/2015	30/12/2015	BC Leads

- 1

- Incident Response and Crisis Management Activities
 - Prioritised Activities required when an event is on
- 2

- Prioritised Activities required if an event is in build-up or take-down phase
- 3

- Prioritised Activities that are not strictly affected by the proximity of an event
- 4

- Non-Prioritised Activities (More than 1 week RTO)

6.0 CUSTOMERS

2014 Main Results



An important category of our stakeholders are our various direct customers, which are Organisers of events, Exhibitors and venue Visitors, as all interact heavily with our venues and premises and experience our services almost on a daily bases.

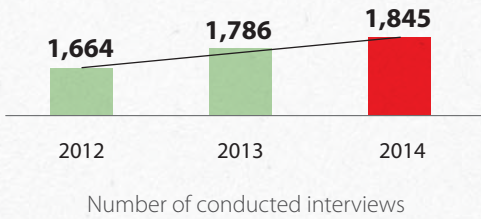
In continuation to its continuous improvements efforts and believing in the importance of this segment of customers ADNEC dedicated specific mechanisms and tools for measuring their customer satisfaction and analysing their feedback (customer voice).

6.1 Responsible Communication

In order to capture our Customers opinion about ADNEC, which is indirectly related to our reliability in relation to our promises and communications, ADNEC conducts surveys through specialized external 3rd party and based on face to face interviews, allowing for more details and opportunity for more useful dialog. Surveys are designed to cover ADNEC value chain and its relevant provided services. They have been reviewed and improved several times to maximize the mutual benefits for all parties.

ADNEC has adopted an approach to outsource surveys to external market research entities, in order to ensure objectivity and transparency, allowing customers to freely express their opinion and provide their feedback. Next year, we will continue developing these surveys and address directly areas, such as promises not kept from ADNEC side.

We started with 1,664 interviews in 2012 and continually increased this number, as we conducted around 1,845 face to face interviews with Organisers, Exhibitors and Visitors in 2014.



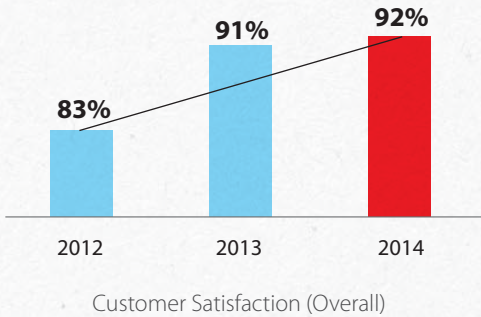
This allows us to ensure we have a representative sample to build on and issue a reliable analysis reports.

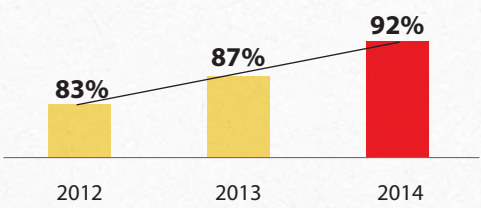
Surveys cover the whole experience with ADNEC as an organisation, or a major product or provided service or significant locations of operation.

Since 2012 when this new mechanism was introduced, ADNEC scored positive trend in terms of overall customer satisfaction as we have improved from 83% in 2012 to 92% in 2014.

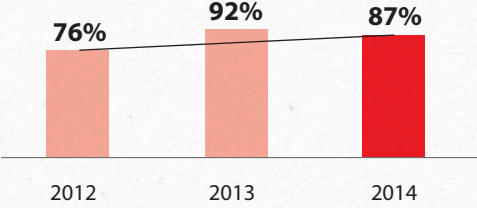
This positive outcome is a result of several corrective actions that have been carried out during the last 3 years as ADNEC worked to improve several key areas that affect the customer experience and their impression about ADNEC and its venues. Examples for key areas that have been improved:

- Customer focused communication
- Customer relationship management
- Venue accessibility both externally and internally
- Hospitality services including catering (quality and variety)
- Innovative service offering

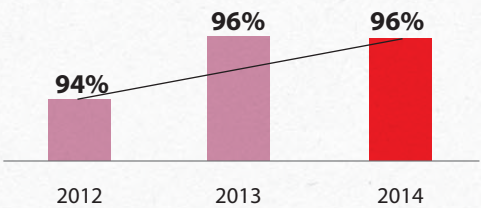




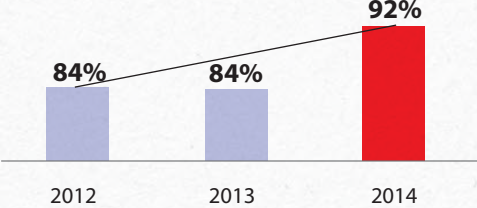
Exhibitors Satisfaction



Organisers Satisfaction



Mystery shopper - perception



Visitor Satisfaction

The organiser survey grants the opportunity for our clients to provide feedback on all stages of their event, from pre-event, during event and post-event. They are designed to specifically gather feedback from ADNEC’s organiser after their event. The feedback allows ADNEC to understand how we can be better at what we do, as well as our strengths.

It must be noted that within 2014, there were no cases of non-compliance with laws and regulations or voluntary codes concerning marketing communications and no withdrawals of communication messages (after every launch) occurred, while no fines from respective authorities were imposed.

6.2 Product/Service Quality

ADNEC has established, documented, implemented and maintained a Quality Management System (QMS), in accordance with the requirements of ISO 9001:2008.

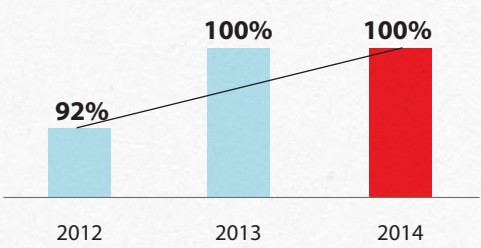
This is a definitive worldwide standard for internal process containing demanding standards where processes are analysed,

categorised and designed in an end-to-end manner to optimise value for all stakeholders both inside and outside ADNEC. This standard has been designed to benchmark its demands across all industry sectors.

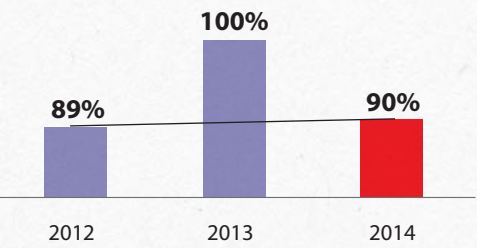
ADNEC’s QMS is maintained and continually improved through the use of the quality policy, quality objectives, audit results, analysis of data, corrective and preventive action and management review.

Our Quality Policy and Objectives are documented and communicated to all ADNEC staff and levels, which shows our commitment to meet and exceed the stakeholder’s needs and requirements. Through the implementation of this Quality Management System, our quality strategy is implemented and our commitments are realised.

All employees are responsible to adhere to the commitments and policies described within this manual. The QMS Management Representative is responsible to co-ordinate, monitor and audit the system.



% of customer complaints dealt with



Quality Audit Plan - Execution

Each process within the QMS has KPIs which focus on exceeding the customer requirements for the process.

ADNEC has a proud record of innovation and delivering new ideas. The entire concept of the flexible building and multi-dimensional service offering is innovative and delivering ADNEC’s rapid expansion required innovation, drive and a commitment to constantly involve and improve our processes.

Most innovations ultimately result in customer facing changes from which ADNEC receives immediate feedback on the impact and value from the surveys or directly from our customers.

Where innovations are purely for internal effectiveness, the relevant process KPI is targeted for improvement and performance tracked.

6.3 Health and Safety

ADNEC has specific initiatives in place to protect visitors, organisers and exhibitors.

- Thorough Codes of Practices as part of ADNEC’s Organiser Handbook, as well as Health and Safety rules and regulations for all our stakeholders, which are all available online and are also communicated to the organisers at contract stage.
- ADNEC conducts trainings and site inductions as well as holding regular contractor meetings and site inspections. Indicatively, a H&S Open day workshop was conducted for ADNEC contractors and event Organisers in October 2014.
- ADNEC’s operations team is trained to recognise any hazards or issues and manage these before an incident occurs. This is achieved through proactively monitoring of areas and hazards and documenting the risk assessment and control plan.
- ADNEC carried out several health and safety campaigns to promote the health and safety culture in ADNEC and create awareness amongst serviced partners and contractors. The campaigns included the following:
 - Heat Stress Campaigns
 - Ramadan Safety Campaign
 - Diabetes Awareness
 - Hygiene

ADNEC’s operations team is very well trained in dealing with any incident, accident or disasters. ADNEC has initiated a project on developing and implementing the Crisis management and Business Continuity plan in line with NCEMA 7000:2015 model.

Health & Safety Incidents (Customers)

Description	2011	2012	2013	2014
Minor injuries	88	73	13	3
Medium injuries (returned to work next day)	14	14	4	4
Medium injuries (3 days off)	0	0	0	0
Major injuries (more than 3 days off)	0	0	0	0
Fatalities	0	0	0	0
Incident Rate per 100,000 visitors	10.4	7.4	1.4	0.6

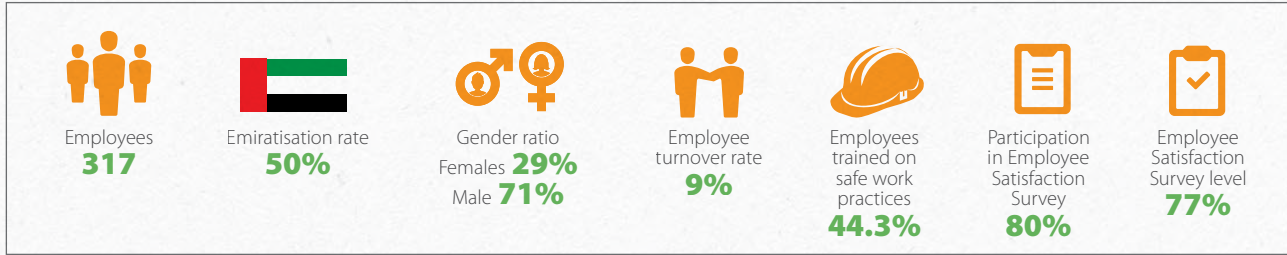
Trainings Conducted

Description	ADNEC staff (2014)	ADNEC Contractors (2014)
Fire Marshals	55	63
Advance First Aiders	40	30

It must be noted that within 2014, there were no cases of fines from respective authorities on any health and safety non-compliances.

7.0 EMPLOYEES

2014 Main Results



We know that talent will determine our ability to achieve our vision and strategic goals. It is only by helping all our people to be the best they can be that we can reach our own objectives. As we believe in sustainable growth and Emiritisation, we are dedicated to attract and nurture the best talent, as well as maintain a collaborative, engaging and creative environment in which our people can thrive and grow.

7.1 Employment

ADNEC occupies a total of 317 employees the analysis of which is summarised in the following table:

- 209 employees have permanent contracts working full time.
- 108 employees have temporary contracts (usually from 1-2 years) working full-time.
- There are no variations in employment numbers due to seasonal variations.
- There are no employees covered by collective bargaining agreements, according to the U.A.E. Federal Law No. 8 of 1980, on Labour and Employees.

Staff categorisation

Hierarchy	Leadership (Chiefs)	Other levels	Total
Employees (number)	6	311	317

Type	Permanent	Temporary	Full-Time	Part-Time	Total
Employees (number)	209	108	317	0	317

Gender	Female	Male	Total
Employees (number)	91	226	317

Age	Age <30	Age 30-50	Age >50	Total
Employees (number)	47	239	31	317

New hires – Gender	Female	Male	Total
Employees (number)	6	11	17

New hires – Age	Age <30	Age 30-50	Age >50	Total
Employees (number)	9	8	0	17

7.2 Training and Development

7.2.1 Training Programme

ADNEC aims to develop all staff to reach their maximum potential in order that they may have the knowledge, skills, attitudes and commitment necessary to meet current as well as future business needs. Consequently, ADNEC provides training and development opportunities for all ADNEC employees on an on-going basis.

In 2014, the HR and Learning and Development team developed a specific training programme to equip all employees with the required skills and competencies to meet ADNEC’s business and operational needs.

All ADNEC employees have access to the training calendar and can easily book to attend a course. The training programme includes a wide range of topics from management, customer service, business skills and cultural awareness.

As a result of HR’s increased focus of training and developing ADNEC’s employees, the average training hours per employee has significantly increased from the previous year.

In-house training courses 2014



7.2.2 Career Development

All ADNEC employees receive regular performance and career development reviews. All employees participate in an annual performance appraisal as well as a mid-year performance review. This is a continuous closed-loop process where employees review their key goals and objectives, assess the core competencies, and identify any gaps in their development plan. All development plans have to be reviewed and approved by line managers. Both in 2013 and 2014 100% of employees (both genders and grade) have completed their performance appraisal.

Performance Appraisals

		2013	2014
Percentage completed	Female	100%	100%
	Male	100%	100%
Percentage completed by employee grade	1a/b	100%	100%
	2a/b	100%	100%
	3a/b	100%	100%
	4a/b	100%	100%
	5a/b	100%	100%

7.3 Employment Benefits and Allowances

All jobs are classified according to a criteria based job evaluation system comprising five main grades; 1 to 5. Each grade has two levels of complexity; a and b. An employee's grade is specified in their offer letter and contract of employment.

Benefits and Allowances

Grade	Grade Definition	Indicative Roles
GCEO	Highest level of leadership	Group CEO
1a	Large Functions reporting to GCEO	Group CSFO
1b	Heads of Business reporting to Group CEO	COO, CCO, CFO
2a	Heads of Group Functions reporting to Chiefs	Directors
2b	Heads of Major Departments Functional Leadership	Directors, Heads of Departments
3a	Heads of Departments reporting to Business Unit	Heads of Departments, Senior Managers
3b	Heads of Disciplines / Large Teams	Managers, Senior Specialists
4a	Team Leaders of small teams	Senior Executives, Specialists
4b	Individual Contributors with expert knowledge	Executive Assistants, Graduates
5a	Individual Contributors that perform specific activities	Document Controller, Operators, Assistants
5b	Individual contributors that operate under supervision	Support Staff, Technicians

In addition to salary, ADNEC provides a comprehensive benefits package including sick pay, holidays, housing, schooling, annual flight tickets, non-contractual bonus, furniture allowance, transport allowance, cost of living allowance, and Haji leave.

7.3.1 Salary Composition

ADNEC strives to administer a fair and consistent salary administration policy for all employees. A Salary Management and Administration policy ensures objective, market-based salary decisions that meet the changing needs of ADNEC.

7.3.2 Housing Allowance

All full time ADNEC employees are entitled to a Housing Allowance providing they reside in the Emirate of Abu Dhabi. The amount of this allowance is linked to the employee grade and is specified in the Employment Offer and Contract. Employees are entitled to apply for a 'rent advance' extended for only up to six months which will be deducted from the employee's salary in equal monthly instalments over six months. All permanent employees receive a Cost of Living Allowance (COLA) and Transport Allowance. These allowances are paid monthly along with an employee's monthly salary. The level of the allowance is defined by the employee's job grade, while temporary employees receive a total salary (fixed amount) for their services and as per the agreement or the signed contract.

7.3.3 National Service Allowance

All UAE National Employees are entitled to receive this allowance. The National Service Allowance amount is fixed and depends on the employee's grade and is specified in their contract of employment. It is paid on satisfactorily completing the probationary period.

7.3.4 Child Education Allowance

ADNEC pays eligible employees an allowance to support the education of sponsored children. The allowance is paid to support children who are studying in the UAE and are no older than 18 years of age at the start of the academic year. Every permanent employee is eligible to this allowance (national or expatriate).

7.3.5 Annual Airline Ticket Allowance

It is important that all employees maintain the appropriate work-life balance and therefore we encourage all employees to take time away from the business. The Annual Airline Ticket Allowance is a cash allowance that assists employees to cover the cost of purchasing tickets to travel for holidays or to visit their families in case of expatriates.

All UAE National employees are entitled to one month's basic salary every year. The entitlement for Expatriate employees and their sponsored dependants is specified according to their grade and is defined in their contract of employment. The cash allowance is based on pre-defined airfare agency rates which are revised on an annual basis and communicated accordingly.

The allowance is only paid once the employee has satisfactorily completed their probationary period. For employees joining ADNEC during the year, it is paid on a pro-rata basis according to the number of complete months employed.

Annual Airline Ticket Allowance

Grade	Employee	Spouse	Child
GCEO, 1a/b, 2a/b	Business	Business	Business
3a/b	Economy	Economy	Economy
4a/b			
5a/b		Not covered	Not covered

7.3.6 UAE National Allowances

All UAE National employees are entitled to receive the following allowances each month:

- Electricity & Water Allowance
- Social Allowance
- Child Allowance

These allowances are fixed amounts for all UAE National employees and are paid along with an employee's monthly salary.

7.3.7 Medical Insurance

Providing a good standard of healthcare is important to ensure the on-going wellbeing of employees and their eligible dependants. ADNEC provides all employees with a medical insurance plan. This plan is available to the following:

- All UAE National employees, their spouse and a maximum of three children age up to 18 years of age.
- All Expatriate employees and their dependants up to the age of 18 years as long as they are on a residence visa sponsored by the employee. Where a spouse receives a similar level of medical coverage from his/her employer, they do not qualify for cover from ADNEC.

The insurance coverage level is specified according to job grade and is detailed in an employee's contract of employment.

Medical Insurance

Grade	Coverage
GCEO to 1a/b	Premium coverage
2a/b	International coverage
3 to 5b	Regional coverage

7.3.8 Long Service Awards

ADNEC recognises the value of retaining long serving employees. We celebrate the occasion of an employee reaching long service milestones and for their dedication to the organisation. All employees who have served the organisation for over five years are eligible to receive a long service award, provided, there has been no disciplinary action against the employee during this time.

Employees are recognised on the completion of five years of service and every five years post the completion of the initial five year period i.e. every 10th, 15th and over years of service. This award is a non-monetary reward in the form of gift vouchers chosen by the employee.

Long Service Awards

		2013	2014
Years of Service	5-9 years	58	96
	10+ years	11	15

7.4 Employee Engagement

7.4.1 Employee Satisfaction Survey

Our **You Speak** staff satisfaction survey is conducted annually and is an important source of data to inform our human resource policies, communication and employee engagement strategies. The score is a measure of how satisfied our people are in their jobs. The 2014 survey recorded overall employee satisfaction at 76%, which was 4% higher than in 2013.

Employee Satisfaction Survey

	2013	2014
Employees Satisfaction Results	72%	76%
Survey Participation	64%	85%

Key parameters that we measure part of this survey are the employee work life balance and their perception regarding ADNEC’s fairness and equal opportunities. ADNEC has scored positive trends in these 2 important areas as a result of implementing internal initiatives that are aligned with social sustainability and staff. These results confirm the fact we started to see the results of what we have started 3 years ago and it gives extra motivation for us to continue.



7.4.2 Employee Turnover

The employee turnover rate was 6% in 2014, compared to 4% in 2013, while the average turnover rate of women was 2.8% in 2014, compared to 0.09% in 2013.

Employee Turnover

		2013	2014
Number of employees by gender	Female	5	13
	Male	10	12
Number of employees by age group	<30	4	9
	30-50	9	16
	>50	2	0

7.5 Diversity and Equal Opportunity

7.5.1 Diversity

Successful international companies understand the importance of a diverse workforce, particularly in the hospitality and customer service industry, where customers are global.

Diversity

	Gender		Age Group		
	Male	Female	Under 30	30-50	Over 50
Grade 1	9	0	0	6	3
Grade 2	25	3	1	22	5
Grade 3	34	15	7	39	4
Grade 4	56	44	23	72	5
Grade 5	106	25	33	84	13

7.5.2 Emiritisation

As an Abu Dhabi government entity and in support of Abu Dhabi Economic Vision 2030, ADNEC has developed an Emiritisation target and strategy. Developing our UAE Nationals to take on more responsibility and become ADNEC’s future leaders will always be a priority.

In 2014 ADNEC marked a significant progress in the Emiritisation strategy. We improved on our existing initiatives and implemented a number of new specialised development programmes and activities designed to maximise potential, support and retain our UAE National talent.

At the end of 2014, ADNEC achieved an Emiritisation rate of 50%, with the percentage of Emiratis in the senior leadership team reaching 86%.

UAE National Development Programmes

A Space to Perform: ExCeL London: Our Space to Perform programme is one of ADNEC’s most important training opportunities. Our UAE National employees spend time at our London venue gaining additional hospitality and MICE industry experience. The programme provides the opportunity for UAE Nationals to experience first-hand an established venue in the European market.

Space to Perform has been successful since its launch in 2009, with 29 delegates graduated from the programme, out of which 20 remain with the company today. In 2014, six ADNEC employees completed the eight week programme.



ADNEC UAE National employees in A Space to Perform Programme / ExCeL London

ADNEC UAE National Forum: The ADNEC UAE National Forum provides, twice every year, the opportunity for all UAE Nationals to attend a meeting with the Managing Director and other senior executives. This open forum provides an opportunity to exchange views on a wide range of topics, concerns and issues from our UAE National colleagues. It also provides a platform for exchanging and promoting ideas about how ADNEC can continue to improve and develop as a business.

Leadership Development Programme: All UAE National employees have the opportunity to participate in a career path and coaching programme. This innovative programme measures ability, aspiration, motivation, engagement and potential.

Individuals are provided with independent feedback and follow up mentoring support to ensure that bespoke learning solutions are provided to realise the employee’s full potential as a future leader.

Mentoring and Coaching Programme: Our “buddy up” mentoring programme was launched in 2012 to specifically develop and support ADNEC’s UAE National talent. ADNEC’s mentors are all fully trained. We encourage all our UAE Nationals to actively participate in this programme. Mentoring is an important facilitator in reinforcing personal development and ensuring people can be accountable for their own career paths.

7.5.3 Equal Opportunity

As part of its strategy, ADNEC’s commitment is to establish fair practices and provide equal opportunities when it comes to its employees. ADNEC strives to attract highly qualified potential employees, as well as provide optimum working and career development conditions that meet its organisational needs regardless of gender, nationality, age and colour. It is worth mentioning that in 2014, there were no discrimination incidents within ADNEC.

Average Salary Difference Men-Women

	2014
Grade 1	0%
Grade 2	14% lower than men
Grade 3	20% higher than men
Grade 4	21% higher than men
Grade 5	40% higher than men

Supporting Working Parents: All married female employees who have successfully completed their probation period qualify for maternity leave. In 2014, ADNEC revised its maternity policy and increased the length of time off from 45 days (UAE labour law) to 90 days. Female employees with one year’s service or more are entitled to 90 calendar days Maternity Leave with full pay. Female employees with less than one year’s service are entitled to 90 calendar days Maternity Leave with half pay. Post-delivery, female employees are entitled to two half hour nursing breaks each day for 18 months.

All married male employees who have successfully completed their probation period qualify for paternity leave. The paternity leave period is three working days. This is to be taken within the first four weeks from the date of birth of the child. Salary and benefit accruals continue during the approved Paternity Leave period.

Parental Leave

	2013	2014
Number of female employees who took maternity leave	6	5
Number of male employees who took paternity leave	5	12
Number of female employees who returned to work after maternity leave	6 (3 resigned later that year)	2
Number of female employees who are still in work 12 months or more after returning from maternity leave	3	3

7.6 Occupational Health and Safety

Health and Safety is one of our top priorities, and is driven by our senior leadership team. ADNEC acknowledges and respects its responsibility and obligation with regard to the preservation of the health and safety of its employees, partners, exhibitors, contractors, visitors and all other stakeholders throughout the operations and activities.

7.6.1 Our Health and Safety Approach

ADNEC has a dedicated Health and Safety team who are responsible to develop, implement and maintain ADNEC’s safety management system with the objective to improve the company’s health and safety performance and to raise EHS awareness and compliance in all our operations.

It is the duty of ADNEC, our business partners, contractors and service providers to comply with the safety measures required by UAE and international law and those established by ADNEC.

For ADNEC, there are two aspects of Health and Safety; compliance for ADNEC as a corporate company and compliance for the events,

exhibitions, conferences and weddings that are held at our venue. ADNEC’s corporate compliance includes:

- EHS Management System that is compliant with all elements and mechanisms of the Abu Dhabi EHSMS Regulatory framework
- EHS Site and facilities inspections
- EHS Trainings for employees
- EHS Internal audits and facilitating external 3rd party audits.
- EHS Health awareness campaigns and drives

ADNEC has established a safety management system which includes two Environment, Health and Safety (EHS) committees - EHS Technical Committee and EHS Executive Committee – a Corporate Health and Safety Policy and health and safety operational procedures. For the events and exhibitions section, which makes up the core business function, ADNEC has developed H&S rules and regulations which include the following for the guidance and support of all our stakeholders.

- ADNEC Health and Safety Rules and Regulations / Organisers Handbook
- Regulatory codes of practices to guide and assist the Organisers on key health and safety aspects of the business.

The EHS Executive Committee makes decisions based on the information, advice and recommendations of the EHS Technical Committee. Members are identified in Appendix B of this Chapter.

The EHS Technical Committee is a technical working group with representation from various key departments who provide technical knowledge, expertise and advise to the EHS Executive Committee. Members are identified in Appendix B of this Chapter.

It must be noted that 17% of ADNEC employees are members and representatives of these EHS committees.

Environment, Health and Safety Management System (EHSMS)

ADNEC’s EHSMS has been approved and accredited by the OSHAD (Occupational Safety and Health Abu Dhabi) Centre since 2013. This initiative was developed to regulate and maintain an occupational health and safety culture in the exhibition and event sector both at Abu Dhabi National Exhibition Centre and across the Emirate of Abu Dhabi.

In addition to complying with legal UAE requirements, a positive health and safety culture within the exhibition and event sector in Abu Dhabi enables ADNEC to manage and control risks sensibly, reduce accidents and ill health and reduce related costs to our businesses.

7.6.2 Employee Safety

ADNEC is committed to maintaining high standards of safety and welfare for all its employees. All members of staff are provided with:

- A safe place to work
- Clear and consistent health and safety policies and standards
- A management team that is accountable for implementing agreed safe systems of work
- Safe work equipment
- Training to equip all staff with the necessary knowledge to allow them to work safely

ADNEC achieved a record low injury rate in 2014, recording two minor injuries for ADNEC staff. The results in the table below reflect our on-going commitment to providing a safe place and environment for ADNEC employees to work. All incidents are thoroughly investigated to identify the underlying cause and to implement the risk controls in order to prevent any re-occurrence in future.

Health & Safety Results (Employees)

	2011	2012	2013	2014
Minor injuries	10	10	7	1
Medium injuries (returned to work next day)	3	0	0	1
Medium injuries (3 days off)	0	0	0	0
Major injuries (more than 3 days off)	0	0	0	0
Fatalities	0	0	0	0

Safety Exercises and Training

ADNEC ensures that all its employees have relevant training to ensure they can deliver operational excellence.

Some of our employees from specific labour intensive departments such as logistics and may be exposed to higher risk of musculoskeletal injuries or illness such as back pain. ADNEC carried out specific trainings for these employees to ensure they are appropriately trained on safe work practices. 13 people from our logistics and FM team were trained in the Manual Handling.

In 2014, more than 200 ADNEC employees received training in the following:

- IOSH Directing Safely for Directors
 - IOSH Managing safely for all key managers
 - IOSH Working Safely for all employees
 - IOSH Safe Management in Events and Exhibitions
 - IOSH Safe Operations in Events and Exhibitions
- NEBOSH International general certificate for Planners and Health and Safety team
 - Manual Handling Training
 - PASMA Mobile scaffold training

Health & Safety Training (Employees)

	2014
IOSH Directing Safely (1D) * 2 sessions	20
IOSH Managing Safely Events Exhibitions (4D) * 2 Sessions	9
IOSH Working Safely (1D) * 10 sessions	94
Safe Management at International Events (2 D) * 4 Sessions	33
Safe Operations at International Events (1 D) * 5 Sessions	45
PASMA Standard Mobile Tower	10

The Civil Defence Evacuation Drill

In 2014, in addition to ADNEC Internal Drills, ADNEC held a company-wide mock fire drill in collaboration with The Abu Dhabi Civil Defence Directorate (ADCD) drawing the participation of key stakeholders including 15 federal and local entities. This was the biggest drill hosted to date by ADNEC. The initiative aimed to assess the level of preparedness, procedures, response times and coordination among various entities in dealing with crisis and emergencies.



ADNEC Fire Drill (Coordinated with Abu Dhabi Civil Defence and other government entities)

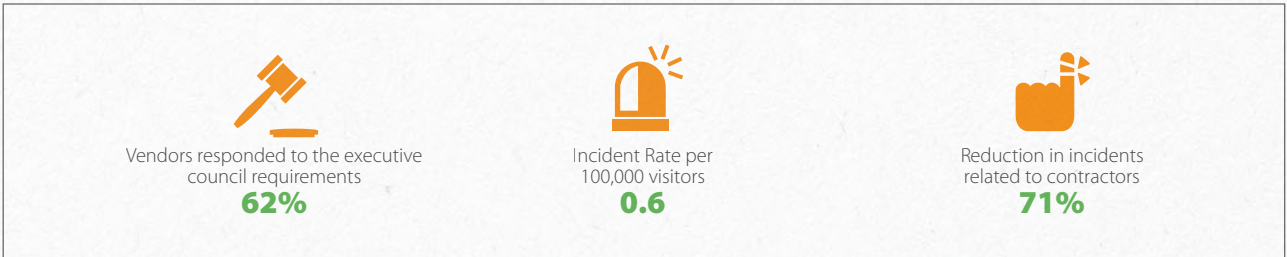


7.7 Human Rights

Our internal HR policies and procedures comply with international laws and human rights regulations. Although contracts with ADNEC’s suppliers include relevant obligations to comply with all applicable laws and regulations, human rights clauses are not included separately in investment agreements or contracts and ADNEC has not undertaken screening regarding human rights, as it is not considered necessary to the types of agreements entered into by ADNEC within the highly regulated business environment of the U.A.E.

8.0 SERVICE PARTNERS & SUPPLIERS

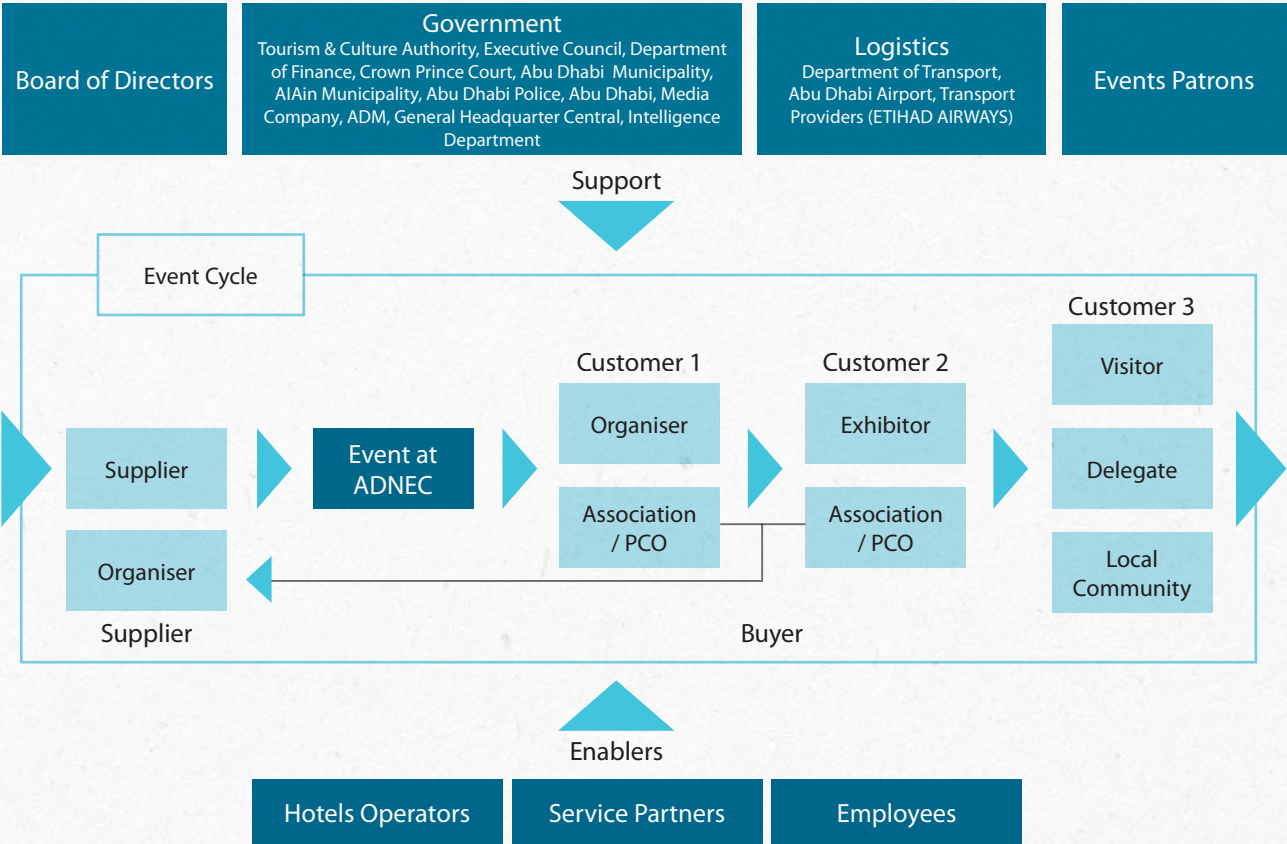
2014 Main Results



Service partners & suppliers are key enablers to our business model and contribute in the success of our hosted or Organised events. As our business model diagram below clarifies (ADNEC Value Chain), we interact with key suppliers and service partners across the event life cycle (build up, conduct the event and breakdown).

In continuation to its efforts to enhance the adoption of sustainability practices and in alignment to its responsibility towards our community and stakeholders; ADNEC set clear procurement policies and procedures and only work with suppliers and service partners who abide by these requirements. The company’s procurement department is responsible for all supplier relationship management and monitoring performance indicators.

ADNEC Value Chain and Business Model Diagram



8.1 Responsible Buying

ADNEC recognises that our contractors, suppliers and partners form a key part of our success. Therefore, we have a formal approach to evaluating the capability and performance of both potential and existing suppliers.

Tendering Opening Committee: ADNEC appointed a tender’s opening committee in order to improve the tender opening process. The role of this committee is to:

- Receive and review all tenders delivered
- Ensure the bids are in accordance with tender instructions
- Reject non-complying bids

This approach includes assessing suppliers against specific bid evaluation criteria which include:

- Technical specifications
- Price
- Quality (quality standards/quality certifications/quality assurance procedures)
- Delivery time
- General terms and conditions
- Payment terms
- Local presence and/or Emiritisation initiative
- Sustainability and environment-conscious methodologies
- Other relevant factors in accordance with the Tender Documents

Additionally, as per Executive Council directions in 2014, those partners and contractors who supply manpower and labour services, have to provide the following:

- Proof of provision of medical insurance for their employees
- Proof of provision of suitable accommodation in Abu Dhabi for their employees
- Valid visa for their employees as per applicable regulation
- The company must abide to the wages protection system as per ministry of labour
- The company must abide to the UAE Federal labour law

Executive Council’s requirements were to screen new vendors during the registration process and this is not applicable to vendors who are already registered. Since it was introduced in 2014, 136 new vendors have been registered during the period from November 2014 until May 2015, with 60 of them being required to submit the Executive Council requirements, including the environmental performance requirements. Out of these, 37 vendors (62% of new vendors) have submitted the necessary documents.

Case Study – Cleaning Staff- accommodation

ADNEC conducts annual and random inspection of the accommodation; which is implemented by the manager of each relevant contract (service partner contract). This inspection process is supported by proper documentation, reports and photos.

Whenever a non-conformity case is found (violation), a one month period is given to rectify the issue as a corrective action period followed by issuance of reports and directly sent to Abu Dhabi National Hospitality Company (ADNH Compass) and another copy to the Venue Operations Director. The procedure also clarifies in details the escalation levels and steps.

At present we are also reviewing the operating practices to ensure that future contracts staff welfare is taken into consideration (re Human Rights & Staff welfare) and are addressed. For example in ADNH case, we randomly inspecting Male & Females staff accommodation so it meets ADNEC expectation, Such as No more than 4 staff in one room, they have washing machines, Breakfast at the complex before they come if not they will have breakfast at ADNEC ,so we do care for our contractor rights and we enforce it with the employers.

COSH Training is implemented to the staff to improve their standard.

8.2 Environment, Health and Safety (EHS)

Health and Safety Plans

Service partners (contractors) are evaluated and selected by ADNEC on the basis of their capability to establish and implement a satisfactory safety system as well as their safety record.

During tendering, service partners have to submit a safety plan. They are fully responsible for the occupational health and safety of their works, including the subcontractors’ safety. They have to implement a safety plan, review it at least once a year, and keep appropriate records of their own safety inspections and audits.

The table below summarises the drop in incident rates among contractors during their work at ADNEC venues and premises (during build up and break down of events).

Incidents among contractors

	2011	2012	2013	2014
Minor injuries	92	89	46	26
Medium injuries (returned to work next day)	21	14	7	12
Medium injuries (3 days off)	4	1	0	2
Major injuries (more than 3 days off)	0	0	1	0
Fatalities	0	0	0	0

Environmental Plans

During the last period and since the year 2012 ADNEC has been focussed on instilling environmental compliance in its relationship with Organisers and their service providers (subcontractors). An example is that ADNEC has agreed with all its Organisers to force their exhibitors & contractors to reduce the wasted material and encourage them to re-use items such as wood and metals. To help in properly adopting these practices, ADNEC has imposed a financial penalty for any violation (a penalty of 1,575 AED per skip) as an extra charge if they don’t remove it themselves.



Green Initiative meeting



Nabil Al Yafeai speaks at WFES – IRENA workshop



Evacuation drill in collaboration with Civil Defence

9.0 COMMUNITY

2014 Main Results



9.1 Positive Support

As part of its endeavours towards sustainability; ADNEC has intensified its effort during the years 2013 and 2014 aiming to adopt sustainability practices and execute relevant initiatives internally. To institutionalize the work ADNEC included sustainability at strategic level and included a strategic objective and initiative as part of strategy plan.

At operational level, ADNEC increased its pace in developing various environmental and social programs like recycling, energy saving, community involvement, which are socially focused and local community driven activities.

ADNEC supports various community causes through community involvement and corporate donations; from free event tickets to disadvantaged groups to health education awareness sessions for our employees and local community that are held at Abu Dhabi National Exhibition Centre.

9.1.1 Engagement Initiatives

Abu Dhabi School Programme

We have adopted three schools in Abu Dhabi to help build environmental practices among the young. As part of the adoption programme, we educate the pupils and the schools about better waste management and recycling. We have donated carton bins and our recycling partner ensures regular collection.

School Recycling Collection

Item	2013	2014
Paper Mix	665 (kg)	48.7 (kg)
Carton - OCC	25 (kg)	8 (kg)
Plastic Bottles	10 (kg)	17.30 (kg)
Total	700 (kg)	74 (kg)

As a result of changing recycling companies, there were less recycling collections made in 2014. However, in 2015, collections will become more frequent.

Stop and Drop Recycling and Donation Campaign

Annually, we hold two Stop and Drop recycling and reusable donation campaigns. This was an initiative developed by our internal green team; a committee made up of employees from across the company which is led by the Environmental Manager.

The Stop and Drop initiative is communicated to all ADNEC employees and the wider community through various external communication channels. All reusable items are submitted to Red Crescent.

In 2014 we collected 29.5 Kg of paper which saved 38.94 Kg of CO₂. We also recycled 2 Kg of plastic, saving 4 kg of CO₂.

Stop and Drop Recycling and Donation Results

Item	Type	2013	2014
Paper	Recycling	5 (kg)	-
Tins	Recycling	1.2 (kg)	-
Clothes	Donation	8 (kg)	-
Plastic bottles	Recycling	1.5 (kg)	-
Shoes	Donation	-	3 (kg)
House Hold Item	Donation	-	25 (kg)
Glass Items	Donation	-	17 (kg)
Toys	Donation	-	31 (kg)
Books	Recycling	-	40.45 (kg)
Steel	Recycling	-	35.9 (kg)
Electronics	Donation	-	3.25 (kg)
Clothes	Donation	-	152.45 (kg)
Total		15.7 (kg)	308.05 (kg)

Free Live Event Tickets for Schools and Charities in Abu Dhabi

We designate a number of free Live Events tickets to give away to schools and charities, as well as supply transport and provide free parking. In 2014, we donated over 600 tickets. They were given to local community disadvantaged groups including Gulf Autism Centre, The UAE Down Syndrome Association, the Ability Centre, Special Care Centre, as well as other community associations.

Case Study – Charity of the Year

ADNEC's relationship began with Abu Dhabi based Gulf Autism Centre four years ago when ADNEC provided, along with other special needs and schools, free passes for our Live Events.

In 2014 ADNEC employees voted for the centre to become ADNEC's "charity of the year." This was done as part of the annual staff satisfaction survey.

ADNEC committed to donate money to the chosen charity if over 75 per cent of employees participated in the annual staff satisfaction survey. This was achieved and the cheque of AED 20,000 was presented to representatives of Gulf Autism Centre by our Group CEO (Acting), Humaid Matar Al Dhaheri.

ADNEC and Gulf Autism Centre have continued to work together. As an example, the money redeemed from Abu Dhabi National Exhibition Centre's eight AVERDA recycling machines is donated to the centre.

To date we have given the centre free event tickets, and members of Gulf Autism Centre visit Abu Dhabi National Exhibition Centre for specific events including our National Day celebrations. COSH Training is implemented to the staff to improve their standard

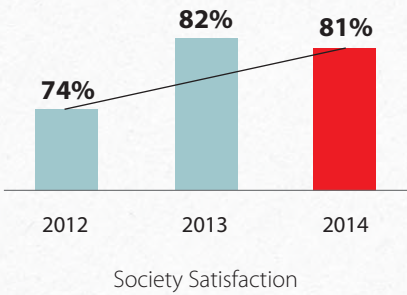


9.1.2 Community Surveys

ADNEC has been measuring Abu Dhabi’s perception of the organisation since 2011. This measure is carried out through an annual survey, which was given to individuals from different organisations drawn from several areas of society in Abu Dhabi Emirates. Surveys are sent to neighbouring organisations and institutions around ADNEC venues and other organisations that represent the local community.

They key areas covered by surveys are:

- Importance of ADNEC’s events to society and local community
- ADNEC’s engagement in Abu Dhabi’s social activities
- Community awareness of ADNEC’s environmental sustainability initiatives
- Role of ADNEC in creating jobs for local community through its hosted events
- Frequency of visiting ADNEC venues
- Community awareness of ADNEC’s calendar of events
- Visiting ADNEC’s website



Since 2012 and in line with ADNEC’s efforts in this subject, a positive trend has been established in society (community) satisfaction or perception regarding the above areas. Despite the fact ADNEC’s figures are slightly below 2013’s level, we are optimistic that we will improve in 2015, as we capitalise on a number of new sustainability initiatives, which we expect will boost these figures.

Also, in 2015 we will issue our first sustainability report ever which again we believe will boost our efforts and encourage us to try more and more.

Society (Community) Perception

	2014
Importance of ADNEC’s events to society and local community	100%
ADNEC’s engagement in Abu Dhabi’s social activities	93%
Community awareness of ADNEC’s environmental sustainability initiatives	80%
Role of ADNEC in creating jobs for local community through its hosted events	100%
Frequency of visiting ADNEC venues	80%
Community awareness of ADNEC’s calendar of events	87%
Visiting ADNEC’s website	27%
Total	81%

9.2 Negative Impact

We do not consider that our operations have a potential negative impact on communities, and therefore have not established a structured mechanism to analyse potential areas.

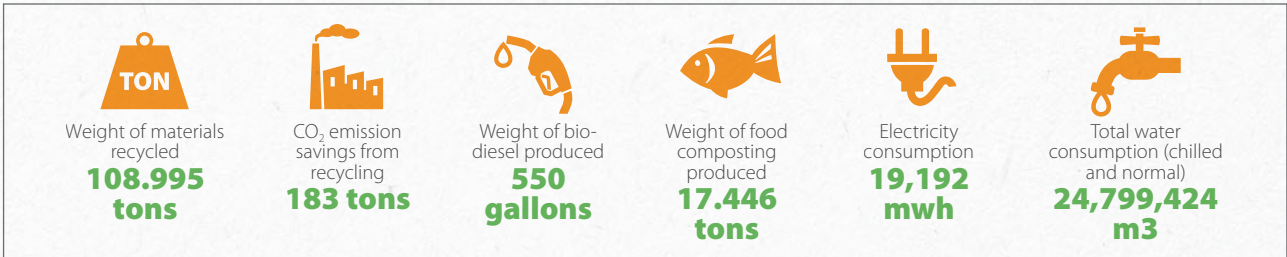
However, a potential exception is our activities causing traffic congestion during big events. ADNEC’s business model is about hosting international exhibitions and conferences and these events vary in size and number of visitors. During the year, 1 or 2 events are considered huge and big enough to the extent they require road blockage and detours.

The classic example for this is Abu Dhabi International Defence Exhibition IDEX. This area requires further collaboration with Department of Transport, Abu Dhabi Police and Municipality and can’t be done without mathematical techniques which we lack at the moment.

If this situation continues to be the case in 2015, we intend to at least ask the local community, neighbouring areas and affected parties about the negative impact of this and to find a way to quantify their feedback in a way that allows us to start measuring this area.

10.0 ENVIRONMENT

2014 Main Results



10.1 Materials

10.1.1 Use

The company prioritises the use of natural resources as efficiently as possible and aims to establish a material consumption reporting process, which for the time being is not available. It must be noted that at the moment we do not use any materials that are recycled input materials.

10.1.2 Recycling

Exhibitions

ADNEC has a dedicated team in place to tackle environmental issues comprising representatives from various departments who meet on a regular basis to discuss new recycling ideas.

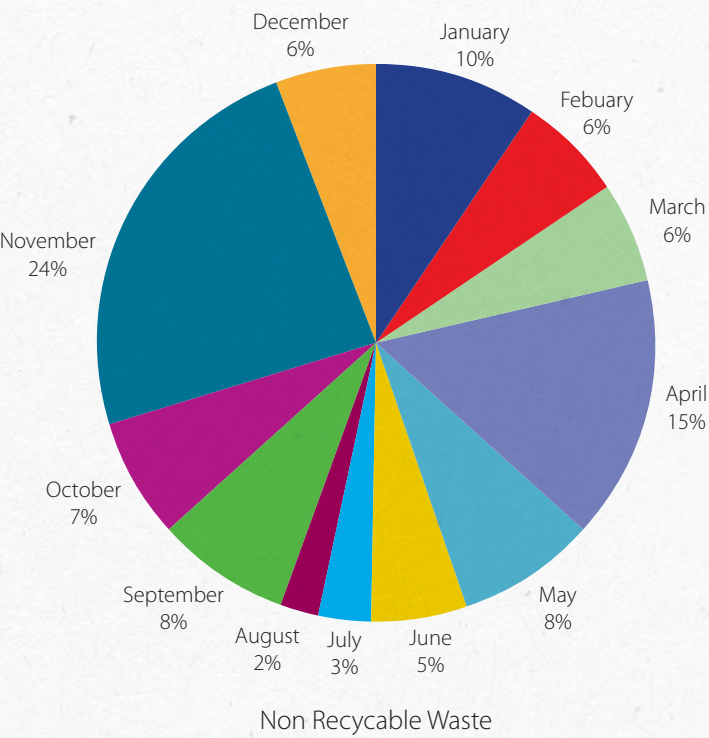
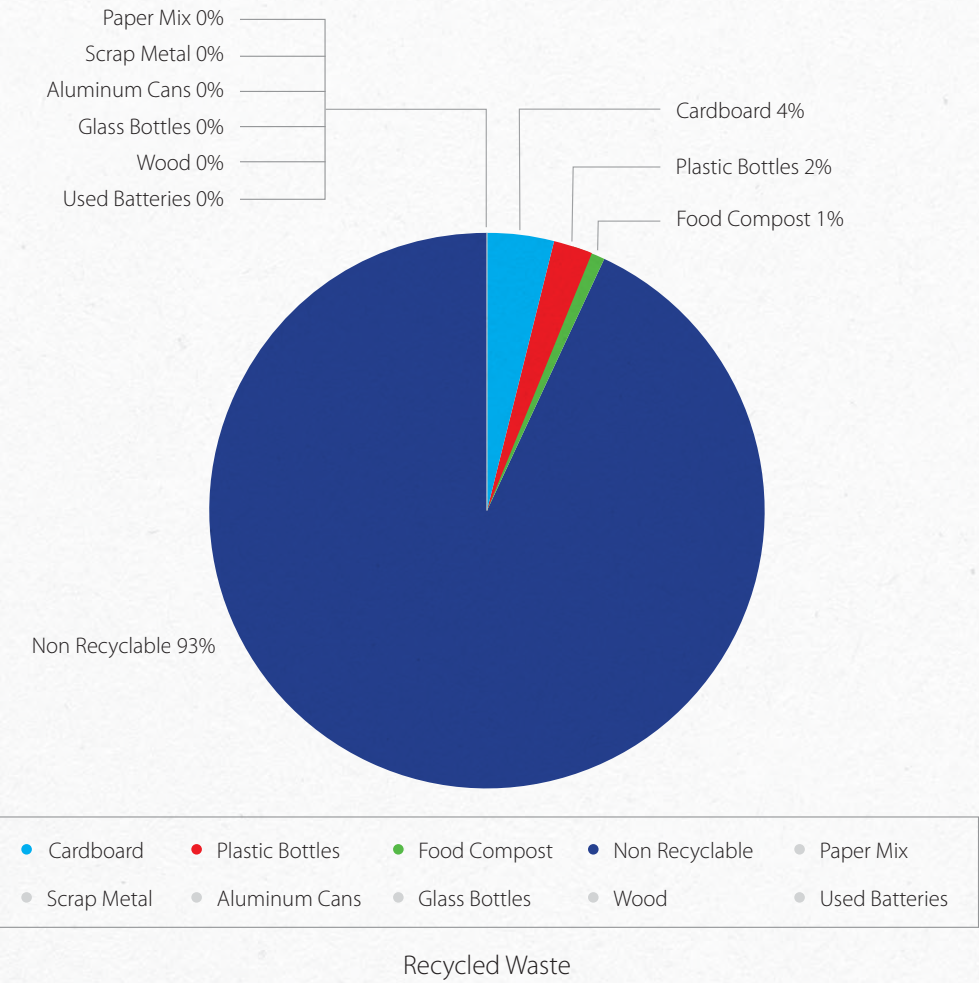
The corporate culture promoted internally by ADNEC has been an important factor in the success of our company’s sustainability practices through advocating environmental sustainability as an essential part of the company’s daily business and encouraging all employees to think sustainably in everything they do.

ADNEC has joined forces with international environmental solutions and waste management provider, AVERDA, to launch eight recycling reverse vending machines onsite at Abu Dhabi National Exhibition Centre to encourage a more sustainable attitude to waste management.

The machines allow users to dispose of their used cans and plastic bottles. The money generated from these recycled items is automatically donated to Gulf Autism Centre; a local charity as voted for by ADNEC employees.

Recycled Waste

Item	2014
Cardboard	62.205 (tons)
Plastic Bottles	38.735 (tons)
Paper Mix	3.023 (tons)
Scrap Metal	2.937 (tons)
Aluminium Cans	0.203 (tons)
Glass Bottles	0
Wood	0
Used Batteries	2.095 (tons)
Subtotal	108.995 (tons)
Food Compost	17.446 (tons)
Gross total	126.441 (tons)



Case Study – Bio-diesel and Food Composting

ADNEC was one of the first entities in Abu Dhabi to implement a system to turn recycled cooking oil into bio-diesel fuel. We implemented this initiative in 2012 and now power over 30% of our smaller on-site machinery using this fuel. In 2014, ADNEC:

- Produced 550 gallons of bio-diesel; the equivalent of reducing 0.5Kgs of CO₂.
- Invested in a food compost machine in order to reduce food waste which is usually taken to landfill. As a result, ADNEC now produces compost from the leftover food and we are the only entity in Abu Dhabi to have introduced this initiative.
- Produced 17.446 tons food composting which is equivalent to keeping 18 cars off the road per year.

Corporate

ADNEC proactively seeks ways to reduce and recycle waste. The company started recycling five different types of waste in 2010; cardboard, plastic cans and films, aluminium cans, paper and scrap metal. In 2011, ADNEC began offering glass, printer cartridge and battery recycling too. Additionally, ADNEC recycles gypsum board which is widely used in exhibition stands and would otherwise be discarded post-show.

In 2014, ADNEC recycled various types of materials which are widely used in the construction of exhibition pavilions. We recycled 108.995 tons of materials which is the equivalent of saving 183.05 tons of CO₂.

More specifically, in 2014 ADNEC recycled:

- 39 tons of paper, reducing about 51 tons of carbon dioxide emissions and saving 658 trees, as well as 18 gallons of oil and over 271 gallons of water.
- 63 tons of cardboard in different types, cutting down 94 tons of carbon dioxide emissions.
- 3 tons of metals, 3 tons of iron, 3 tons of coal and 203 kg of soft drink cans, resulting in savings of 3,132 kilowatt/hour electricity.
- 3 tons of plastic bottles, saving up to 12,318 kilowatt/hour electricity.
- 18.3 tons of food wastes, resulting in the production of 17 tons of fertiliser, which is the equivalent of taking 18 cars off the road for a full year.

10.2 Energy

ADNEC has a dedicated department responsible for implementing and generating new techniques to ensure better energy efficiency. In 2012, this department undertook a study to evaluate how to make ADNEC’s energy use more efficient and in doing so reduce the company’s carbon footprint and environmental impact. The study reviewed the lighting use through Abu Dhabi National Exhibition Centre’s 11 exhibition halls. It specifically included reviewing the current light fittings, the weight implications on the ceiling for changing to LED lights, the life cycle of the old versus new LED lights and a study on potential consumption change and savings.

In the first quarter of 2013, all lights in the 11 halls were changed to LED, with a total of 1,210 LED lights fitted. Additionally, in 2014 ADNEC installed motion detection lights across all its car parks and lift lobbies to further reduce energy consumption. These initiatives have led to a significant drop in energy consumption:

Electricity Consumption & Carbon Dioxide Emissions

	2012	2013	2014
Electricity (mwh)	25.668	22.712	19.192
CO ₂ emissions due to electricity (tons)	13.091	11.584	9.788

* Numbers are based on specific formula for converting from Kilowatts to CO₂ emissions as per as per the EAD Inventory.

Solar panels

ADNEC’s solar panels, which cover 1,000 square metres on Car Park B, are used to power the elevators and the power generated can also be used to light three floors of the car park, with a total capacity of 111 kilowatts. The amount of energy produced through this solar panel is 2,688 KWh, which corresponds to savings of 1,371 Kg of CO₂, being emitted to the atmosphere. This calculation is based on specific formula we use to convert Kilowatts into Kg.



10.3 Water

All water used at ADNEC comes from the public water corporation (ADWEA); therefore there are no water sources significantly affected. However, ADNEC has taken a number of water saving initiatives, such as:

- Fitted a number of water saving devices across Abu Dhabi National Exhibition Centre to reduce water use and consumption.
- The offices have water machines to encourage ADNEC employees to reuse bottles and glasses, which has seen an approximate 15% reduction of small waters being used.
- In 2012, water saving devices were fitted into the wash basin taps, bidets, showers and water closet tanks across the venue, which led to a 5-8% reduction in water consumption.

Water Consumption

	2012	2013	2014
Normal Water Consumption (taps, toilets, garden, showers, etc) (m³)	142,497	132,837	113,340
Chilled Water (tons of refrigeration per Hours) (m³)	22,115,404	21,226,126	24,686,084

11.0 LOOKING AHEAD

The Abu Dhabi National Exhibitions Company’s sustainability report constitutes a milestone for the company, as it demonstrates our commitment to sustainability in the most profound way. ADNEC is passionate about operating responsibly and contributing to the Emirate’s economic growth, as well as to its sustainable development, as outlined in the Abu Dhabi Vision 2030.

We have gone a long way during the past five years, as we have taken significant and substantial steps to integrate sustainability within our operations. However, we do not rest here, as our most recent award for the Most Sustainable Exhibition and Conference Venue at the AEO Awards 2014, motivates us and drives our obligation to go a step further, beyond what is established.

Our aspirations for the years to come are described below:

Management

Operate in a responsible way for our stakeholders, deliver operational excellence across the entire spectrum of our activities and, at the same time, improve our competitiveness and ensure our growth.

Employees

Create a sustainable work environment for our people, which is safe, fair, continuously improves their knowledge and skills, offers development opportunities and respects the human rights and the diversity of our employees.

Service Partners

Deploy sustainability principles to our entire supply chain, in order for our contractors and suppliers to operate according to our policies and procedures and fully comply with the respective legislation and regulations.

Community

- Combine our business success, with prosperity and quality of life for citisens in the communities of our operations.
- Exceed our customer needs and expectations and engage the community more in regular surveys.

Environment

Minimize the potential negative impact, which inevitably originates from our operations, as well as raise our fellow citizen’s awareness on acting more responsibly regarding environmental protection issues. We will also introduce new initiatives for water conservation.

Customers

- Further enhancements to our website to meet more the requirements of sustainability and to be used as an effective mean for external communication.
- Further improvement to customer surveys: to reflect more the opinion regarding our marketing messages and to encourage community engagement.

Several initiatives is planned to take place and be implemented as part of our continuous improvement approach. We will start by elevating Sustainability as a strategic “Theme” in our strategy map to give it more visibility and attention from leadership and management. Also, we will enhance our reporting mechanism and this version of sustainability report is only the beginning.

We will introduce enhancements here and there and based on our maturity assessment that we have conducted. A key area will data and reporting as we will work on further improving our database both from quality and size perspectives. We will also work on introducing specific enhancements to specific areas to comply more with sustainability requirements and drive internal change.

12.0 GLOSSARY OF TERMS

ADNEC	Abu Dhabi National Exhibitions Company
ADSG	Abu Dhabi Sustainability Group
BCMS	Business Continuity Management System
BIA	Business Impact Analysis
COLA	Cost of Living Allowance
COO	Chief Operating Officer
EHS	Environment, Health and Safety
EHSMS	Environment, Health and Safety Management System
FSA	Fraud Scenario Assessment
GCEO	Group Chief Executive Office
GRI	Global Reporting Initiative
MD	Managing Director
MICE	Meetings, incentives, conferences, and exhibitions
NCEMA	National Emergency Crisis and Disasters Management Authority
PCO	Professional Congresses Associations
UFI	Global Association of the Exhibition Industry

13.0 GRI CONTENT TABLE

The correspondence between the content of this report and the Global Reporting Initiative’s (GRI G4 version 2013) General and Specific Standard Disclosures, is presented in the following table.

- Coverage of Indicators is characterized as Full (F) or Partial (P).
- General Standard Disclosures of GRI required for “Core” application level are indicated in the below table.
- Material Aspects of GRI for the organisation (based on the Materiality Analysis conducted), as well as Boundaries are indicated in the below table.
- No external assurance has been conducted for information and data in this report.

General Standard Disclosures Table

General Standard Disclosures	Report Section	Coverage/ Omission	Required for “Core”	Boundary of Material Aspects
G4-1	2.0	F	Yes	Yes (company)
G4-2	2.0, 3.4, 5.3, 11.0	P		
G4-3	1.0	F	Yes	Yes (company)
G4-4	1.1, 3.1, 3.4	F	Yes	Yes (company)
G4-5	1.0	F	Yes	Yes (company)
G4-6	1.1, 3.1, 3.4	F	Yes	Yes (company)
G4-7	3.1, 3.4	F	Yes	Yes (company)
G4-8	1.1, 3.1, 3.4	F	Yes	Yes (company)
G4-9	3.4, 7.1, 7.5.1	F	Yes	Yes (company)
G4-10	7.1	F	Yes	Yes (company)
G4-11	7.1	F	Yes	Yes (company)
G4-12	4.4, 8.0	F	Yes	Yes (company)
G4-13	3.2	F	Yes	Yes (company)
G4-14	2.0, 10.0	F	Yes	Yes (company)
G4-15	1.0, 2.0, 4.5, 7.5.2	F	Yes	Yes (company)
G4-16	4.5, 7.5.2	F	Yes	Yes (company)
G4-17	3.4	F	Yes	Yes (company)
G4-18	1.2, 4.3, 13.0	F	Yes	Yes (company)
G4-19	1.2, 4.3, 13.0	F	Yes	Yes (company)
G4-20	1.2, 4.3, 13.0	F	Yes	Yes (company)
G4-21	1.2, 4.3, 13.0	F	Yes	Yes (company)
G4-22	1.1	F	Yes	Yes (company)
G4-23	1.1	F	Yes	Yes (company)
G4-24	4.4	F	Yes	Yes (company)
G4-25	4.4	F	Yes	Yes (company)
G4-26	4.4	F	Yes	Yes (company)
G4-27	4.4	F	Yes	Yes (company)
G4-28	1.0	F	Yes	Yes (company)

General Standard Disclosures	Report Section	Coverage/ Omission	Required for “Core”	Boundary of Material Aspects
G4-29	1.0	F	Yes	Yes (company)
G4-30	1.0	F	Yes	Yes (company)
G4-31	1.0	F	Yes	Yes (company)
G4-32	13.0	F	Yes	Yes (company)
G4-33	1.1, 13.0	F	Yes	Yes (company)
G4-34	3.2, 4.2, 5.1, 5.2, 7.6.1	F	Yes	Yes (company)
G4-35	5.1	P		
G4-36	4.2, 5.1	P		
G4-38	5.1, 7.6.1	F		
G4-39	5.1	F		
G4-41	5.2.3	P		
G4-42	4.3	P		
G4-43	4.2, 4.3, 5.2.1	P		
G4-46	5.3	P		
G4-47	5.3	P		
G4-48	4.3	P		
G4-56	3.3, 4.1, 5.2.3	F	Yes	Yes (company, suppliers)
G4-58	5.2.1	F		

Specific Standard Disclosures Table

DMA and Indicators	Report Section	Coverage/ Omission	Material Issue	Boundary of Material Aspects
ECONOMIC				Company
Economic Performance			Yes	Company
G4-DMA	3.4	F		
G4-EC1	3.4	F		
Market Presence			Yes	Company
G4-DMA	7.5	F		
G4-EC6	7.5.2	F		
Indirect Economic Impacts			Yes	Company
G4-DMA	3.4, 9.1	F		
G4-EC8	3.4, 9.1	F		
ENVIRONMENTAL				Company
Materials			Yes	Company
G4-DMA	10.1	F		
G4-EN2	10.1.1	F		
Energy			Yes	Company
G4-DMA	10.2	F		
G4-EN3	10.2	F		
G4-EN6	10.2	F		

DMA and Indicators	Report Section	Coverage/ Omission	Material Issue	Boundary of Material Aspects
Water			Yes	Company
G4-DMA	10.3	F		
G4-EN8	10.3	F		
G4-EN9	10.3	F		
Emissions				
G4-DMA	2.0, 10.0	P		
G4-EN16	10.2	P		
G4-EN19	2.3, 10.1, 10.2	P		
Effluents and Waste				
G4-DMA	10.1	F		
G4-EN23	10.1.2	F		
Overall				
G4-DMA	10.0	P		
G4-EN31	10.1.2, 10.2, 10.3	P		
Supplier Environmental Assessment			Yes	Company, Suppliers
G4-DMA	8.1	F		
G4-EN32	8.1	F		
SOCIAL				
LABOR PRACTICES AND DECENT WORK				Company
Employment				
G4-DMA	7.1, 7.3-5	F		
G4-LA1	7.1, 7.4.2	F		
G4-LA2	7.3	F		
G4-LA3	7.5.3	F		
Occupational Health and Safety			Yes	Company
G4-DMA	7.6	F		
G4-LA5	7.6.1	F		
G4-LA6	7.6.2	P		
G4-LA7	7.6.2	F		
Training and Education				
G4-DMA	7.2	F		
G4-LA9	7.2.1	F		
G4-LA11	7.2.2	F		
Diversity and Equal Opportunity			Yes	Company
G4-DMA	7.5	F		
G4-LA12	7.5.1	F		

DMA and Indicators	Report Section	Coverage/ Omission	Material Issue	Boundary of Material Aspects
Equal Remuneration for Women and Men			Yes	Company
G4-DMA	7.5	F		
G4-LA13	7.5.3	F		
HUMAN RIGHTS				Company
Investment			Yes	Company
G4-DMA	7.7	F		
G4-HR1	7.7	F		
Non-discrimination			Yes	Company
G4-DMA	7.5	F		
G4-HR3	7.5.3	F		
SOCIETY				Company
Local Communities			Yes	Company
G4-DMA	6.3, 9.0	F		
G4-SO1	4.4, 6.3, 9.1	F		
G4-SO2	9.2	F		
Anti-corruption			Yes	Company
G4-DMA	5.2	F		
G4-SO4	5.2.3	P		
G4-SO5	5.2.3	F		
Compliance			Yes	Company
G4-DMA	5.2	F		
G4-SO8	5.2.1, 5.2.3	F		
PRODUCT RESPONSIBILITY				Company
Customer Health and Safety			Yes	Company, Customers
G4-DMA	6.3	F		
G4-PR2	6.3	F		
Product and Service Labelling				
G4-DMA	6.1, 6.2	F		
G4-PR5	6.1, 6.2	F		
Marketing Communications			Yes	Company
G4-DMA	6.1	F		
G4-PR7	6.1	F		

FEEDBACK FORM

1. To which Stakeholder category do you belong?

☐ Government

☐ Organiser/PCO

☐ Exhibitor

☐ Visitor

☐ Local Community

☐ Service Partner

☐ Suppliers

☐ Employees

☐ Events Patrons

☐ Office Tenants

☐ Logistics

☐ Other:

2. What is your impression, about the following areas of this report?

Area	ExCeLlent	Good	Neutral	Mediocre	Bad
3.0 Corporate Profile	☐	☐	☐	☐	☐
4.0 Our Approach to Sustainability	☐	☐	☐	☐	☐
5.0 Management	☐	☐	☐	☐	☐
6.0 Customers	☐	☐	☐	☐	☐
7.0 Employees	☐	☐	☐	☐	☐
8.0 Service Partners & Suppliers	☐	☐	☐	☐	☐
9.0 Community	☐	☐	☐	☐	☐
10.0 Environment	☐	☐	☐	☐	☐

3. What is your impression, about the following elements of this report?

Subject	ExCeLlent	Good	Neutral	Mediocre	Bad
Sections have the right <u>balance</u>	☐	☐	☐	☐	☐
Important topics are <u>covered</u>	☐	☐	☐	☐	☐
<u>Texts</u> are comprehensive	☐	☐	☐	☐	☐
<u>Graphs</u> included are comprehensive	☐	☐	☐	☐	☐
<u>Layout</u> is attractive/pleasant	☐	☐	☐	☐	☐

4. Are there any topics, which are not answered (or not adequately covered) in this report or do you have questions you would like to be answered in our next report?

.....

.....

5. Are there any other comments/proposals you might have?

.....

Personal Data (optionally):

Name:

Organisation:.....

Address:.....

Phone/Fax:.....

E-mail:.....

Please fill out the form electronically to the company's website or send the form to:

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Email: sustainability@adnec.ae

All information on this form will be used only for evaluating this report, through statistical analysis.

Personal data are protected, as defined by the respective law regarding private information



