

دائرة الشؤون البلدية
بلدية مدينة العين
AL AIN CITY MUNICIPALITY
DEPARTMENT OF MUNICIPAL AFFAIRS



Sustainability

Report 2012

City of the Oasis
Inspired by Golden Sand



Sustainability Report

Contents

1. Message From Chairman	3
2. Message General Manager	5
3. About this Report	7
4. About Al Ain City Municipality	8
5. Vision, Values, Priorities	11
A. Our Strategic Priorities	12
B. Organization Structure	12
C. Committees and Taskforce	12
D. Key Municipal Services	13
E. Recognitions and Awards	15
6. Managing Sustainability	17
A. Strategic Priorities	17
B. Taskforce	17
C. Engagement	18
7. Caring for Residence	23
A. Service Quality	23
B. Government Support Services	25
C. Landscaping	27
D. Health & Safety	28
8. Preserving our Nature	31
A. Biodiversity	31
B. Materials	33
C. Energy	35
D. Water	36
9. Capitalizing on our Employees	39
A. Workforce	39
B. Health & Safety	40
C. Training & Development	40
D. Emiritizations	41
E. Fairness	41
10. Ensuring Robust Governance	43
A. Anti-corruption	43
B. Supplier Control	44
11. GRI Index Table	44
12. Publication and Reference	51



Culture

Message From Chairman



I am very pleased to present the first annual Sustainability Report of Al Ain City Municipality for 2012. In 2009 Al Ain City Municipality joined the Abu Dhabi Sustainability Group. The year 2009 was a landmark year for the world with the UN climate change conference taking place in Copenhagen. My view is that the outcome offered a good starting point for greater action.

This 1st Sustainability Report is part of AACM's effort to identify where our economic, environmental and social impacts lie as well as enhancing the quality of life in Al Ain City for its citizens and residents.

This initiative of Al Ain City Municipality will serve as an important tool which would help them to closely monitor the progress and improve the overall economic, environmental and social performance.

I believe sustainability development delivers its best when it is thoroughly integrated in our business decisions at the very earliest opportunity. Al Ain City Municipality through this report has demonstrated that we aim to embed sustainability development firmly in to business operations. This means that safety, environmental and social performance is now closer to the core of business plans and decisions.

Majed Ali AL Mansouri
Chairman of Department of Municipal Affairs



Heritage

Message From General Manager

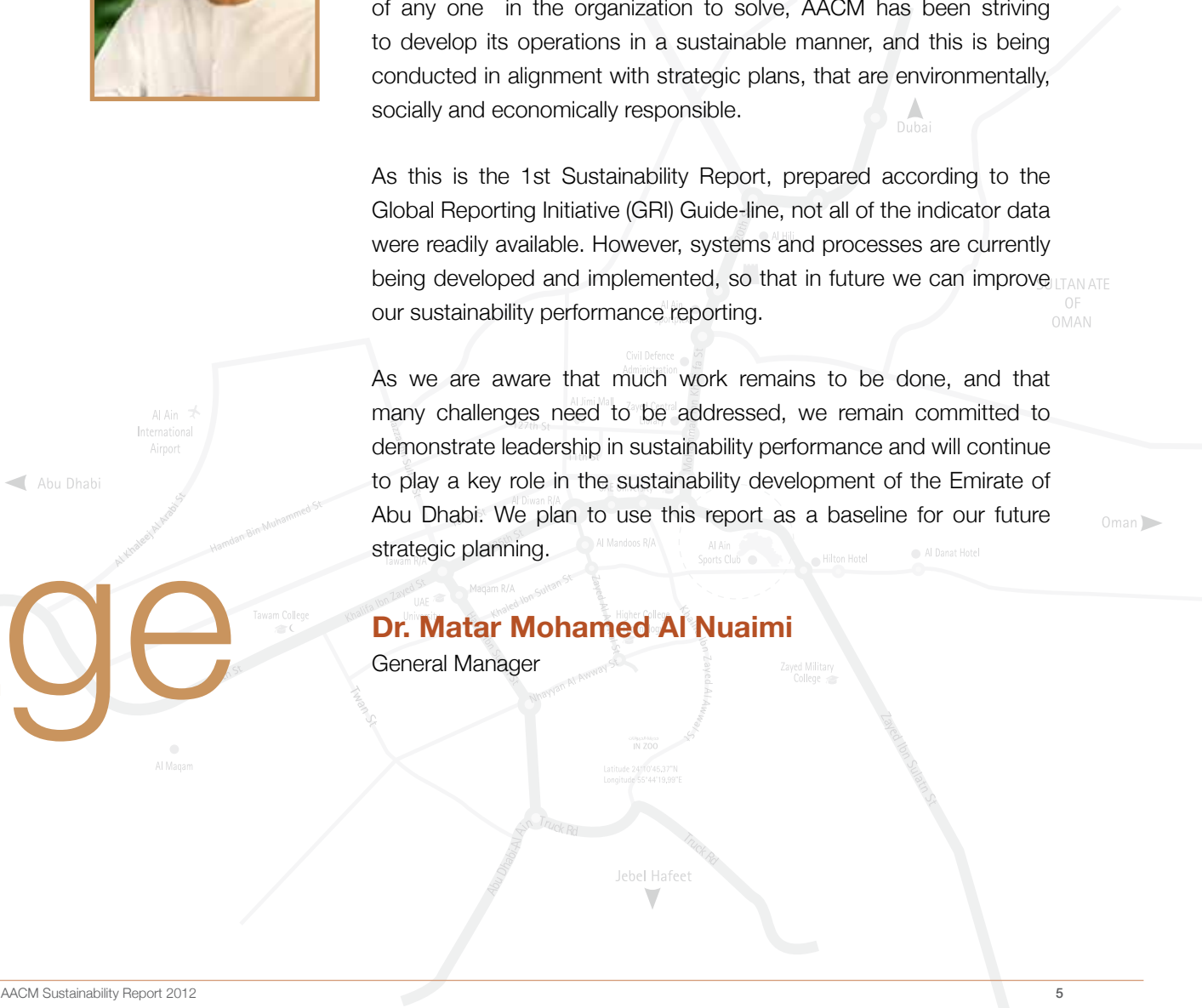


We in Al Ain City Municipality are responding to a global concern driven by global population growth and determining how, as an organization, we can make a difference. The challenges include better quality of life, protecting the environment, and meeting market demand for value-added. Since these challenges are complex and beyond the capacity of any one in the organization to solve, AACM has been striving to develop its operations in a sustainable manner, and this is being conducted in alignment with strategic plans, that are environmentally, socially and economically responsible.

As this is the 1st Sustainability Report, prepared according to the Global Reporting Initiative (GRI) Guide-line, not all of the indicator data were readily available. However, systems and processes are currently being developed and implemented, so that in future we can improve our sustainability performance reporting.

As we are aware that much work remains to be done, and that many challenges need to be addressed, we remain committed to demonstrate leadership in sustainability performance and will continue to play a key role in the sustainability development of the Emirate of Abu Dhabi. We plan to use this report as a baseline for our future strategic planning.

Dr. Matar Mohamed Al Nuaimi
General Manager



About this Report

This is the 1st annual Sustainability Report of Al Ain City Municipality (AACM). The Report refers to the period 1/1/2012-31/12/2012, addressing all activities of the AACM, as an organization, while in some cases activities related to the overall City are presented as appropriate.

To the best of our understanding this Report follows the GRI Guidelines G3.1, at a self declared Application Level “C”. The report has been developed internally by AACM, utilizing AD SG’s Capacity Building Program. As part of this Program, two members of AACM took part in a 4 day Sustainability Training Course to familiarize with reporting practices, assessed on-line the Foundations Sustainability Maturity Level to identify material issues, conducted 4 Workshops with peer organizations to utilize external feedback and dedicated 4 days for Workshops to review and streamline the report development.

If you have question or you need more information about this report please feel free to contact us at am.abudhabi@am.ae or khalfan.almarar@am.ae - alia.aldarmaki@am.ae

About Al Ain City Municipality

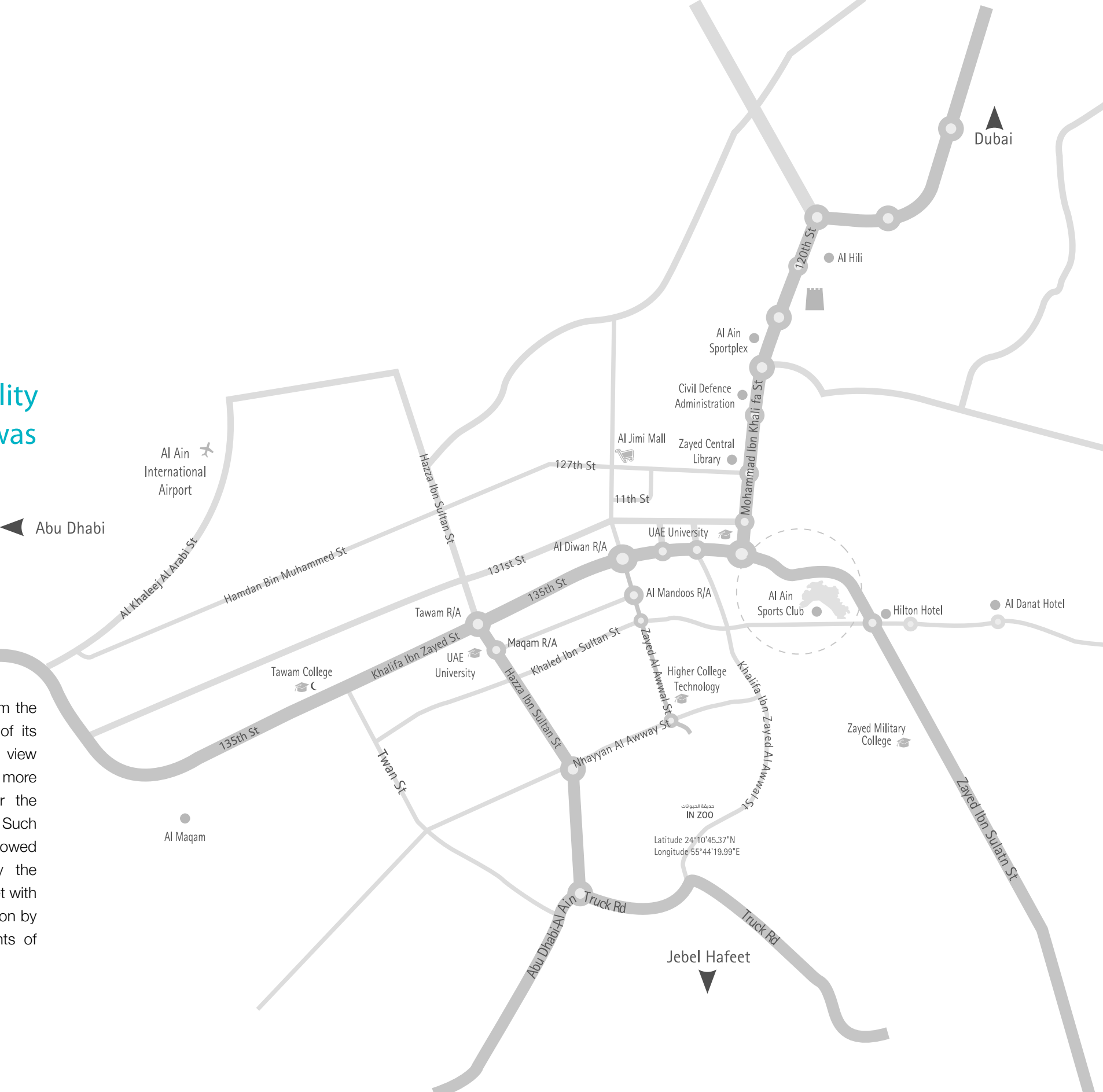
Al Ain City Municipality (AACM) constitutes is one of several departments within the Municipal Affairs Authority. It is a government institution basically directed to serve the Al Ain area, which covers Al Ain City and the neighboring outskirts. Al Ain City Municipality Department was established in 1967. An Emiri Decree was issued in 1974 in Abu Dhabi to control and regulate the City’s affairs. It was after that date Al Ain City Municipality started to function as a government department that is directed to provide wide range services to Al Ain City.

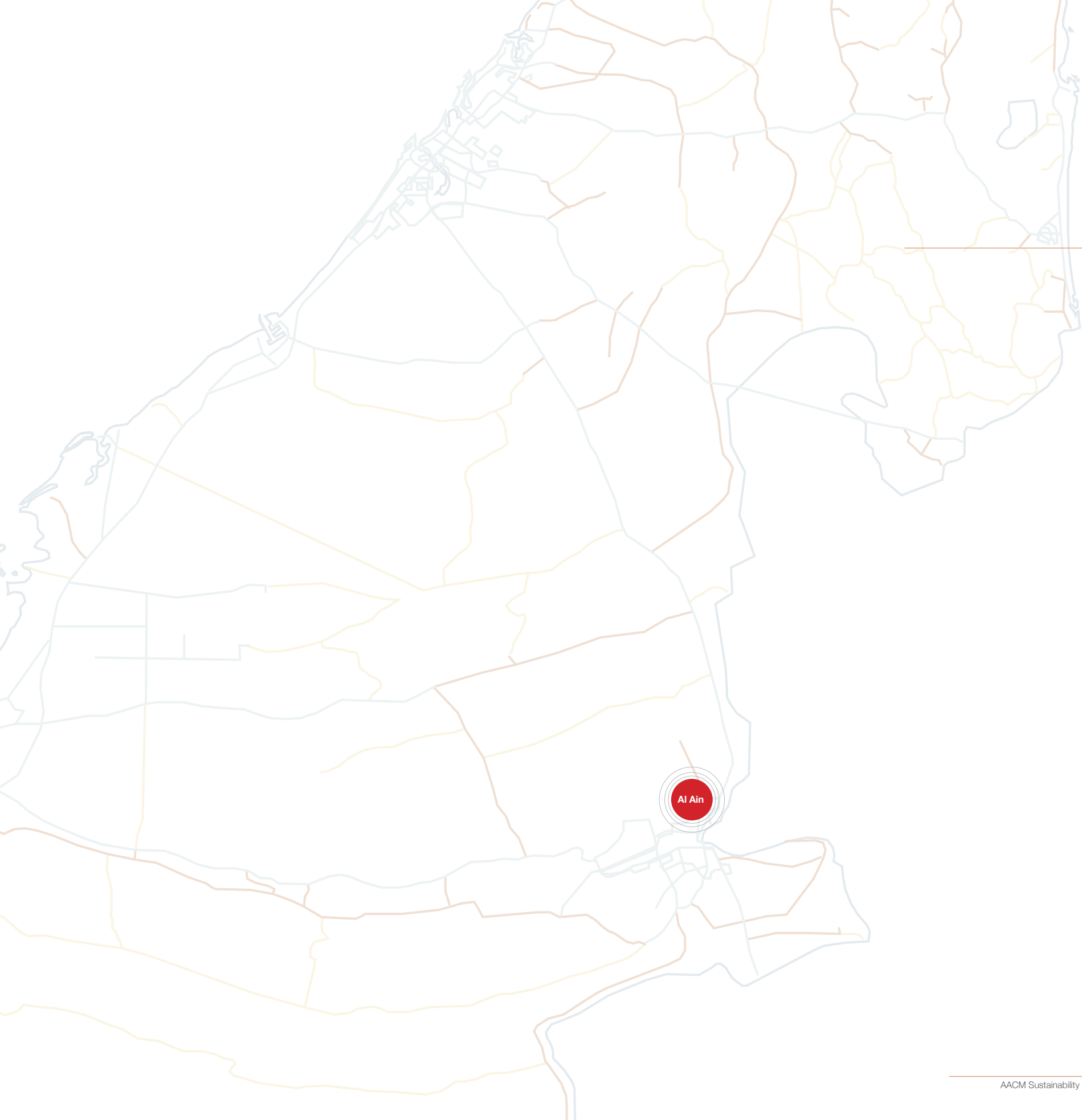
AACM stands as a leading institution of development in the area. This is due to the role it plays and the programs and services provide for improving the quality of life to the high standards. AACM has also projected a clear strategy based on a vision entitled, “A Distinguished Municipality and an Enduring Development for the City of Oasis”. This strategy is expected to be implemented through “Providing such distinguished municipal services and advanced infrastructure to Al Ain City and the surrounding areas, by qualified employees and advanced systems, while taking into account the peculiarity and genuineness of the City”, abiding in the same time by the values stemming from heritage, leadership, quality & credibility, innovation, partnership, and community service within the aims of this strategy.

As a service authority, Al Ain City Municipality has been able to absorb the advanced scientific and professional standards of quality and excellence through development and upgrading work systems, taking benefit, in this respect, from the extensive development of the means of communications and information

Al Ain City Municipality Department was established in 1967

technology, as well as from the continuous development of its human resources, with a view to perform faster and more distinguished services for the population of Al Ain City. Such vision and practices followed in providing services by the Municipality have been met with satisfaction and appreciation by both citizens and residents of the Area.





Vision, Values, Priorities

Our Vision:

A Distinguished Municipality and Sustainable Development for the City of Oasis.

Our Mission:

We offer differentiated municipal services through competent human capital and state of art systems, for Al Ain City and its districts while maintaining its unique characteristics and authenticity.

Our Values:

Heritage: Maintain our authenticity and protect our heritage.

Leadership: We are proud of our leadership that focuses on achievements throughout the continuous journey of distinctiveness, accomplishment and differentiation.

Quality & Credibility: Instill credibility stemmed from our Islamic values through interactions that reflect our transparency, ethics and morals in providing services. Adopt quality principle, communicate best practices and to have pride in providing differentiated services.

Innovation Appreciate creativity, encourage new ideas and reward.

Partnership: Strengthen our partnership with both public and private sectors to better serve our community.

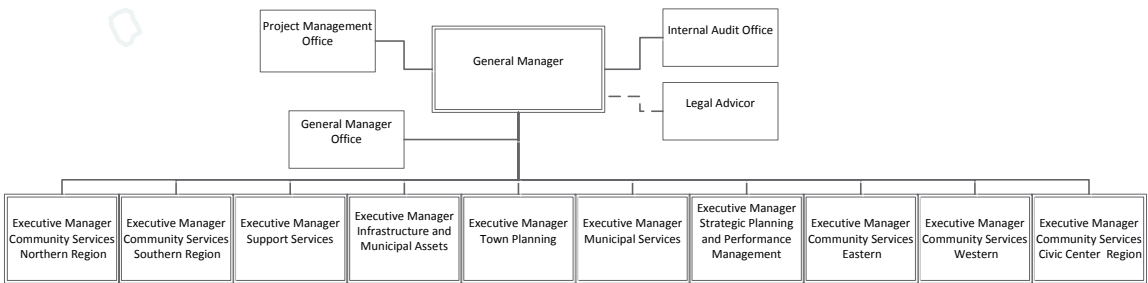
Community Service: Thrive to build and effective relationship with the community based on cooperation and credibility.

A. Our Strategic Priorities

Create sophisticated and civilized life for the City to be one of the best cities to live, stay and visit
Provide the best services in various areas toward achieving sustainable development Ensuring a high quality of life for citizens and residents of the OASIS City

B. Organization Structure

The organization structured of AACM is illustrated below:



C. Committees and Taskforce

AACM Executive Committee

Executive Committee chaired by General Manager is driving AACM toward the vision “A Distinguished Municipality and Sustainable Development for the City of Oasis” into highlighting critical issues on strategic level and resolve them proactively. The annual Customer Survey is one of the main topics that underlined during the meetings which provides solid approach for continues improvement and meeting customers’ expectation.

At this moment the members are AACM employees. However, in the future we are going to nominate external members to join AACM Executive Committee. Currently Members are Executive Directors from the following Sectors and Divisions:

- Support Services Sector
- Strategic Planning and Performance Management Sector
- Urban and Area Planning Sector
- Municipal Services Sector
- Support Services Sector
- Strategic Planning and Performance Management Sector
- Urban and Area Planning Sector
- Municipal Services Sector
- Areas Services (5 Regions)
- Infrastructure and Municipal Assets
- Performance Management Division

Main Committees

AACM is keen in establishing key Committees, in order to manage the corporate performance and achieving high standards of corporate governance. The following are some of the main committees established during 2012. See table (4.C -1)

Committee Name	Main Responsibility
Community Privacy Standards and Specification	The committee should review the process of commercial activities licensing for residential type units in terms of the needs and security of the residents in the area.
Create and activate the status of processing and interpretation of seismic information	Commissioning the Center in association with University of UAE and other Municipality of the Emirate in order to read and analyze the seismic information which reflects on amending Building Codes Requirement for Construction Sector.
Municipal Events Activities	Review and approve the Events for communities which deliver the main Government's vision to the residents in different sectors such as educational, Health and Safety campaign, and innovation.
Risk and Crisis Management for the Infrastructure of the City	Establish and implement strategy with sufficient enablers to manage the risks and crisis inherently and residually.
Review and Manage Property Leasing Sector	Review policy and guidance of renting residential unites to provide high quality of life the meet residents requirements and need.

D. Key Municipal Services

1. Property Management:

One of the key services that Al Ain City Municipality provides to the residences is managing the registration of individuals and corporate properties. The provision of adequate free housing for nationals with the aim of enhancing social stability has been a focus of Emirate of Abu Dhabi's Leadership. Al Ain City Municipality in cooperation with Urban Planning Council had initiate an initiative to serve the government strategy of providing public housing units for the citizens which meet the demand of increasing population of Al Ain City. The distribution performed based on international best practices and customized on local culture. (See the graph 4.D-1)



D. Key Municipal Services

2. Infrastructure Utilities:

AACM allocate high budget on Road and Infrastructure Asset. It's commitment to maintain and establish Internal Roads, Parking Lots, Bridges, Tunnels, Paving Roads, Signboards taking in consideration the requirement of environment, health and safety standards during the operations which support to improve the quality of life in Al Ain City and its territory.

3. Building Permits:

Building Permits is providing significant and vital services to the community which monitor and supervise the construction activities carried by more than 830 Contractors and more than 200 architectures registered in the City. In addition, Building Permits Team train contractors on new building codes and monitor the safety level during the construction phases and for the lifetime of the buildings. Therefore, architectures is one of the main stakeholders for AACM and for the community of Al Ain City as well.

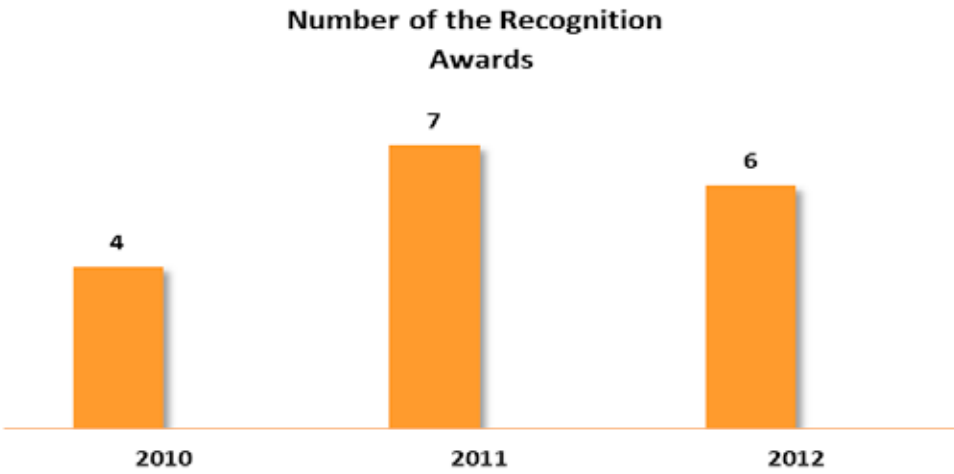
4. Parks and Recreations:

Al Ain City is known as “the Green City”. Investing in greening the City is one of the key materiality for AACM with sustainable maintenance and irrigations systems. Creating new parks and recreation areas for different segment of the residents in different geographical area is highly demanded by resident and tourist. In addition, AACM maintaining the trees, gardens and facilities during the years through well experienced agriculture engineers of outsourced companies and under supervision of AACM staff.

E. Recognitions And Awards

During year 2012, AACM has been recognized in many occasions, which reflect our significant achievements and performance, according to local and international excellence and Corporate Responsibility criteria and standards which measure the maturity of the organization's excellence and sustainability in providing services to people. (See the table 4.E-1 & graph 4.E-1)

Name	City	Organized by	Award
Dubai Award for Human Development	Dubai	Department of Economic Development – Dubai	Dubai Human Development Appreciation Award (DHDA)
Khalifa International Date Palm Award	Al Ain	UAE University	The Best Development Project
International Business Awards (Stevie)	USA	Stevie Awards Institution	1- IT for Virtualization and IP Telephoning Project
			2- The management of Human resources services
			3- Manage municipal service offices northern sector for Customer Care
			4- Manage customer service indirect channels for communication featured with customers





Managing Sustainability

Managing Sustainability

“Al Ain City is known for its Spring Water “Aflaj” for ancient landmarks. That shaped long back decades as backbone of agriculture that flourished in this region, especially in Green Palm Oasis still depends on filling their need of water from “Al falaj”.

A. Strategic Priorities

Al Ain City Municipality has embedded Sustainability in its strategic priorities in order to illustrate the commitment of the top management in achieving sustainability development and ensure high quality of life for the citizens and residents of Oasis City.

Achieving the municipal vision and mission regarding the improvement of quality of life standards in the City, AACM has launched many sustainable initiatives and joined different organization and institute that support sustainable practices by different means. One of the key drivers is sustaining the buildings lifetime, we review and approve the architecture and structure building drawings based and Estidama “Pearl System” programme which is mandatory by Government of Abu Dhabi. Moreover, planting local trees is one of the strategic transformations projects in landscaping; which save high volume of water quantity and financial cost. Top Management continually review Key Performance Indicators of AACM core business to provide the support.

B. Taskforce

The leadership of Al Ain City Municipality believes in implementing sustainable development practices and achieve the vision. To make that happen, AACM Top Management have assigned Sustainable Development Committee to ensure alignment of AACM projects and services with fundamentals of sustainability development.

In year 2012, The Sustainable Development Committee have reviewed and assessed the current legislation (e.g. on procurement, environment, human development plans) and conducting gap analysis on sustainability guidelines (e.g. GRI Guideline) with current AACM practices, in order to bridge the gaps and enrich sustainability practices toward the vision 2030 of the Emirate of Abu Dhabi.

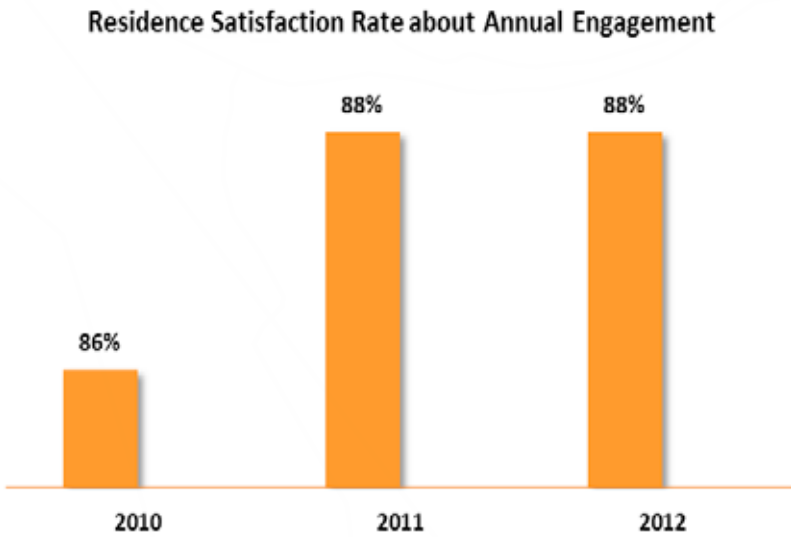
C. Engagement

AACM has a different type of Stakeholders due to the wide zone of activities that reach every citizen and resident in the City. Each stakeholder group is engaged in a different approach as described below. See table (5.C-1)

Stakeholder	Engagement Through:	Issues raised:
Residence	Public Meeting	See section 5.C
Nature	Planned to be in 2013	xxx
Employees	Open Meeting	See section 5.C
Government	Planned to be in 2013	xxx
Suppliers	Planned to be in 2013	xxx
Businesses	Planned to be in 2013	xxx

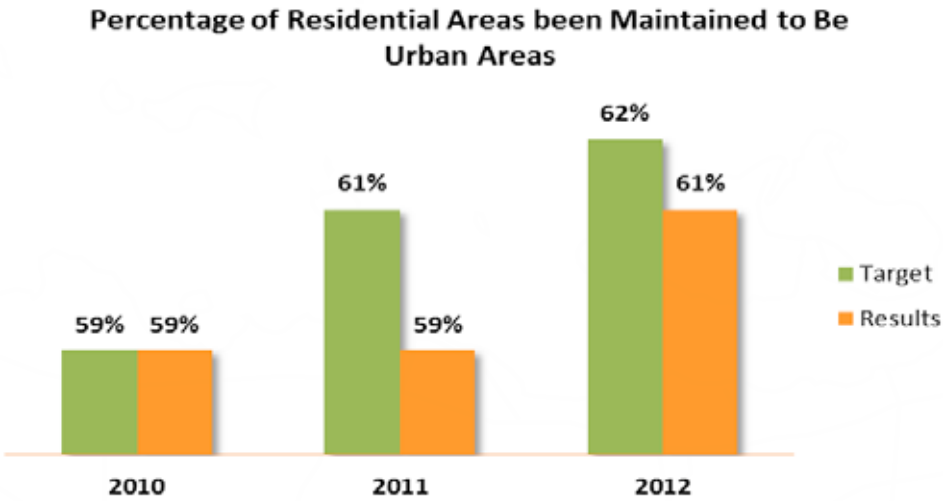
Residence

Residents are playing very vital role in assessing and improving AACM's services, therefore engaging residents with the (current-future) services and projects give a clear picture of AACM performance toward meeting and exceeding their needs. Top Management is very keen in meeting residents with the presence of representative from public and private sectors who share the responsibility in providing the services to them. Discussing the issues that straggling them from having high quality of life is one of the main topics addressed during Public Meetings. In fact, involving the community and take in consideration their ideas and experiences to improve the quality of living, it creates solid platform toward continues improvement journey in Municipal Services strategies. Also, the engagement with the residents builds strong relationship and encourage them to bring more ideas and proposals to increase the level of quality of life in the Al Ain City. (See the graph 5.C-1 &2)



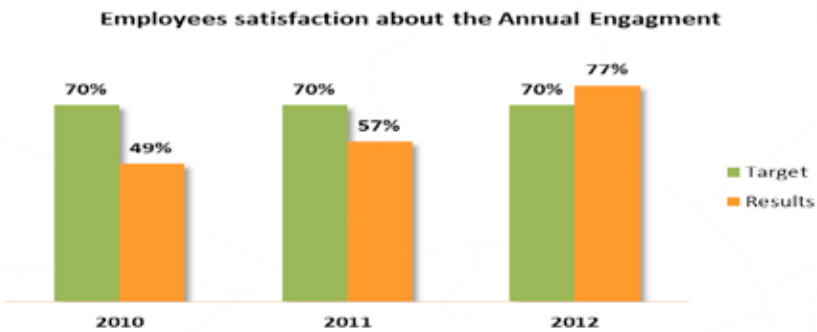
The main issues are:

- Difficulty to exchange houses and residential land from one region to another because of unavailable plots.
- Housing Loans for Emirati taking long time to be approved by.
- Low quality of the services provided by outsources companies
- Increase the monthly quota of animal feeding programme.
- Low skills labours living in community which breach families privacy.



Employees

AACM's employees are valuable assets and vital driver toward success. Engaging employees in strategic and operation activities is inspiring them to be proactive in achieving our goals and strategies. Top Management having direct channel with employees to listen their issues and resolve them with proper approach. Therefore, we conduct an annual survey to measure employee satisfactions about the organization and take their feedback in consideration. (See the graph 5.C-3)



MOU and Agreements (Government and Semi-Government Entities)

The population of Al Ain City is more than 350,000, expatriates residents representing more than 15 nationalities who are seeking for suitable municipal services. In terms of serving the community, the voice of residents is highly listened and appreciated. AACM is working with key governmental and semi-governmental parties in order to ensure high efficiency in providing municipal services and meet residents' expectations. For this purpose, AACM has signed number of Memorandum of Understandings and Mutual Agreements with key local partners to work closely and align thoughts and initiatives toward serving Al Ain City community. (See the graph 5.C-4&5)



Sustainability Development Forum

AACM has organized the 1st Sustainability Development Forum in Al Ain City; which demonstrate the efforts of Governmental and Semi-Governmental Entities in aligning their projects and operations with Sustainability Development in Al Ain City region.

The Forum targeted Senior Managers, Government Employees and Students in order to identify the importance of deploying sustainability fundamentals within Al Ain City Community. It provided platforms to share knowledge and experience in sustainability based on the three pillars Environment, Social and Economy aspects. More than 250 professionals and students attended the Forum. The following table (shows the participants and the projects presented during the Forum). See table (5.C-2)

# Attendees	# Students Projects	# Practices	# Institutions
203	40	15	15

Organization	Project
Stream	Management Deploying Sustainability
DMA	Corporate Governance
Al-Ain Wildlife Park	Zayed Center for Desert Since
Khalifa Fund	Development Projects Program
Strata	Emirization Plan
Abu Dhabi Environment	Challenges in managing Water Management and GHG
Urban Planning Council	Challenges in Estidama Program
Masdar	Solar Energy Shams 1
Abu Dhabi Education	CouncilFuture School System
German Delegate	Water management, Economy and local Growth
Abu Dhabi Sustainable Group	Promote culture of sustainable development in the Emirate of Abu Dhabi
United Arab Emirates	UniversityWaste Management

Caring for Residence

As a UAE national, you are entitled to a particular range of government benefits that provide support at key stages in your personal, educational and professional life.” That is our approach to provide high standard of services to Residents of Al Ain City supported by our leadership vision.

A. Service Quality

Customer Service Centers

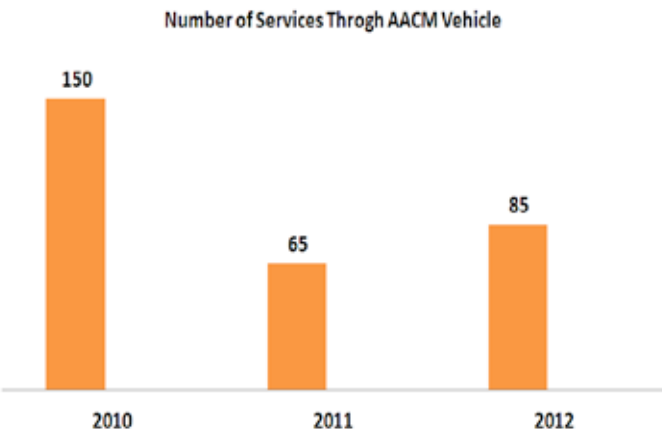
Al Ain City Municipality has established more than 11 customer Service Centers across Al Ain City by year 2012, which aim to provide municipal services within 20 km Zone distance. Number of services have been increased in the Customer Service Centers based on residents’ needs and requirements which some of them obtained from the Public Meeting with Residents. Now the Customer Services Centers have included other services belongs to governmental and semi -governmental departments and private sector which drive us to one stop shop concept. (See the graph 6.A-1&2)



Caring for Residence

Mobilize Services Through Vehicles

AACM has launched an initiative called “Mobilize Services Through Vehicles” which enables segment of customers such as special needs, elderly people, and widows receive municipal services from their homes without any fees instead of Customer Service Centers. This initiative saves our resident’s time and efforts; and saves our plant by reducing Co2 Emissions caused by transportation, traffic conjunction in the city, and increases infrastructure lifetime cycle. (See the graph 6.A-3)



Customer Satisfaction Survey

The result of the Customer Satisfaction Survey 2012 identified the main areas for improvements. To ensure the continues improvements with our services, We conduct annually 2 major Customer Satisfaction Surveys, and more than 100 mystery shopper visits in order to increase the productivity of the employees and meet customer expectations. Top Management is closely monitoring and following up on the progress of corrective action plans in order to increase the satisfaction rate and meet customer requirements. Therefore, maintaining the continues improvements within the organization, Strategic Planning Team and Services Quality Assurance Team are working closely to align the efforts on strategic and operational levels in collaboration with related stakeholders to establish and implement the corrective action plans. (See the graph 6.A-4)



Managing Highway Project

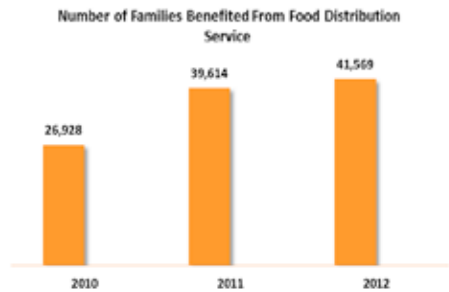
AACM has launched Al Ain/Dubai High-Way project in year 2012 with Patronage of H.H. Shaikh Tahnoon Bin Mohammed Al Nahyan the President Representative in Eastern Regions of Emirate of Abu Dhabi & presence of Top Management of AACM. It was completed with total investment more than One billion Dirham. Before the execution of the project, we have arranged number of meetings with key stakeholders to agree upon the initial Phase of the project. The project objectives is to reduce conjunction on main highway between Dubai and Al Ain Cities and increase the safety factors for drivers by compliance with International Road Safety Standards. Al Ain City Municipality has completed the project within the speculated time and budget with zero fatalities. (See the graph 6.A-5)



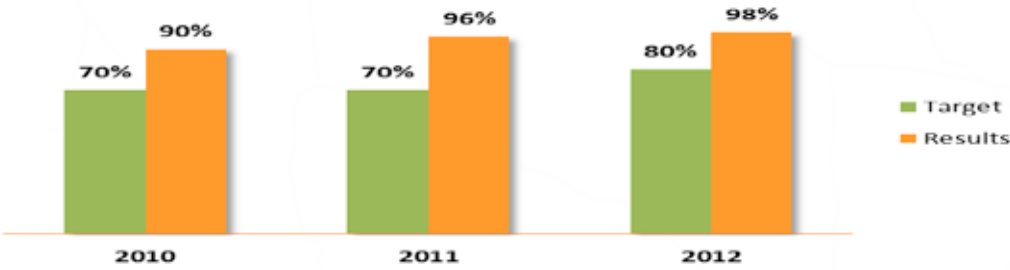
B. Government Support Services

Food Distribution Center

In year 2012, Al Ain City Municipality have served more than 50,000 families with size vary between 2-10 members across Al Ain City Region. As social responsibility program to our communities, we have reduced prices by 20% - 35% for more than 94 Food Items compared to local market. We built strategy to identify citizens requirement from Food Items and negotiate with key Food Suppliers to provide the items with competitive prices. To ensure the governance, we have designed and implemented Smart System to register and update Members’ information which help us tracking the monthly quota of ration per each member. The quota is determined based on family size to equalize the distribution of the rations. Also, the system send Phone SMS messages to family members about the items purchased. On other hand, the Food Suppliers are carefully assessed and selected based on specific criteria approved by the Top Management. To ensure the sustainable economy in the city, most of the Food Suppliers are based in Al Ain City such as “AGTHIA Holding” to supply most of the Food Items. Moreover, to meet customers expectation we have opened 5 more branches in remote areas which save customer time and reduce the number of trips to the Civic Center. (See the graph 6.B-1&2)



Customer Satisfaction Rate about Food Distribution Center



“Yak Al Awn Initiative”: It is an initiative that support elderly people and special needs to get their portion of monthly rations to their homes by AACM's vehicles. Despite AACM provide the rations with discounted price ranging between 20% - 35% less than market price, AACM receive orders from elderly and special needs customers by Phone Calls or E- Services and deliver their reserved rations to their homes by AACM vehicles for free of charge which is consider as social responsibility practice. (See the graph 6.B-3)

Number of Families Benefited From Yak AL-Awn Initiative



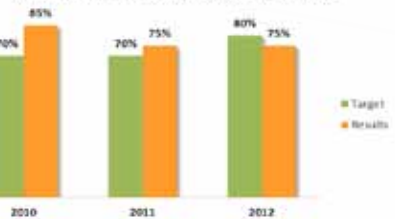
Distribution of Public Housing

Most of the significant initiative that AACM managed during year 2011- 2012 was distributing Public Houses to citizens with low income. About 1091 houses were distributed in new regions of Al Ain City worth a total of AED2.472 billion Dirham by year 2012. Top Management participation in distribution ceremony was highly appreciated by family members and showing the commitment of Top Management to provide high quality of life to Al Ain City residents and treat them equal and transparently. (See the graph 6.B-4,5,6)

Number of Customer Benefited From Free Building Drawing Design



Customer Satisfaction Rate about Residential areas



Number of Public Houses Distributed



Awareness Campaigns

Al Ain City Municipality launched awareness campaigns for the community in year 2012, aiming to promote the of culture sustainability and face the global challenges in term of sustainability.

Planning the events and campaigns calendars for the community is communicated with schools management, nonprofit organizations, governmental organizations and the private sector in order to ensure the high collaboration in providing the services to our community. Most of the campaigns are based on international calendars such as Earth Day, Day without Papers, and other Environmental and Health and Education activities. The awareness campaign programmes aim to increase the level of the awareness in Global and Local Environment, Social and Economic issues. Working with private sector and local authorities concentrate the efforts to promote sustainable development to the community.

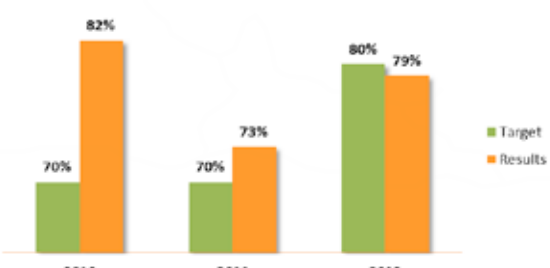


C. Landscaping

New Parks Development

The population of Al Ain City is growing every year, where Greening and landscaping projects are key measurement for Al Ain City Municipality. Development of parks in various regions of the City is based on geographical study where population size, and climate change are considered during the planning phase. The main objective is to develop a modern parks with iconic design serving all segments of society with recreational facilities that attract community and tourists to visit the parks. At year 2012 the total number of parks are 68 and 4 new parks has been approved for the executions phases. (See the graph 6.C-1)

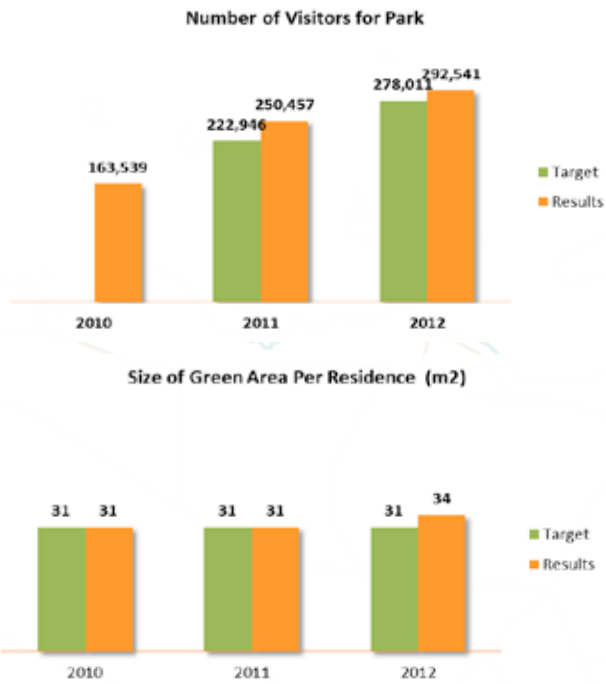
Customer Satisfaction Rate about Parks



Landscaping of Roads and Residential Areas

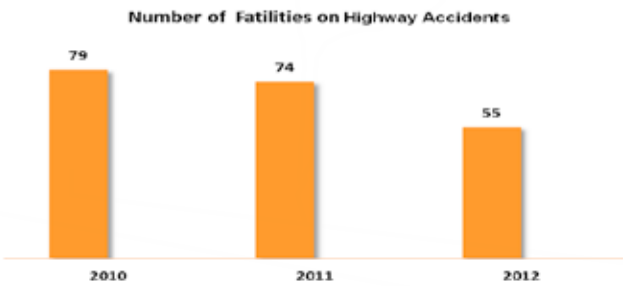
One of the significant responsibilities of Al Ain City Municipality is maintaining the landscapes. During year 2012, most of the landscaping projects are for Internal Roads and within residential open areas. (See the graph 6.C-2&3)

In fact, in order to maintain the landscapes, we have implemented proper maintenance and nursing plan during the year, where the collaboration with our key partners is giving a solid insight on how the green waste is managed and irrigation systems are maintained prior and during project commissioning which reflect lot of saving in cost and natural resources.

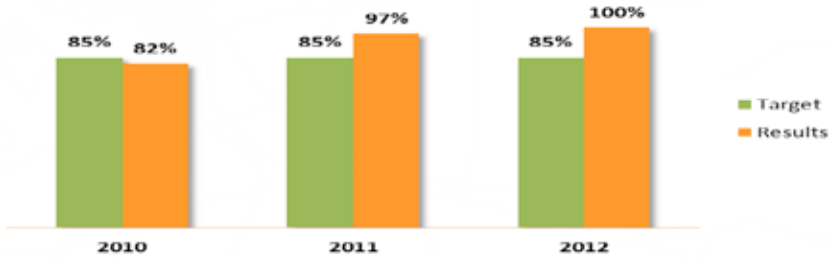


D. Health & Safety

Green Belts are a key type of Internal Road landscape in Al Ain City which is most of the summer time between months May & August of every year the sand movement toward the Internal Roads increase which cause high risk of vehicle accidents. One of the preventive action that Al Ain City Municipality thought of having green belts surround the Internal Roads which protect the sand movement and beautify the high way with green trees. In addition, the management of AACM has established Emergency Call Center working 24/7 days a week receiving emergency calls at free toll number 993 to clean and sweep the sands from the Internal Roads in coordination with key partners to ensure the drivers' safety is highly concerned and respected. (See the graph 6.D-1,2)



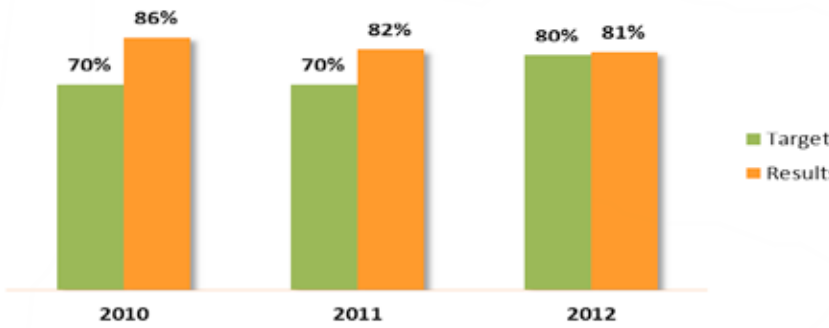
Percentage of Resolved Emergency Calls



Walkways For Healthy Life

Also thinking about the health and safety of our community, the statistics shows significant number of Obesity within Al Ain City Society especially with young people and with women. The study shows that UAE is ranked globally as 4th in Obesity phenomena. Therefore, we have invested more than AED23,280,000 Millions in developing Walkways in different residential areas to encourage people exercising and be in healthy shapes. The specification is made by paving the walkways; preparing the yard and corridors for pedestrian; placing machines for exercises, providing vehicles parks along the street in every side, planting and maintaining the trees and cover of the street on both sides with bushes. (See the graph 6.D-3)

Customer Satisfaction Rate about Walkway





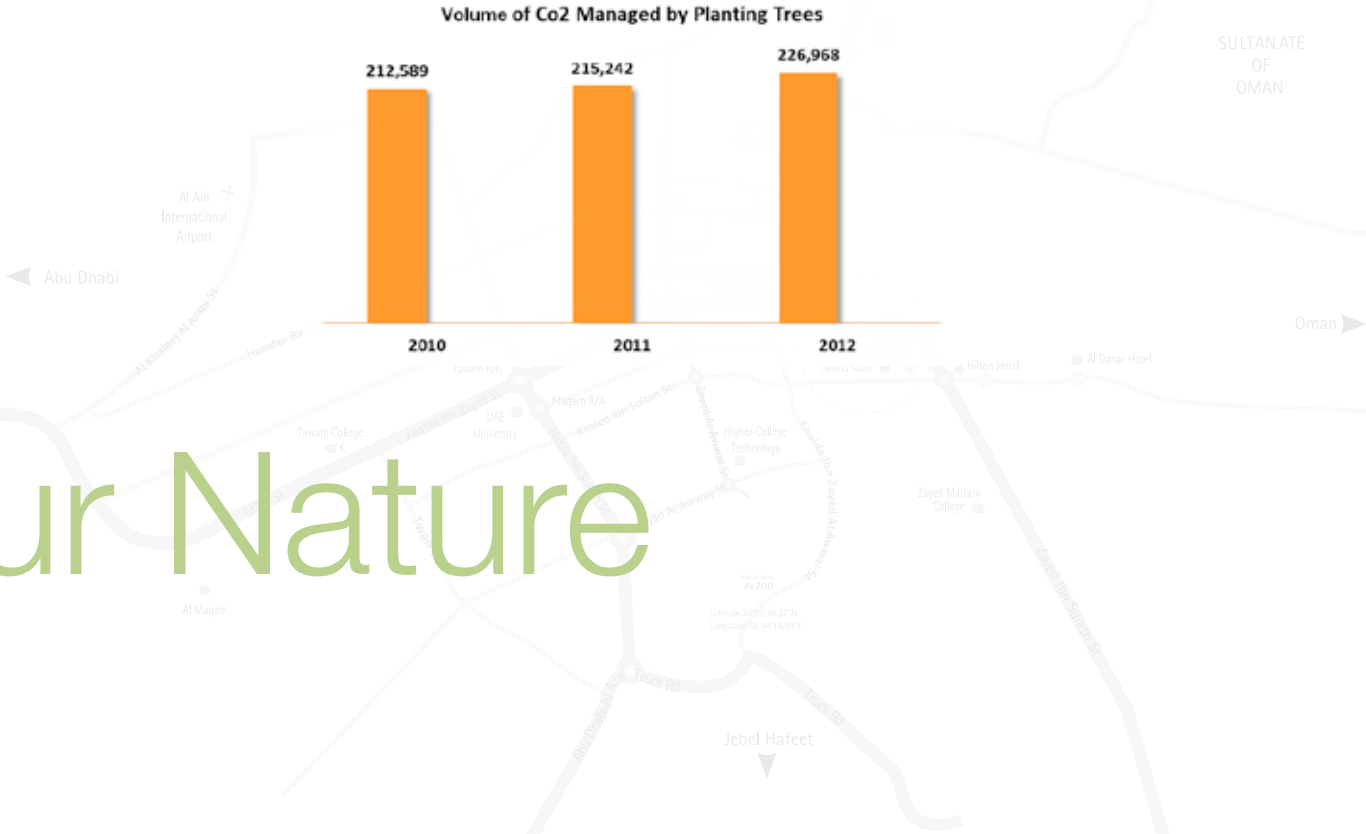
Preserving

Preserving our Nature

“We give high attention to our environment and its part of our country and our history and heritage, our parents and grandparents have lived on this earth and lived with our environment on land and at sea, and they realized instinctively and sensitivity needed to maintain them and take them as far as their needs and let next generations find them a source and springs for Natural wealth”
H.H. Sheikh Sayed Bi Sultan AL Nahyan God Mercy on him.

A. Biodiversity

“AL Gaf and AL Samar Trees” are the trees that diverts the streets line from the blueprint sketch. Believing in our Leadership vision toward protecting the environment and biodiversity within the City; Road and Infrastructure Team has clear instructions from Top Management to protect ancient trees such as “AL Gaf and ALSamar” in designing phases. Number of trees has been replanted within the area of the project to save the financial cost and reduce the pollution of gas emissions from transportation and safe trees. The graph shows the number of trees planted during the last 3 years. (See the graph 7.A-1)



Planting Local Ornamental Tree

Al Ain City Municipality has announced standards of Planting Local Trees in Landscaping Project using local plants. Pilot project has been implemented on an area of 1,254 square meters and was the cultivation of local plants plant 402 of 11 species of local plants, The results showed that the plants that were grown in the project need one liter of water per week during winter and only 2 liters per week during the summer and the total amount of water necessary to irrigate plants that were grown in the project, 402 plant with 400 liters of water per week in winter and about 408 liters per week during the summer.

Financially, the maintenance and operation cost of local plants required less resources to maintain such as irrigation systems and some cleaning plants which costing about AED 688 per month, i.e. the cost per square meter per month does not exceed 0.60 AED as the total area of the project is estimated at 1232 square meters.

The results shows positive outputs such as reducing operational cost by 70%, declining irrigation water consumption by 90% of total irrigation of water, reducing the pollution of using fertilization - pesticides and preserving groundwater storage.



B. Materials

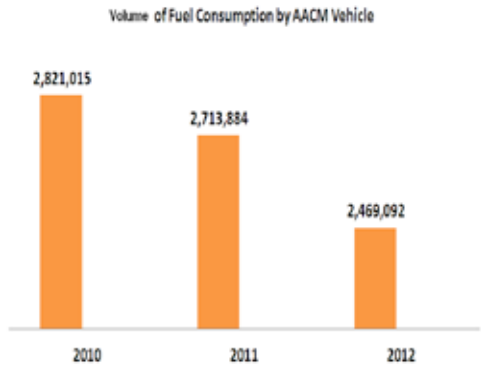
Green Waste Recycling

Al Ain City Municipality has an official agreement with the Center of Waste Management Abu Dhabi to recycle Green waste generated from road landscaping, gardens and parks. In year 2012, Al Ain City Municipality managed to recycle 40,560 tons of green waste to produce local organic fertilizers, free of impurities, without unpleasant odors, used as fertilizer in the agricultural soils.



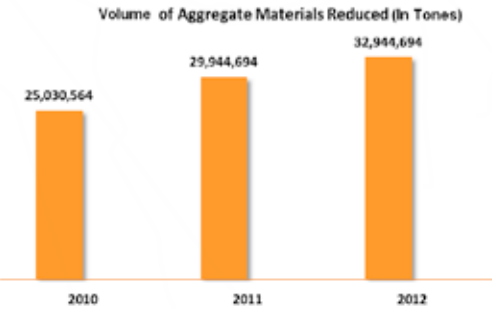
Fleet Fuel Management

Proactively, Al Ain City Municipality has fleet over 500 vehicles. These vehicles are used by employees for site visits and surveillance programmes in residential and industry areas. In order to manage the fuel consumption, AACM has changed its strategy to lease small vehicles with (4 cylinders) which consume less fuel compared to bigger size vehicles (8 cylinders). In addition, all the vehicles have GPS system that generate reports to line-mangers about the trip's history which include fuel consumption in liters for the used vehicles. The quantity of reduced fuel during year 2012 was significant compared to year 2010 & 2011 which reduced the cost and reduced the Gas Emissions from supply chain of the fuel product. (See the graph 7.B-1)



Redesigning the Internal Roads Asphalt Thickness

Al Ain City Municipality is building and maintain highways and Internal Roads for the safety and comfort of the residents in Alain City. We have reviewed the specification of the asphalt thickness for the Internal Roads and worked on reducing the thickness with-out compromising the quality. This initiative was awarded by the “Idea of Arabia” organized by Dubai Quality Group during 2012. This idea reduced the time scale of the projects and saved the natural resources (aggregate, gravel, sand, and crushed stone) and reduced gas emissions from the transportation. (See the graph 7.B-2)



Plastic bags Campaign

Al Ain City Municipality has distributed to residents more than 300,000 eco-friendly shopping bags encouraging them to help get rid of un-degradable plastic bags for the shopping from supermarket and malls.

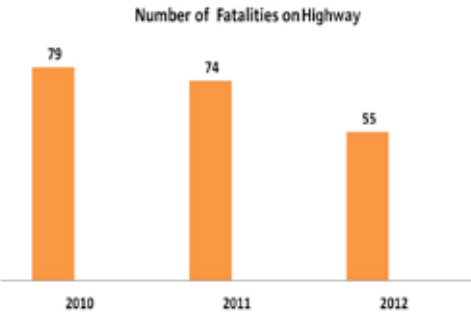
The eco-friendly biodegradable bags were distributed through 17 branches to one of the Shopping Center in Al Ain City. This initiative leads toward Social Responsibility and preservation of natural resources.



C. Energy

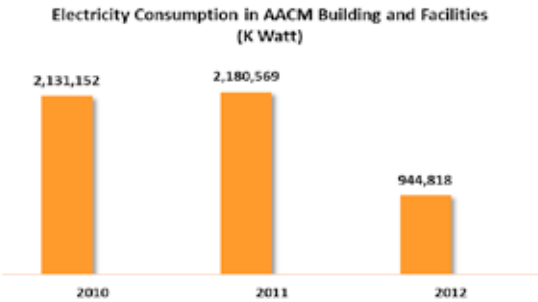
Highway Solar System Gates

Al Ain City Municipality has installed 250 Gates work on Solar System in different remote areas within the Eastern Region of Emirate of Abu Dhabi. The application of system helped in reducing the financial cost of labour accommodation, transportation, and other indirect operation costs by automating the movement of the gate (open & close). The customer feedback is really positive and keep the camels away from the Highways which increase the safety factor for drivers and the animals as well. (See the graph 7.C-1)



The Electricity Consumption in Al Ain City Municipality:

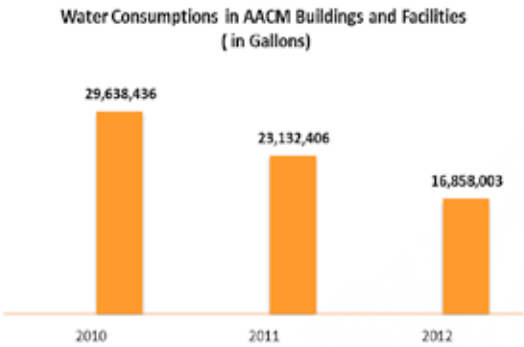
In year 2012, the electricity consumption dropped by 43%. we have focused on reducing the consumption of electricity power in all buildings belongs to us which is generated from Power Plants work by Natural Gas. Number of corrective actions have been taken by Facility and Security Department Team to increase the awareness on how employees can contribute on reducing the consumption of electricity power such as turning off (lights, computers devices, and Air-conditioning) after they leave the office or meeting rooms. Also, provide programmes to Cleaners and Security Staff to ensure all Electricity turned off on non-working hours. In addition, installing LED lighting type in lighting system to all buildings and adjusting the air-conditioning temperature setting to be auto cooling at 24-26 degrees. Meanwhile controlling the cold air leakage from offices and buildings by auto doors closing. (See the graph 7.C-2)



D. Water

Effective Water Management in Buildings & Facilities

Al Ain City Municipality have clear strategy on preserving water from overusing by employees. Some modification were implemented during the maintenance plan for the buildings such as changing sink taps to high pressure low flow and with automatic sensors in opening and closing the water taps. In year 2012, the trend shows positive results in reducing the water consumption in AACM buildings and facilities about almost 50% compared to year 2011. Training and awareness workshops were in place to educate the employees on how we can reduce water consumption in our daily life. (See the graph 7.D-1)



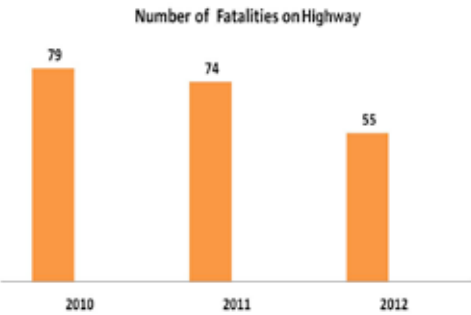
Drainage of Flood Water

Drainage of flood water in Al Ain City is considered one of the important projects for Al Ain City Municipality. In year 2012, study project on the infrastructure of the dams and valley was carried on in order to increase the underground water level as strategic reserve. In addition, studying the flood water impact on the city as national risks which alert us for Preventive Action Plans against any damages to national assets and properties in case of occurrence.



Irrigation Water Management System

Al Ain City Municipality manages greening areas and creating parks in the City. To ensure the irrigation water reaches all green areas and plants, we have adopted Technology Systems to control and monitor irrigation systems from pumping stations to dripping lines. The automated irrigation system enable us to achieve high performance in reducing irrigation water consumptions. The Auto irrigation system help us in determining daily quotas (24/7 days a week) of quantity of irrigation water need for each district, and measure the amount of water pumped from each tank in the zone. Also maintaining the irrigation networks and tracking problems such as water leakages helped us on reducing the water consumption for irrigation. See graph (7.D-2)



Capitalizing on our Employees

“Parents have contributed in building this nation, and we have to build for future generations, and continue the journey of the ancestors, and we must take advantage of all the expertise and experiences without shame, take them as far as useful and needed, as far as consistent with our traditions and our ideals of Arabic” *H.H. Sheikh Zayed Bin Sultan God Mercy on him*

A. Workforce

Leadership Development Programme and Emiratization are high priorities for Emirate of Abu Dhabi which Al Ain City Municipality aims to attract, and retain talented employees. The unemployment rate in Emirate of Abu Dhabi shows that most of job seekers are from Al Ain City. We are having appropriate recruitment plan that target right candidates from local market. In addition, Al Ain City Municipality create suitable working environment to increase the efficiency, creativity, performance and develop Leader. See table (8.A-1)

A. Type	2011	2012
Employees - Male	1,010	1,366
Employees - Female	649	734
Turnover	27	66
Promotions	-	417

The percentage of female employment has increased by 13% in 2012, which is positive trend in encouraging females to get job opportunity and buildup their capacities.

Capitalizing on our Employees

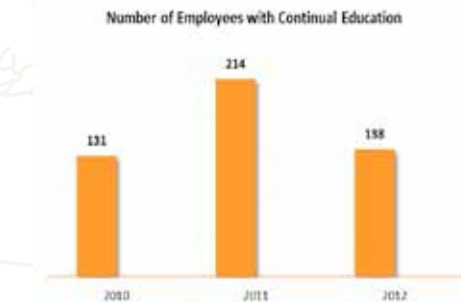
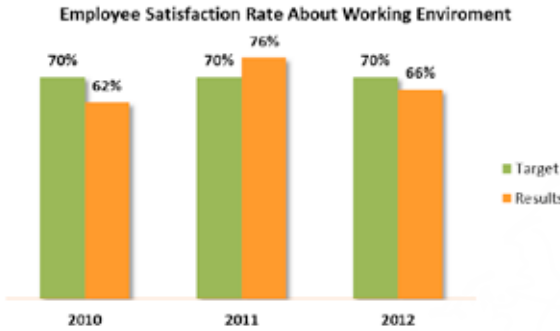
B. Health & Safety

Al Ain City Municipality has implemented Integrated Management System (ISO9001:2008, OHSAS8001-2007 & ISO1400:2004) for the entire Divisions which is showing the commitment of Top Management toward managing Health and Safety of the Employees and stakeholders. Implementing and maintaining an environment health and safety management system is enabling us to control EHS impacts with proper Preventive and Corrective actions plans to sustain the performance.” In 2012 number of audit reviews conducted by third party to ensure the compliance with the (IMS) Integrated Management System.

We regrettably have to report 3 deaths of colleagues in 2012, may God rest their souls, which none of them were work related. See table (8.B-1)

C. Training & Development

Investing in employees to increase their skills and knowledge is one of the key drivers and enablers of excellence. To achieve this purpose, in 2012, we have conducted several workshops and trainings attended by both male and female employees. The workshops and training focused on learning new techniques in management and technical fields which align with our vision 2030. See graph (8.C-1/2/3) We regrettably have to report 3 deaths of colleagues in 2012, may God rest their souls, which none of them were work related. See table (8.B-1)



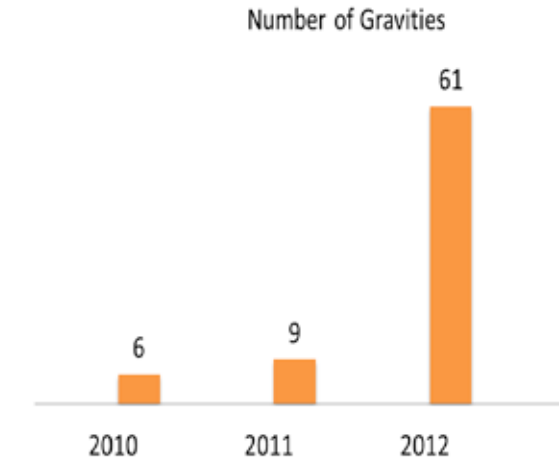
D. Emiratization

Emiratization is a essential aspect for the whole UAE, which is strategic goal in providing job opportunities to local people. We have focused both on hire new Emirati Employees, and retain existing Emirati employees in Al Ain City Municipality. As a result, Emiratization in 2012 was over 90% and most of them are educated in local and International Universities holding high degrees in different fields that drive Al Ain City Municipality to the success. See graph (8.D-1) which none of them were work related. See table (8.B-1)



E. Fairness

To ensure the fairness in treating our employees, Human Resources Standards Policies and Procedures is taken in place. we have established several means to investigate in fairness in treating our employees. Gravity Committee helps employees to review and take an action on submitted a letter explaining the nature of the gravity and what are the reasons that caused the unfairness. Communication Channels with Top Management encourage the employees to reach the Senior Level Management and explain their concerns resolve them. Furthermore, we request all employees for annual appraisal through integrated system deployed in systematic and transparent way so that employees and line managers can evaluate themselves with fair performance assessment. See graph (8.E-1)





Ensuring Robust Governance

The strategic priorities of Al Ain City Municipality require robust Governance practices, through the development of guidelines on financial and business reporting, auditing, anti-corruption practices, and management of municipal legislation.

A. Anti-Corruption

Al Ain City Municipality has proper Standards Policies and Procedures related to cash flow management which mitigate the incidents of corruption such as Activity Based Budgeting. Also, the quarterly Financial Performance Report enable us to trace and control employees behaviors in terms of corruption and misusing of Financial Resources. In same time, we audit the Financial Statements periodically by third party to authenticate the financial expenditure according to the nature of expenditures. We align our business process with corporate governance requirement to avoid any fraud or corruption consequences either by employees or stakeholders. The following table illustrates the financial expenditures for Operational and Capital Expenditure in year 2012. See Table (8.D1)

Expenditure in (AED Millions)	Information Technology	Financial	Infrastructure	Community Services	Training and Development
Total	4,441,389	255,000	622,296,914	817,012,146	16,935,000

Despite of huge budgets allocated in year 2012, AACM has Zero incidents reports for corruption. The strong Financial Policy and Procedures drive employees to be cautions in breaching Ethical Codes. Moreover, AACM has Call Center (800555) that operated by third governmental party to register and circulate any complaints and suggestions or comments such as “corruptions” to the Top Management in order to take corrective actions and resolved any issues.

Ensuring Robust

Governance

B.Supplier Control

Al Ain City Municipality is a governmental party and follow Purchasing law of Emirate of Abu Dhabi. Suppliers and Contractors are evaluated and registered based on proper procedure that ensure the right selection of Suppliers and Contractors. In fact, Suppliers and Contractors has to go through pre-qualification procedure before any tendering process which bring high technical experienced Suppliers and Contractors and with good Financial status in return provide us sustainable projects with high quality services to our customers. Also, in terms of protecting human right, we impose Suppliers and Contractors to sign a declaration for not using Child labour under 18 years old and provide sufficient accommodation and medical insurance coverage to their employees. In 2012, there were no significant complaints raised from labours or employees about their Supplier and Contractors.



GRI Index Table

The correspondence between the Global Reporting Initiative’s (GRI - G3.1) Profile and Performance Indicators are presented below.

- Additional GRI Indicators are indicated in grey background, while Core GRI Indicators are indicated in white background.
- Coverage of Indicators is characterized as Full (F), Partial (P), Not Reported (NR) or Not Applicable (NA).

A. GRI Principles Table

GRI Paragraph	Summary of Aspect	Report Section	Coverage/ Omission
Strategy and Analysis			
1.1	Most senior executive statement	1	F
1.2	Description of key impacts, risks and opportunities	1	F

Organizational Profile			
2.1	Name of the organization	4	F
2.2	Primary brands, products, and/or services	4	F
2.3	Operational structure of the organization	4.B	F
2.4	Location of organization's headquarters	4	F
2.5	Number of countries organization operates	4	F
2.6	Nature of ownership and legal form	4	F
2.7	Markets served	4	F
2.8	Scale of the reporting organization	8.A	F
2.9	Significant changes in report period	3	F
2.10	Awards received in the reporting period	4.E	F
Report Parameters			
3.1	Reporting period	3	F
3.2	Date of previous report	3	F
3.3	Reporting cycle	3	F
3.4	Contact point for questions	3	F
3.5	Process for defining report content	5.A	F
3.6	Boundary of the report	3	F
3.7	Limitations on scope or boundary of report	3	F
3.8	Basis for reporting	3	F
3.10	Effect and reasons of information re-statements	3	F
3.11	Significant changes	3	F
3.12	Table for location of Standard Disclosures	10	F
Governance, Commitments and Engagement			
4.1	Governance structure	4.B	F
4.2	BoD Chair also executive officer	4.C	F
4.3	BoD members that are independent and/or non-executive	NA	NA
4.4	Mechanisms for shareholders and employees recommendations to BoD	8.E,5.C	F
4.9	BoD procedures for overseeing management of TBL	5.A,5.B,4.C	F
4.14	Stakeholder groups engaged by the organization	5.C	F
4.15	Basis for identification and selection of stakeholders	5.A,5.C	F
4.16	Stakeholder engagement approach	5.C	F
4.17	Concerns raised by stakeholders and responds	5.C	F

B. GRI Indicators Table

GRI Indicator	Summary of Aspect	Report Section	Coverage/ Omission
Economic	Economic performance, market presence, indirect economic impact		
Economic Performance			
EC1	Direct economic value	9.A	F
Market Presence			
EC6	Spending on locally based suppliers	9.B	P
Indirect Economic Impacts			
EC8	Impact of infrastructure investments and services	9.A	P
EC9	Upstream and downstream impact	9.A	P
Environment	Materials, energy etc.		
Materials			
EN1	Materials used (weight or volume)	7.B	F
EN2	Recycled materials used (percentage)	7.B	P
Energy			
EN3	Direct energy consumption (by source)	7.C	F
EN4	Indirect energy consumption (by source)	7.C	P
EN6	Initiatives for energy efficient/renewable based products	7.C	P
EN7	Initiatives for indirect energy consumption (result)	7.C	P
Water			
EN8	Water withdrawal (by source)	7.D	F
Biodiversity			
EN11	Areas of high biodiversity value	7.A	P
EN12	Impact on biodiversity	7.A	P
EN13	Habitats protected or restored	7.A	P
EN14	Plans for biodiversity management	7.A	P
Emissions, Effluents, Waste			
EN18	Initiatives and achievements on GHG (by weight)	7.A,7.B	F
EN21	Water discharge (by quality, destination)	7.D	P
EN23	Significant spills (by type, volume)	7.D	P
Products and Services			
EN26	Initiatives of environmental impact of products	6.A	P
Transports			
EN29	Impact of people and product transportation	7.B	F
Overall			

EN30	Investment for environmental protection (by value, type)	6.B,9.A	F
LABOUR PRACTICE	Employment, labor relations, OHS, training, diversity etc.		
Employment			
LA1	Workforce (by type, contract, region)	8.A	F
LA2	Turnover of personnel (by age group, gender region)	8.A	P
Occupational Health and Safety			
LA6	Employees represented by HS committees (percentage)	8.B	P
LA7	Injury, disease, lost days, absenteeism, fatalities (rates)	8.B	P
LA8	Education with regard to serious diseases	8.C	P
Education and Training			
LA10	Training (by average hour, employee category)	8.C	P
LA12	Employees with appraisals (by percentage)	8.E	P
Diversity and Equal Opportunity			
LA13	Breakdown of employees (by category, gender etc.)	8.A	P
HUMAN RIGHTS	ILO Tripartite Declaration: procurement practices, discrimination, child labor, forced labor, grievance practices, security practices, indigenous rights		

HR2	Suppliers and contractors with human rights screening (percentage)	9.B	P
HR3	Training on human rights (by percentage, hours)	8.C	P
Non-discriminations			
HR4	Discrimination incidents (number)	8.E	P
Freedom of Association and Bargaining			
HR5	Operations identified with freedom in risk and actions	8.E	P
Child Labour			
HR6	Operations identified with child labour risk and actions	8.E	P
Forced & Compulsory Labour			
HR7	Operations identified with forced labour risk and actions	8.E	P
Indigenous Rights			
HR9	Violations of indigenous rights and actions (number)	8.D,8.E	P
Assessment			

HR10	Human rights review in operations incidents (number, percentage)	8.E	P
SOCIETY	Community, corruption, public policy, anti-competitive, compliance		
Community			
SO1	Programmes to manage impact on community (by stage)	6	zF
Corruption			
SO2	Units analysed for risks (percentage, number)	9.A	P
SO3	Employees trained on anti-corruption policies (percentage)	8.C	P
SO4	Actions taken on incidents	9.A	P
Public Policy			
SO5	Public Policy positions and lobbying practices	5.A	P
PRODUCT RESPON/LITY	Customer HS, labeling, communication, privacy, compliance		
Customer Health and Safety			
PR2	Non-compliance with regulation and voluntary codes (by number, outcomes)	5.B	P
Labeling			
PR5	Practices of customer satisfaction (results)	4.D,5.C,6.A	F
Marketing Communication			
PR6	Programmes for adherence to law and optional codes	5.B	P

Publication and References

About Al Ain City Municipality

<http://am.abudhabi.ae/PublicPortal/ContentPage.aspx?Mid=2&Cid=1>

Municipal Services

<http://am.abudhabi.ae/PublicPortal/ContentPage.aspx?Mid=2&Cid=1>

Key Projects and Researches

<http://am.abudhabi.ae/PublicPortal/ContentPage.aspx?Mid=2&Cid=1>

Environment Health and Safety Center

<http://ehs.dma.abudhabi.ae/RARS/go.asp?u=/pub/&uid=guest&pwd=Bonjour01&ulg=1&c=1&c=1>

Labour Law

<http://www.mol.gov.ae/newMolGateway/english/newIndex.aspx>







Our Vision: To be recognized as an efficient world class Municipal System ensuring sustainable development and enhancing the quality of life for the Emirate of Abu Dhabi.

am.abudhabi.ae