

SUSTAINABILITY

as we know it.....

Issue 3, 2013



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Welcome to the Emirates Foundation EF 2013 Sustainability Report!

After a long, fruitful year of inspiring, empowering, and guiding youth in the UAE, we are proud to share our programs. In line with the global discourse around how 'giving' can be more effective and more strategic, EF is partially focused on delivering measurable and sustainable outcomes.

Indeed, sustainability is at the core of our thinking and the restructuring exercise we undertook in 2012 where we honed our remit to work on just one area – youth development. This has made it much easier to track and measure the social impact that we create both because we are now delivering our programs in-house (rather than through third parties) and because we are creating change in a single area.

Our own change coincided the introduction of the GRI G4 standards, which has an increased emphasis on the need for organizations to focus – in the reporting process and final report – on those topics that are material to their core business and their key stakeholders.

Thanks to this focus we have seen real progress with our work which now impacts over 40,000 young people in the UAE.

Each of our six programs has a long term plan for transition into a more business-based, social enterprise model. This is because our business model of venture philanthropy unlike traditional philanthropy, create a financially sustainable programs adopting 'business based' principles forces us to look at transparency (are we really delivering social value?), long-term outcomes (will our programs results still be felt in five years' time?) cost efficiency (are we maximizing our impact by using resources wisely), and accountability (are we acknowledging what doesn't work?).

This is the third issue of our Sustainability report and the first to be developed in accordance with GRI G4 Guidelines, at "Core" level. The focus on materiality means that G4-based sustainability reports focus on matters that are critical to achieving the organization's goals and managing its impact on society. A combination of our new business model, our focus and our long-term planning means that 'sustainability' is integrated into everything we do. However, creating social value is hard. We acknowledge some of the limitations of our data that we are at the early stages of our sustainability journey. This report is an opportunity for us to share our challenges with others and continue to seek collaborative ways of creating more impact

We would like to thank you for your continuous interest in our work. With your support, we can continue to create an environment where UAE youth make a direct contribution to the overall sustainable socio-economic program of the country.



Since the establishment of Emirates Foundation in 2005, our work has touched the lives of tens of thousands of young people in the UAE helping them to meet their full potential and become engaged and active citizens. In order to continue to deliver this kind of impact, the Foundation works very closely with both the private sector and public sectors. Creating sustainable social value is never easy – by necessity, it requires extensive cross-sector collaboration and long-term thinking in order to deliver real, systemic and sustainable change. This is very much the philosophy driven through the leadership of the organization and the Foundation's Chairman, His Highness Sheikh Abdullah Bin Zayed Al Nahyan, Minister of Foreign Affairs of UAE.

As we build on the restructuring exercise that we undertook in 2012, we have consolidated our program portfolio, expanded our thought leadership activities and built a much more engaged approach to working with our partners. Our new model has generated much interest and support in the market. We have endeavored to engage the entirety of our stakeholder base in this process helping them to not only understand our new model but also to understand the rationale behind adopting it.

With our program portfolio, we have seen real progress. While each one of the six is at varying stages of development, each is building a plan for its long term transition into a more business-based, social enterprise model. We spent a lot of time and effort in 2013 assessing the market needs of youth, the service offering of our programs and the long-term cost and efficiency aspects of their delivery. Indeed, business planning for the long-term has become a key activity within the Foundation.

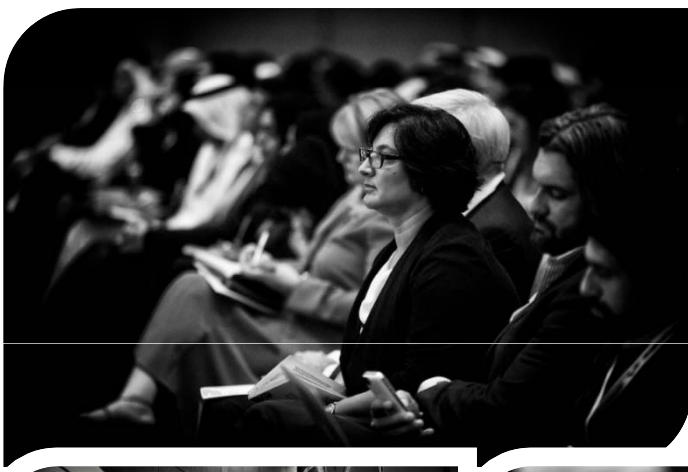
Our transition towards social enterprises continues. This means running the programs like small businesses with a social mission: cost effective, efficient, transparent, accountable and delivering real social value. This will take time and effort and will demand continual innovation, creativity, and learning.

Our program teams have done a great job in 2013 and now all have strategic business plans that will map out their future path, continue to increase their impact, the sustainability of their outcomes and most importantly – the number of young people whose lives we change positively and permanently. We now track this through our annual scorecard which will This is going to help us stay focused, learn from our mistakes and build our programs into viable entities that have clear and measured targets.

There are just some of the key highlights of 2013:

- Emirates Foundation Annual Philanthropy Summit
- EF Partners and 'Shabbab' Recognition Event
- Launch of Think Science, Esref Sah and Kayani
- Growth and scale up of Sanid, Takatof and Kafa'at
- Succeed a prize at the CSR Arabia Award
- Continued private sector engagement with new partners joining
- Youth National Day Festival hosted by our Chairman
- Launching the OECD Report on Venture Philanthropy
- Supporting Curriculum Reform at the Ministry of Education
- Convening our first new Trustee Board meeting with seven global CEOs
- Signing an MOU with the Majid Society to build a Gulf Philanthropy Working Group

Our thought leadership continued apace in 2013 with our regional engagement with the Arab Foundations Forum where we are founding Board members and also through the new OECD NetFWD global network of Foundations of which we are also a founding member. Through these platforms we shared our transition journey and advocated for more impactful, focused and strategic philanthropy while learning from our peers.



Emirates Foundation's Business Breakfast for Social Investment has continued its quarterly events that unite representatives from business to discuss how they can contribute to supporting young people in the UAE. Each event focuses on a different issue related to the challenges facing young people. 2013 saw discussions about shared value (where corporate social responsibility also creates business opportunities and innovation), financial literacy and encouraging youth into industry.

Despite our progress, challenges remain. We still need to work more on building our internal capacity both in terms of understanding and applying the model of venture philanthropy but also in terms of building business acumen and thinking.

In 2013, we paid particular attention to the themes of 'Our People' and 'Our Programs' and we continue to focus on learning and institutionalizing learning. If we are to talk about youth development outside the organization then we must talk about youth development inside the organization. We still need to learn more and develop our professional expertise. To that end, we have created an ongoing culture of learning through our animated 'virtual' colleague Dr Thakiya – our internal source of knowledge. And we continue to learn from global philanthropy experts. FSG, a global advisory firm for foundations founded by Michael Porter and Caroline Fiennes, a renowned expert on creating and measuring impact, both ran workshops for our team.

Similarly, on the program side, our journey is still at the early stages given our ambitious aspirations to transition each program into a 'stand-alone' independent enterprise – essentially a social enterprise. This will require robust planning and performance measures, both of which we are focusing on in 2013. Our participation in various quality processes have identified some gaps in the systematization of our planning and we acknowledge that our impact measurement will always be a work in progress as the outcomes of the programs continue to evolve and identify new areas for improvement. More broadly, at the regulatory level, there is still much work to be done to ensure that the enabling environment is conducive for Social Enterprises. This is an area still under development with various initiatives across the UAE but that will likely require considerable time before a comprehensive framework is in place.

Clearly addressing this will require continued external collaboration but we will also continue to focus on internal collaboration. We are committed to ensuring that we live our values— Respect-Inspiration-Ambition-Courage – and share learnings and expertise. Our aim is to build a truly high performing organization and we believe that with our new model, our committed team and our constant focus on learning and refining our approach, we are well placed to do that.

Clare Woodcraft-Scott
Chief Executive Officer

Over the past eight years, Emirates Foundation has built a vibrant and diversified portfolio. We have helped over 40,000 young people to positively navigate the personal and professional life choices that they face



3.1 OVERVIEW

Emirates Foundation for Youth Development is an independent philanthropic organization set up by the Government of the Emirate of Abu Dhabi to facilitate public-private funded initiatives to improve the welfare of youth across the UAE.

Over the past eight years, Emirates Foundation has built a vibrant and diversified portfolio. We have helped over 40,000 young people to positively navigate the personal and professional life choices that they face. We have worked hand-in-hand with the private sector and in collaboration with our public sector peers, to deliver social value through effective philanthropy.

Emirates Foundation has remodeled itself in line with international trends in philanthropy in order to deliver more impact and better outcomes for UAE youth using the model of Venture Philanthropy.

Venture Philanthropy is about taking risk and having a willingness to try a new approach. It is about generating measurable results and about going beyond money to provide technical and human resources. It is also about shifting from short-term timeframes to long-term horizons. It focuses on increased capacity building and collaboration in cross-sectoral partnerships. By adopting this approach the Foundation is following a global trend whereby philanthropy is shifting from short term giving into more long-term social investment that can generate sustainable social returns.

The transition allowed the Foundation to be closer to the issues its seeking to resolve and also allowed it to measure and refine its programs more effectively by delivering them through the Foundation's own team rather than third parties. Through a greater level of engagement and more transparent outcomes, the Foundation can increase the social return on its investment. The transition was a challenging journey for the Foundation but it allowed it to transparently and honestly assess how it could best deliver impact – positive and permanent impact for young people in the UAE. It also forced the Foundation to assess the existing model and see how it could maximize our social investment and ensure cost effective and efficient delivery on our model.

Emirates Foundation has now developed a strong program portfolio focused solely on supporting youth. Each program address a specific issue facing young people from financial literacy, employment in private the sector and community engagement to helping youth acquire vocational skills and building emergency response volunteers. Our programs are not time bound and will be continued until the social issues they seek to address are mitigated. Our goal is to create independent entities that are financially and operationally viable.

Through partnership with the private sector, the government and private individuals interested in philanthropy and social investment.

3.2 Vision, Mission & Values

Vision:

We work to inspire, empower and guide the youth of the UAE to ensure a sustainable future for the nation.

Mission:

We work in partnership with the private and public sectors using venture philanthropy and engagement programs to positively and permanently impact the lives of youth through:

- Researching, educating and informing on issues facing young people.
- Mobilizing young people to give back, volunteer and participate.
- Developing enterprise based solutions to social issues.

Values

As part of defining our guiding principles of how we deliver social value, in 2012, we developed our organizational values through the collective participation and input of our employees. This approach was a product of our desire to create an organization that treats its employees and stakeholders fairly and equitably and it creates a learning culture to inspire and motivate staff.



3.3 Venture Philanthropy Model

Long-term investments

Two years ago, the Foundation adopted the social enterprise approach with an operational model to manage programs planning and implementation - venture philanthropy.

Target financial-viability

These social enterprises will look to create enterprise-based solutions that can address long-term issues related to youth development at scale and in a financially viable way. They will become independent in order to ensure that they can be financially self-sustaining and continue to deliver social value ad infinitum rather than in a time-bound form

Develop business-based solutions

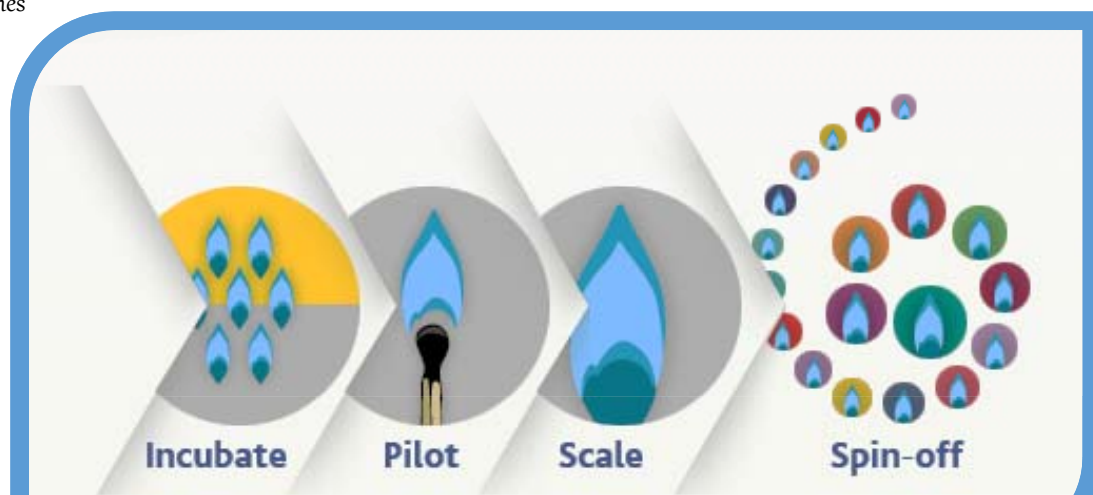
The Foundation plans to develop programs into independent entities with a sustainable source of income that allows them to spin off. These entities will develop as social enterprises.

Measure and report impact against a few agreed KPIs

Emirates Foundation is also streamlining its efforts towards programs that target clear-cut responses to market needs. In other words, we use research to understand what young people need and want and develop programs accordingly. Each program has specifically defined objectives and Key Performance Indicators (KPIs) that allow us to measure our impact effectively and transparently

Provide “more than money” to achieve viable growth

In order to achieve sustained impact we believe in leveraging the knowledge and technical expertise of our private sector partners rather than simply their financial support. We engage our partners in the activities of the programmes and share in the success of the outcomes

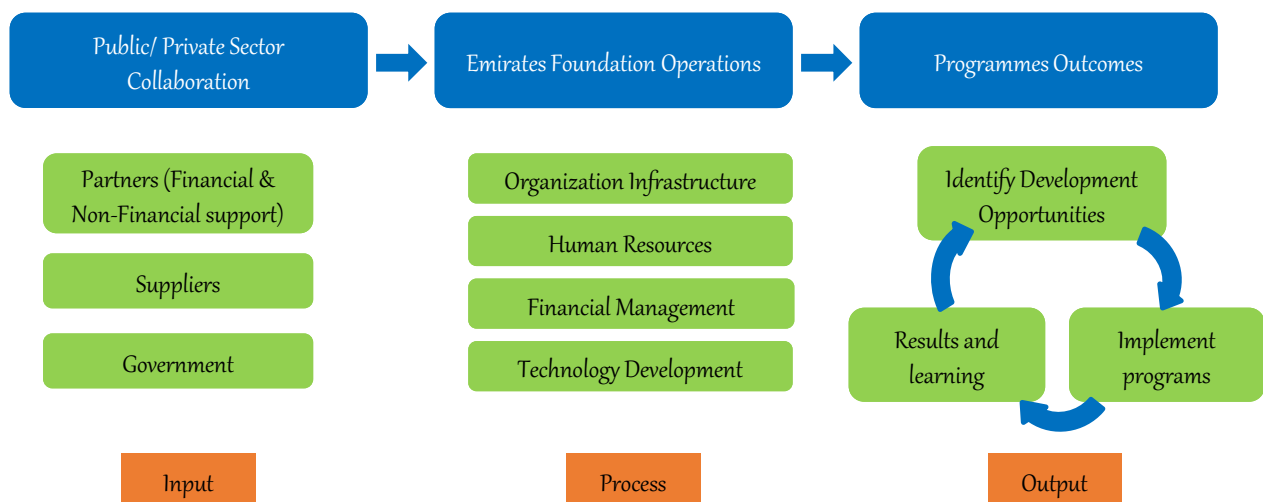


3.4 Our Value Chain

We work with our public and private sector partners to develop sustainable and long term impact youth development programs.



Our partners support us by financial and non-financial contributions that are fully deployed in our programs. Our administrative expenses are funded by the Government of Abu Dhabi. Our internal operations serve our programs development through the organization infrastructure and the service functions. Our programs progress in a continuous improvement cycle of planning, executing and evaluating their social impact.



All through this value chain, Emirates Foundation has direct and indirect impact on its internal and external environment. We contribute to building the skills and capabilities of youth, we help youth source job opportunities and contribute towards socio-economic development, but we also use natural resources and cause carbon emissions.

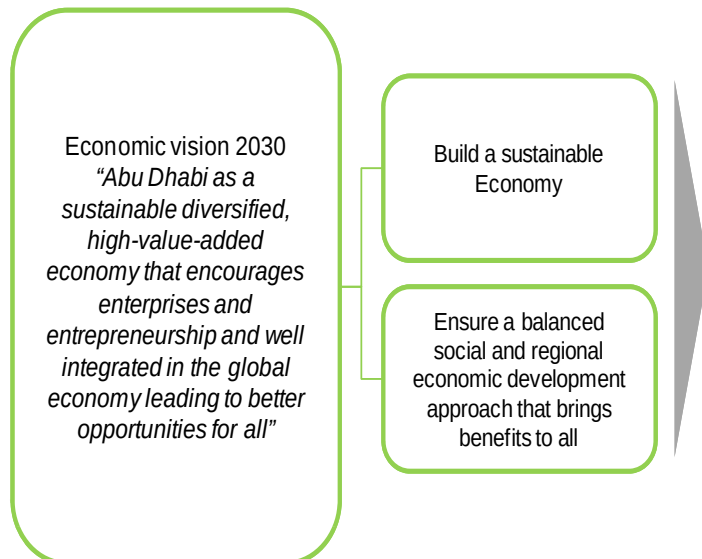
For those challenges most closely related to our core operations, EF has the ability to directly influence the impact we make. For others, our influence is more indirect. For example, we can collaborate with our partners to tackle the social challenges and help them align their social investments to service the society we live in. We can also make a difference by influencing our suppliers environmental and labor practices through our choices about what goods and services we buy and who we buy them from.

“Sustainability at Emirates Foundation is the strategic and operational lens used to maximize social value while mitigating any negative impact on youth and the broader community”.



4.1 Our Contribution to Abu Dhabi Vision 2030

The UAE has a great legacy of strongly upheld social and cultural values. Emirates Foundation strives to perpetuate this by developing highly motivated, informed and goal-orientated young people. Through philanthropy, the Foundation aspires to raise the profile of the UAE's young people and their institutions, as well as the reputation of its corporate citizens.



Emirates Foundation believes that effective philanthropy depends on collaboration with both the private and public sector. As such, we believe we have a commitment to making a positive contribution to the Abu Dhabi Government's Economic Vision 2030, which was built on sustainability principles.

Areas of alignment

Reduce GDP volatility through diversification

Enlarge the enterprise base

Equip the Emirate's youth to enter the workforce

Maximize the participation of national women in the workforce

Attract and retain skilled workers

Stimulate faster economic growth in the regions

Optimal government spending

Increased participation of nationals in the workforce, especially in the private sector

Expanded skilled workforce and reduced dependence on unskilled labor

Environmental sustainability

Increased national workforce participation and employability

Optimized used of the workforce

Enhanced workforce productivity

Abu Dhabi Vision 2030 was developed by the Abu Dhabi Government in 2008 as a long-term strategy for the capital of the UAE to ensure balanced and sustainable socio-economic growth.

Upon review, Emirates Foundation identified alignment opportunities with 13 of the objectives outlined in the Abu Dhabi Economic Vision 2030, as depicted in the figure above. In addition, through its mandate, the Foundation has the opportunity to scale up the development in these areas to other emirates at a national level.

4.2 Mapping Our Stakeholders

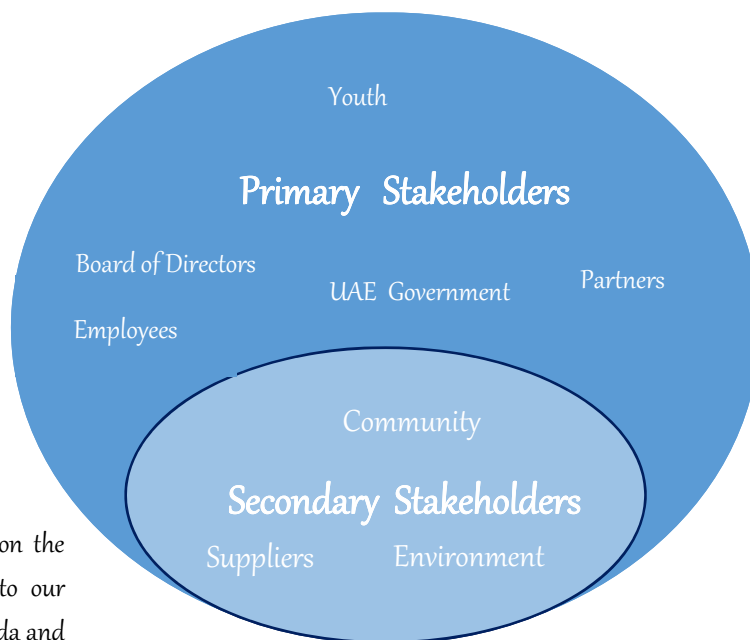
Emirates Foundation has a number of stakeholders defined as those who can impact, or are impacted by the Foundation's operations. At the beginning of this year, we conducted workshops for all Emirates Foundation's managers and senior employees who deal directly with our stakeholders for a complete review, analysis and mapping of our stakeholders. The workshops were based on the impact Emirates Foundation has on our stakeholders as well as our stakeholders' needs, interests and influence on us. As a result, we identified and prioritized two levels of stakeholder groups : primary and secondary.

Our Primary Stakeholders

Our Beneficiaries (Youth), Employees, Partners, Board of Directors, and the UAE Government

Our Secondary Stakeholders

Our Suppliers, the Environment and the Community



4.3 Our Sustainability Pillars

We have prioritized three focus areas (pillars) based on the issues most important to Emirates Foundation and to our Stakeholders. These pillars share our sustainability agenda and guide us as we integrate sustainability into the entirety of the Foundation's operations as described in the table below.

Relevant Stakeholders	Material Issues	Means of Engagement	Related section in the report	Sustainability Pillars
Board of Directors	Transparency; Meeting programs objectives; Efficiency; Sustainability	Meetings (twice / year)	Governance	Organizational Sustainability
Employees	Fair & equal opportunities; Training & Development ; Emiratization; Health & Safety	Focus Groups & emails, All Staff meetings, & Team events	People	
Suppliers	On time payment; Recurrence	Meetings(ongoing)	Suppliers	
Environment	Environmentally Friendly Operations	Assessment (ongoing)	Environment	
Government	Accountable Financial Books; Transparency; Accurate financial reporting	Meetings & emails (ongoing)	Audited Financial Statements	Financial Sustainability
Partners	Delivering Social impact; engagement opportunities; licenses to operate and reputational value.	Business Breakfasts, Social Media, Program engagement, Speaking opportunities, & Network opportunities	Business Development & Strategic Alliances	
Youth	Timely Response to Youth Needs; Effective Communication Procedures	Business Breakfast ; Interactions through Programs	Programme Portfolio and Performance	Programme Sustainability
Community	Impact; Information (Reporting)	Social Media & Digital		

4.4 Managing Sustainability

Organization: In addition to embedding sustainability in our vision and mission, our organizational structure reflects the adoption of sustainability commitment throughout the organization structure. As depicted in the figure below, each of the three sustainability pillars is overseen by one of the Chief Officers. The overall sustainability agenda is overseen by the Chief Sustainability Officer, whose functions have been revised in 2013 to entail two main Departments. The first is Strategy and Performance which works on the Foundation's overall strategy, identifies areas for development and ensures fulfillment of key development objectives. The Monitoring and evaluation team oversee the performance of programmes and departments as well as report on sustainability. The second Department, is Marketing and Corporate Communications, engages with key stakeholders to better understand and address their needs as well as to articulate our value. Another change in the organization has been the creation of the Business Development Department run by the Chief Operations Officer. Finally, in line with the Foundation's new strategy and objectives, the Social Enterprise and Business Planning Department has been added to the Chief Programs Officer's portfolio.



Sustainability Committee:

The Committee continues to facilitate change across the foundation through our 'Sustainability Champions', who operate within their teams and embed sustainability into their practices. In addition, they act as the focal point to interact with stakeholders and understand their needs.

4.5 Stakeholders Inclusiveness & Materiality Analysis

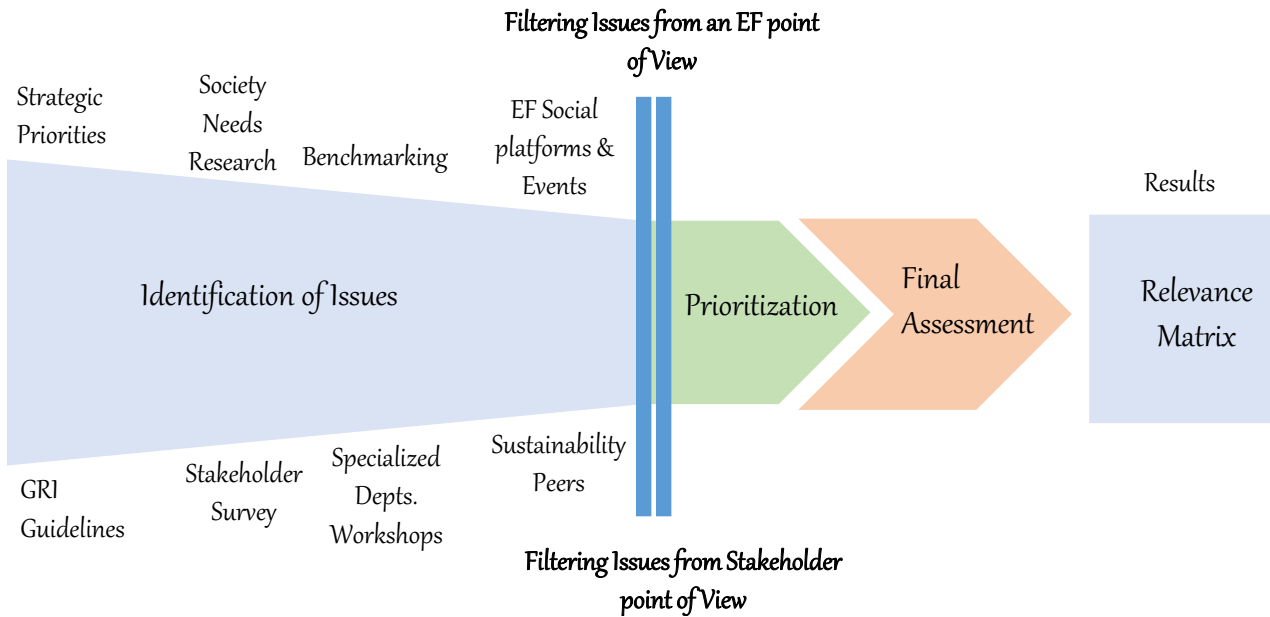
Material aspects are those that reflect the Foundation's significant economic, environmental and social impacts; or substantially influence the assessments and decisions of stakeholders.

The material issues for our **Financial and Organizational Sustainability Pillar** were identified by conducting an organisation maturity assessment, utilising the Self-Assessment tool provided by AD SG among other. Our 2013 reporting areas were defined based on the assessment results. Our sustainability champions then worked on prioritising these issues to embrace our stakeholders' interests. The External feedback from AD SG peer organisations, during four workshops were utilised to review and streamline report content

Our **Programs' Sustainability Pillar** priorities were identified through internal planning and by engaging with cross sector players building strategic alliances and hosting our quarterly social platform as explained in our Stakeholders Engagement section

Identification & Relevance :

In pre-selecting issues, we orient ourselves according to the specific sustainability-related challenges in our core area of business, drawing on the GRI aspects, as well as on external and internal standards. To complete the materiality analysis, we went through several steps:

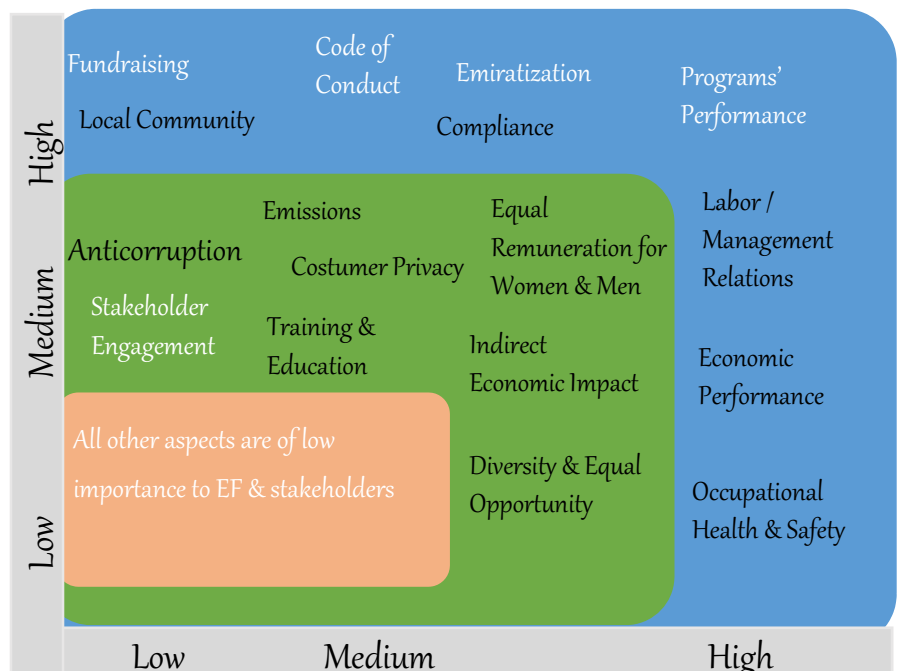


- Analysis of stakeholders' surveys, discussions with individual stakeholder groups, and outcomes of Quarterly Business Breakfasts.
- Identification of pertinent issues according to their relevance to stakeholders through workshops held in departments and programs
- Risk assessment exercises with relevant departments to identify potential risks and consider approaches to manage them.
- Participation in the AD SG Report Support Program (including 4 Workshops and 4 one-to-one meetings with the AD SG Coach) in order to gather feedback on both the material issues described within the Report as well as its overall quality
- Social needs research, benchmarking analysis as well as external feedback from sustainability peers and strategic alliances
- Data validation through EF's in – house sustainability team expertise
- Approval of final results by management team .

Our Materiality Relevance Matrix

The result depicts all of the sustainability-related issues that are currently material for Emirates Foundation. In line with the prioritization process, these issues are divided into three levels of relevance. The issues meet the following criteria:

- They currently affect or will affect our business activities to a low/medium/ high degree. Very material issues are reported. Medium material issues are included in the report, but not exclusively. Low material issues are not reported
- Their importance for our stakeholders is low/medium/ high degree
- We are in a position to change them directly or indirectly



5.1 Governance

Emirates Foundation is governed by two bodies: the Board of Directors (Members listed below), and the Senior Management. Each of them has a clear mandate as described in Emiri Decree Law No. 15 of 2008 for reconstituting the Emirates Foundation.

Body	No. of members	Profile	Duration of the mandate	No. of meetings per year	Mandate
Board of Directors	8	Prominent individuals of the UAE economy and society (see below) - HH Sheikh Abdullah Bin Zayed - HE Sheikh Sultan Bin Tahnoon - HE Sheikha Lubna Bint Khalid - HE Abdul Aziz Abdullah - HE Abdul Rahman Mohammed - HE Staff Major General Obaid Al Hiri Salem - HE Mohammad Hassan Omran - Mr Mohamed Hamed Ghanem	3 years	2	Maintains broad authority over the Foundation's operations. Is responsible for setting policies regarding assets, endowment management, budgets, and programmatic emphasis. Approves the appointment of the Foundation's Executive Directors and determines the compensation of senior management. Approves Annual Budget
Senior Management	5	Experts in philanthropy and in the Foundation's areas of interest.	Indefinite	45+	The CEO leads the Senior Management and is responsible for developing and executing the Foundation's strategy and policies The CEO also approves funding requests up to AED 1 million. Together with the Managing Director prepares annual budget The Managing Director is responsible for overseeing the CEO and Senior Management. The Senior Management (see below) is responsible for managing the programs and general services. - CEO Clare Woodcraft-Scott - COO Mohanna Al Muhairi - CSO Khuloud Al Nowais - CPO Maytha Al Habsi - CEO Muzahhah Al Remeithi



“Our Core Priorities have been to support Emirati youth , to care for people with special needs, to develop knowledge...” . H.H Sheikh Abdulla Bin Zayed Al Nahyan

Board of Directors

The Board of Directors is the highest governance body of Emirates Foundation. It is chaired by H.H. Sheikh Abdullah Bin Zayed Al Nahyan, Minister of Foreign Affairs of the United Arab Emirates.

Appointment The Board includes the Chairman and the Managing Director, who are appointed by the Chairman of the Executive Council. Members are prominent individuals of the UAE government, economy and society.

Independence All members of the Board, including the Chairman, are independent and non-executive members of Emirates Foundation with the exception of one member who also acts as Managing Director of the Foundation.

Compensation The members of the Board are not compensated in any form. The Senior Management members are compensated with fair wages dependent on the level of responsibility and expertise required. At the moment, there are no specific compensation incentives or penalties related to social or environmental performance for the Members of the Board or the management team.

Investment Committee

The Investment Committee was formed in order to carry out and govern the Foundation's investment affairs.

The Committee is headed by HE Sheikh Sultan Bin Tahnoon Al Nahyan, Managing Director, and includes the following members who meet at least twice a year.

HE Mubarak Hamad Al Muhairi

HE Saeed Mubarak Al Hajeri

HE Jasim Al Darmaki

Mrs. Clare Woodcraft-Scott

The Committee oversees the Foundation's Investment affairs and supervises the execution of the Board of Directors decisions and primarily undertakes the following responsibilities:

- Developing effective investment strategy, making recommendations to the Board with respect to this strategy, and if necessary, retaining external professionals to assist in determining of the best investment strategy.
- Developing the best strategy for the on-going management of the investment and making recommendation to the Board.
- Appointing a third party to undertake the on-going management and provide necessary monitoring and oversight that is consistent with good governance if necessary.
- Developing and applying objective criteria in the performance assessment of the ongoing manager/s.



Code of Conduct

To avoid conflicts of interest, all members of the Board and our employees have to comply with the internal Code of Conduct, which establishes the applicable policy to avoid conflicts of interest. According to the Code of Conduct, it is the responsibility of each employee to avoid situations involving both prima facie conflicts of interest and situations that give the appearance of a conflict. In complying with this policy, they should:

- Endeavour to avoid having their private interests interfere, or appear to interfere with the interests of the Foundation or with their ability to perform their duties and responsibilities objectively or effectively.
- Avoid receiving, or permitting members of their immediate family to receive improper personal benefits from the Foundation, including grants from or guarantees of obligations by the Foundation.
- Not accept gifts, cash or other items of any kind, except those associated with usual business practices and courtesies of a nominal value from any person or business entity which is involved in any way with the Emirates Foundation. Giving and receiving of an uncustomary nature and those that are not in line with usual business practices must be reported to and approved by the management.
- Avoid situations involving not only conflicts of interest, but also those that give the appearance of a conflict, including:
 - Direct or indirect pecuniary interests, which members of the public might reasonably think could influence judgment.
 - Non-pecuniary interests of employees, which relate closely to the activities of the Foundation.

Employees should make prompt and full disclosure to the Foundation of any direct or indirect interest in a transaction or relationship involving the Foundation or affected by its decision-making, or any other circumstance that the employee reasonably expects could give rise to an actual or apparent conflict of interest with the Foundation.

Employees are expected to achieve high level of expertise at the Emirates Foundation and as a result may be asked by the Emirates Foundation to provide advice to third parties on a consultancy basis. Offers of consultancy work should be notified to the management for approval prior to acceptance. In accepting consultancy work, staff will be expected to ensure that the work undertaken does not conflict with the Emirates Foundation objectives or interfere with the performance of their responsibilities within the Emirates Foundation. Employees may participate in commercial/ business ventures besides their assignments in the Emirates Foundation, provided this does not result in a conflict of interest with their assignments within the Foundation. All employees shall be subject to disciplinary actions in cases of unauthorized undertaking of other work.

Legal Compliance

As a result of the practices we follow at Emirates Foundation, during 2013 there were no fines or non-monetary sanctions for noncompliance with environmental laws; violations of rights for indigenous people; incidents of discrimination; incidents of non-compliance with regulation and voluntary marketing codes; or on-compliance with laws and regulations.

5.2 Our People

Emirates Foundation's success is derived from its people, and our ability to understand their needs and support them to deliver at their potential. We provide professional opportunities to our employees with a safe and healthy working environment, career development and fair opportunities at all levels. We have no discrimination incidents reported to date. Collective bargaining agreements are not applicable to the UAE



Policy Review

The Human Resources Department has carried out a benchmarking exercise and an internal needs analysis for the Human Resources Policy that resulted in issuing an updated Policy in 2013 to support the Foundation's needs and be compatible with best practices in the market. For example, any operational change is consensual, and is discussed among employee/s and line manager/s, with a minimum notice period of one to two months

Organization's capacity	2012	2013
Total number of employees	102	98
Total number of senior management	5	4
Staff turn-over	11%	10%*
Average age	40	35.07

*as a consequence of re-structuring exercise that took place in 2012

Gender Diversity	2012	2013
Board of Directors Level		
Male	7	7
Female	1	1
Senior Management Level		
Male	2	1
Female	3	3
Employees Level		
Male	45	42

Diversity & Equal Opportunities

All our Board of Directors are Emiratis between 30-50 years old. Emirates Foundation total headcount is 93 full-time employees, four of which are c – suite level. Only the Chief Executive Officer is non- Emirati. The below tables provides details about our Board and all employees as there are no seasonal variations in employment. A system with more detailed employees' breakdowns is being developed.

2013 workforce :Region and gender	Male	Female
Number in EF Main Office- AD	30	40
Number in Sanid- AD	6	3
Number in Takatof- AD	5	10
Number in EF- Dubai	2	2

Workforce by employment type	2013
Full-Time	93
Part-Time	4
Seconded	1
Breakdown of employees per age groups	
	2013
Under 30 years	34
30-50 years	60
Over 50 years	4

Training & Development

Emirates Foundation is committed to developing its human capital and providing training opportunities to its employees. Following the new strategy of 2012, staff training was focused on the social enterprise model capacity with a view to building expertise and awareness. This was done through a number of in-house training and awareness workshops.

Employees' training needs are discussed during the annual performance evaluation and reviewed with the line manager, when areas of growth and development are identified. As part of this process, the training unit in Human Resources offers a variety of relevant training and development prospects, with equal opportunities to both male and female employees at all levels. Last year, various workshops were delivered to program staff in-line with the new strategy. This year, Emirates Foundation continues to build the skills, capabilities and competences of its employees to enable them to deliver our mission. Dr Thakiya our internal in-house Knowledge Officer still acts as an internal source of knowledge for all staff. Global sustainability experts such as FSG, INSEAD, Caroline Fiennes, and Ashridge ran workshops for all our employees on social investment, the culture of giving and creating and measuring impact.

Training and Development	2013
Number of employees trained	21
Number of training hours	1544

Emiratization

Having an overall mission to develop youth in the UAE, we also apply this aim internally by being keen to progress our UAE national employees' skills and increase their advancement opportunities. We aim to achieve a high percentage of Emiratisation at all levels in the Foundation and focus our efforts to support their development and career growth. We continue our focus in retaining and developing the best UAE national talents. 95% of senior positions are held by Emiratis, as a result our Emiratisation rate has increased in as shown in the below table.

Emiratisation	2012	2013
Percentage of Emiratis out of total employees	40%	52%

Occupational Health & Safety

In mid-2012, and in compliance with Abu Dhabi Environment, Health and Safety Management System Regulatory Framework, the Emirates Foundation developed an Environment, Health & Safety Management System. The purpose of this system is to provide guidelines and means for the protection of its entire staff in all offices and activities, as well as other relevant stakeholders such as volunteers, visitors and contractors.

In 2013, Occupational Health and Safety played a more significant role. Employees were provided with a number of specialized training and awareness sessions, as well as integrating and conducting risk assessment in all our youth activities. There were no work-related fatalities during 2013.

Occupational Health & Safety	2012*	2013
Number of employees provided with Health and Safety induction	2	63
Number of employees trained on Health & Safety issues	67	76
Percentage of employees attended health awareness sessions	14%	45%
Percentage of employees trained in first aid and emergency response	22%	46%
Lost time injuries (LTIFR) *	20.9	5.2
Lost Time Injury Severity Rate (LTISR) *	20.9	5.2
Total Reportable Case Frequency (TRCF) *	20.9	0
* Data refer to Q3 and Q4		

5.3 Our Environment

The Foundation acknowledges that due to the nature of its activities and as an office-based organization as well as its size - less than 100 employee - its environmental impact is low. In mid-2008, and in line with Abu Dhabi Strategic Vision, the Foundation joined the Abu Dhabi Sustainability Group. The Foundation believes that a sustainability approach is the way forward towards the nation's development and growth and thus it is committed to perform its best to improve its environmental performance and impact by reducing the consumption of material, energy and water; managing the generation of waste; and offsetting carbon emissions resulting from duty air travel of employees. The management of Al Mamoura building has initiated a green building management system in 2010, which aims to improve the building's environmental sustainability. We intend to extend our coverage to other locations, as our management system develops.

To date, the system for managing environmental performance has been informal and no monitoring of environmental impact was carried out on a consistent and regular basis. However, we have started tracking our environmental performance by focusing on three areas; the consumption of water and electricity, the generation of non-hazardous waste and the emissions resulting from using the Foundation's cars.

Transportation

The Foundation utilizes a van, a bus and nine cars. The bus is used for our Esref Sah / financial literacy program for school visits, education fairs. The van and cars are used by employees for business related transportations. The fuel used by these vehicles for business related transportation shown in the below table:

Fuel	2012*	2013
Average Fuel Consumption of vehicles (Combined Cycle L/100klms)	52.94	74.92
* Data refer to Q3 & Q4		

Emissions

The potential emissions associated with the current activities of the Foundation include mainly greenhouse gases resulting from electricity and water consumption at the offices, employee's business transportations, and duty air travels. The emissions associated with employees' business transportation are not available. Most but not all employees use their private car to commute to the office and the amount of carbon emissions produced by employee commuting is not controlled by the Emirates Foundation. Therefore, based on direct consumptions by the Foundation of fuel, water and energy, we have started reporting on CO₂ Emissions as shown in table below to be able to track our environmental impact from now onwards. The UAE does not have much fresh water reserves and needs to produce water and electricity. Thus, several water and electricity production plants all over the UAE yield CO₂.

Total Emissions	2013
Direct and indirect CO ₂ emissions (tns)	2,304
Conversion factors:	
Electricity 0.51 kg CO ₂ e/KWh (Source: EAD Inventory	

Water & Energy

Emirates Foundation does not produce water and energy to cover its operations, since all of these are supplied by Abu Dhabi Water and Electricity Authority. Last year we were unable to report on our water and electricity consumptions in our head office in Al Mamoura as payment was based on our offices area proportion to all building and common areas. In 2013, Al Mamoura building management, placed meters so that tenants could report water and electricity consumption and adds extra charges for cooling in common areas proportionally based on office areas since the chilled water-cooling system is centralized. Thus, our head office consumption has been included this year. On another note, in mid-2013 we expanded our operations to new premises in Dubai.

For our satellite and branch locations, we do measure our water and electricity consumption directly. The below graph illustrates our water and electricity consumption in all our offices. We continually strive to manage our consumption through awareness to our employees.

Water & Electricity	2012*	2013
Electricity consumption/ kWh		
Emirates Foundation - Main Office- AD	na	3,388,019
Takatof and Sanid offices - AD	314,425	279,036
Emirates Foundation - Dubai	81,533	52,108
Total	395,958.30	3,719,163
Water consumption/ cubic meter		
Emirates Foundation - Main Office- AD	na	25,196
Takatof and Sanid offices - AD	1,429	872
Emirates Foundation - Dubai	235	3,555
Total	1,664	29,623*

Effluents & Waste

The main type of effluents resulted from the Foundation's activities are sanitary wastewater which is directed, controlled, and treated using Abu Dhabi Municipal wastewater system. At the moment, we do not recycle or reuse any water, while no significant water spills were noticed.

Regarding greenhouse gases resulting from our operation (electricity consumption at the offices, employee's business transportations and duty air travels), currently we do not have a tracking system to produce this information.

Material

The main materials consumed by the Foundation include office supplies, such as papers, toners, and bottled water..



WASTE :

The common solid waste generated by the Foundation is mainly office waste such as papers, plastics, food, metals, and electronic waste. These are managed through Al Mamoura Management, which introduced new waste management procedures on site to specifically include more recycling and less waste being sent to landfills. This system deals with three types of material wastes paper/cardboard, plastics, cans/metals. Emirates Foundation waste is separated internally before delivering to the Mamoura waste management center. To assist in the process, tri-color bins were used to facilitate in waste separation. Our employees are asked to separate and place their wastes in the appropriate colored bins placed in two areas inside the office.

Non-hazardous waste disposal (kg)	2012*	2013
Non-hazardous waste disposal (Kg)	5,504.5	13,180.5*
* Data refer to Q3 & Q4		

*EF has expand their offices

PAPER:

The Foundation encourages and raises awareness amongst employees on the benefits of reducing material usage, such as using less paper. The Foundation continues to participate in the national campaign "Paperless Day".

We are also keen to use environmentally friendly material whenever possible. We use recycled paper in all of our offices, although the price of the latter is higher, contributing to environmentally friendly operations. There has been a noticeable reduction in the paper usage during this year, especially after installing printers with both side printing, with black and white default option for all employees. The below table summarizes the approximate consumption of papers in the Foundation

Paper	2012*	2013
Paper used on a typical day before Paperless Day (reams)	552 papers = 1.104	1984 Papers = 3.968 Reams
Paper used on Paperless Day itself (reams)	35 papers = 0.07 Ream	155 papers = 0.31 Ream
Paper used annually (kg)	48.44	112.52*
Percentage of paper used that is recycled paper (%)	44%	70%
* Data refer to Q3 & Q4		

*EF has expand their offices

5.4 Our Suppliers

Responsible Procurement

Our responsible procurement philosophy means considering our impact on the supply value chain.

This is done by giving priority to local Emirati vendors and small business owners, who contribute to the local economy and community development, which also supports our overall vision.

Additionally, we make a point of ensuring the selection of the best deals in terms of cost-quality effectiveness. The table summarizes our performance in this area:

SELECTION:

In order to ensure responsible procurement practices Emirates Foundation follows a procurement policy that outlines transparent and fair process of identifying, selecting, and contracting suppliers. Our suppliers are evaluated based on the following criteria:

Reliability	Past experience, third party endorsement, and market reputation
Cost versus value delivered	Quality standards, additional value offer, and price
Sustainability and responsibility	Labor practices, safety, environmentally friendly products, not an immediate family to staff member

Suppliers	2012	2013
Value of financial payments made to suppliers (AED)	24,427,231	35,616,601
Percentage of financial payments to locally based suppliers	91%	92%
Percentage of financial payments to SME suppliers (with less than 250 employees)	43%	43%

CONTENT

Due to the nature of our operations as a service providing organization, and our comparable small reliance on physical supplies, we do not have a formal process of auditing suppliers' sustainability practices in production, but we conduct occasional visits whenever needed to ensure compliance with sustainability standards agreed upon in the agreement such as office safety, labor practices, and environmentally friendly operations.

PAYMENTS

Our responsibility towards our suppliers of on time payment is also a priority to us. We commit to meet our defined maximum payment period of 30 days to all our suppliers, after ensuring delivery of agreed products and services. However, we consistently pay well in advance of our 30-day limit.

Emirates Foundation's financial sustainability has one main objective - the long-term continuity of our organization and its ability to deliver high impact financially viable program. Thus, we emphasize the importance of the support of our partners who provide financial or non – financial support to develop the nation's youth. Transparency is key to these partnerships to strengthen trust in what we do. This is why we report on both operational and financial performance.

6.1 Business Development

Emirates Foundation focuses on building long-term partnerships with the private sector to secure funding to meet its program budget needs. The Foundation tries to achieve this through multi-year financial commitments. By utilizing state of the art e-systems, & continued external engagement the Foundation aims to enhance its pool of stakeholders and grow its partners.

The continuity of the Foundation and its ability to support its activities will depend on effective engagement with partners and building a strong value proposition.

PARTNERS ENGAGEMENT

Emirates Foundation creates value propositions for its business partners by building interactive relationship through different means of engagement. We provide access to top Emirati talent, networking opportunities with senior Emirati influencers and profiling opportunities through engagement with the programs.

We understand that effective collaboration is achieved by meeting the strategic objectives of our partners. With the increased awareness of the importance of incorporating sustainability into strategy, many private sector organizations seek to align their corporate responsibility initiatives with their business objectives. We have started providing advisory services to partners on how to integrate sustainability into their operations as part of their strategic vision. We also seek our partner's feedback through an annual partners' satisfaction survey.



FUNDRAISING

In order to increase the effectiveness of our fundraising efforts we have adopted an un-restricted fundraising approach in 2012. This approach is based on pooling funds received from partners to be allocated to programmes on the basis of emerging needs. This new approach has proven its effectiveness by giving the organization greater funding flexibility to respond to program and market realities. The new funding approach has helped the foundation to reduce its transaction costs while facilitating effective reporting and allowed us to focus on delivering high social impact. It also allows the programs to scale up, and over the long term, to spin off.



LONG-TERM INVESTMENTS

Another step towards long-term financial sustainability was the establish of an endowment fund, that can provide a permanent source of income to support the Foundation's programmes activities. The Investment Committee was established to support this goal and acts as a governing body for managing investment decisions.

NON-FINANCIAL CONTRIBUTIONS

Emirates Foundation encourages its partners to support by contributing 'more than money' where they can. This means offering additional technical expertise and input where relevant and related to their own business or corporate social responsibility goals. The opportunities to engage with the Foundation's programs allow our partners to have direct community access and to serve local talent and understand local market trends.

6.2 Strategic Alliances

The Foundation is keen to work in collaboration with national and international organizations that support the interests of the Foundation and its contribution to sustainable development in the UAE. It has been working on building strategic alliances with important organizations to help achieve its key objectives such as the Abu Dhabi Sustainability Group (ADSG), the Arab Foundations Forum (AFF), the European Venture Philanthropy Association (EVPA), the Organization for Economic Cooperation and Development (OECD) and Shell Foundation. More details about our strategic alliances can be found in Appendix B.

Emirates Foundation's Social Investment Business Breakfasts

On the national front, the Foundation continued to hold its quarterly Social Investment Business Breakfast with the participation of representatives from our stakeholder groups (focusing on private sector, experts, government entities, beneficiaries, etc). Participants discuss prominent socio-economic issues and notably the challenges and opportunities facing young people. In addition, the first Emirates Foundation Philanthropy Summit was organized in the fourth quarter for two days. 797 participants attended our four events. The three quarterly prevailing youth topics launched and discussed were:

Matching Talent to Business Needs: How to Ensure Employment Readiness in Young People - launching of Kafa'at Program

Financial Literacy as a critical part of personal and professional Youth Development - launching of Esref Sah Program

Building a Culture of Giving

Emirates Foundation's Annual Philanthropy Summit



Sketched around 'Philanthropy in Transition', the summit constructed a peer-learning platform, an interactive dialogue among the best minds in the

field to debate the concepts of efficiency and effectiveness in the sector in line with global discourse about how foundations are promoting a 'business' or 'enterprise' based approach to philanthropy with a view to increasing impact. The sessions were structured to provide solutions, lessons learned, and create strategic alliances and partnerships to maximize social impact.

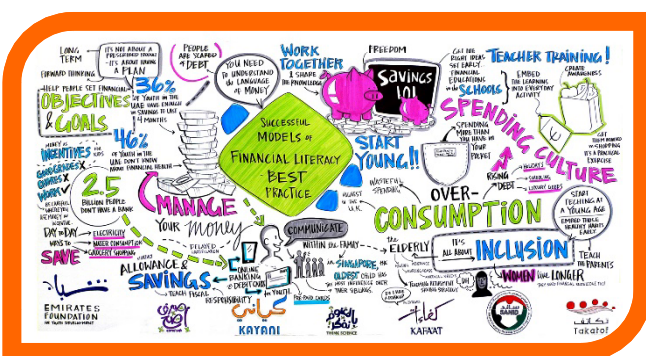
Emirates Foundation organized its first Philanthropy Summit in November, 2013, under the patronage of HH Sheikh Abdullah Bin Zayed Al Nahyan, Minister of Foreign Affairs and Chairman of Emirates foundation. The summit constituted a strategic platform, uniting some of the most pioneering and progressive thinkers in both regional and global philanthropy.

Throughout the two days summit, business leaders, social entrepreneurs and government officials shared their lessons

learned during the highly interactive debates of the summit, talking more about what doesn't work and what they have learned from it, provided peer coaching and created strategic alliances and partnerships to help create greater social impact. There is growing recognition that philanthropic capital can play a critical role in driving socio-economic development thus impacting on the lives of a large number of young people.

Major outcomes of the summit included-

- Announcement of the 2015 Child and Youth Finance International Summit to be held in Abu Dhabi
- Launch of the Emirates Foundation's Regional Youth Network
- EF Volunteering conference to be held annually as of 2014
- Soft launch of the OECD NetFWD's report Venture Philanthropy



6.3 Audited Financial Statements

Audited financial statements of Emirates Foundation comprise of the statement of financial position as 31 December 2013, and the statements of financial performance, changes in net assets and cash flow a for the year.

Statement of Financial Position

		As of 31 December	
		2013	2012
	Notes	AED	AED
ASSETS			
Non-current assets			
Property and equipment	5	3,820,887	3,803,797
Intangible assets	6	1,270,675	1,107,165
Investment properties	7	262,600,000	-
Total non-current assets		267,691,562	4,910,962
Current assets			
Cash and cash equivalents	8	226,762,908	649,233,313
Advance for investment	9	150,000,000	-
Prepayments and other receivables	10	8,096,609	8,436,640
Total current assets		384,859,517	657,669,953
Total assets		652,551,079	662,580,915
NET ASSETS AND LIABILITIES			
Net assets			
Owner account – Abu Dhabi Government		559,237,889	547,536,859
Permanently restricted funds	11	18,362,500	18,362,500
Total net assets		577,600,389	565,899,359
Non-current liabilities			
Provision for employees' end of service benefits	12	2,943,652	2,331,194
Deferred revenue – temporary restricted	13	15,145,479	19,603,842

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Statement of Financial Performance

	Notes	31 December 2013		Total AED
		Abu Dhabi Government AED	Donations & other income AED	
Revenues				
Contribution received	19	72,498,842	12,467,632	84,966,474
Temporarily restricted recognized during the year	19	-	2,185,656	2,185,656
Trust fund utilized during the year	19	-	4,721,192	4,721,192
Released from restricted to unrestricted	19	-	218,357	218,357
Release from deferred government grant	19	1,757,040	-	1,757,040
Released from earlier years contributions	19	-	11,579,007	11,579,007
Interest income		-	8,722,683	8,722,683
Foreign exchange gain - net		-	242,907	242,907
Other income		-	115,750	115,750
Total revenues		74,255,882	40,253,184	114,509,066
Expenses				
Direct and indirect project expenses	20	(25,773,917)	(28,352,200)	(54,126,117)
Organisational development expenses	20	-	(54,165)	(54,165)
General and administrative expenses	20	(46,724,925)	-	(46,724,925)
Total expenses		(72,498,842)	(28,406,365)	(100,905,207)
Depreciation	5	(1,630,874)	(124,340)	(1,755,214)
Amortisation	6	(126,166)	(21,449)	(147,615)
Increase in net assets		-	11,701,030	11,701,030

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Statement of Change in Net Asset

		Owner account AED	Permanently restricted net assets AED	Total AED
	Note			
At 1 January 2012		522,107,858	18,362,500	540,470,358
Revenue recognized excluding temporary restricted revenue		85,130,701	-	85,130,701
Released from deferred government grant	18	3,473,250	-	3,473,250
Released from Restricted to unrestricted contribution	13	1,329,475	-	1,329,475
Amount expensed – Abu Dhabi Government		(60,946,652)	-	(60,946,652)
Amount expensed – Unrestricted		57,593	-	57,593
Depreciation for the year – Abu Dhabi Government		(3,079,562)	-	(3,079,562)
Amortisation for the year – Abu Dhabi Government		(393,688)	-	(393,688)
Depreciation for the year – Unrestricted		(120,667)	-	(120,667)
Amortisation for the year – Unrestricted		(21,449)	-	(21,449)
At 31 December 2012		547,536,859	18,362,500	565,899,359
Revenue recognized excluding temporary restricted revenue		94,047,814	-	94,047,814
Released from deferred government grant	18	1,757,040	-	1,757,040
Released from Restricted to unrestricted contribution	13	218,357	-	218,357
Amount expensed – Abu Dhabi Government		(72,498,842)	-	(72,498,842)
Amount expensed – Unrestricted		(9,920,510)	-	(9,920,510)
Depreciation for the year – Abu Dhabi Government		(1,630,874)	-	(1,630,874)
Amortisation for the year – Abu Dhabi Government		(126,166)	-	(126,166)
Depreciation for the year – Unrestricted		(124,340)	-	(124,340)
Amortisation for the year – Unrestricted		(21,449)	-	(21,449)

6.3 Audited Financial Statements

Audited financial statements of Emirates Foundation comprise the statement of financial position as 31 December 2013, and the statements of financial performance, changes in net assets and cash flow for the year.

Statement of Cash Flow

		Year ended	
		31 December	
		2013	2012
	Notes	AED	AED
<u>Cash flow from operating activities</u>			
Change in net assets during the year		11,701,030	25,429,000
<u>Adjustment for:</u>			
Depreciation	5	1,755,214	3,200,229
Amortisation	6	147,615	415,137
Provision for employees' end of service benefits	12	1,126,721	842,167
Operating cash flows before payment of employees' end of service benefits, changes in trust funds and working capital		14,730,580	29,886,533
Payment of employees' end of service benefits	12	(514,263)	(250,769)
Deferred government grant - property and equipment and intangible assets		289,211	(1,971,558)
Temporary restricted fund		(10,326,189)	(3,383,040)
<u>Changes in working capital:</u>			
Prepayments and other receivables		340,031	1,934,705
Advance for investment		(150,000,000)	-
Grants payables		(3,071,845)	(14,610,912)
Payables and other liabilities		6,045,793	1,517,424
Trust funds		(4,581,596)	(3,696,895)
Government of Abu Dhabi account		(10,698,698)	17,551,656
Net cash flow (used in)/generated from operating activities		(157,786,976)	26,977,144
<u>Cash flow from investing activities</u>			
Purchase of property and equipment	5	(1,772,304)	(1,503,535)
Purchase of intangible asset	6	(311,125)	(3,015)

7.1 Programmes Portfolio

In 2012, Emirates Foundation marked the beginning of its new era by adopting a mission that focuses on impacting the lives of young people positively and permanently, and a vision that acknowledges the criticality of youth to the successful socio-economic progress of the nation. The Foundation has a database of all the young people with whom we engage which is managed and protected intellectually. To date we have faced no issues regarding data privacy from beneficiaries or core customers.

Emirates Foundation seeks to identify and understand the challenges facing UAE youth in the age range 15-35 years while identifying opportunities for their growth and development. The Foundation aims to develop sustainable, enterprise-based solutions to social issues that help motivate and guide young Emiratis. Our programs aim to develop their capabilities, confidence and leadership skills.

The Foundation works in three key areas: Social Inclusion – looking at some of the challenges facing young people; Community Engagement – encouraging youth to participate in a voluntary capacity in the civil society; and Leadership and Empowerment – helping to build young people’s soft skills and prepare them for the work place.

Social Inclusion

Esref Sah

educates youth current and future financials management . It encourages better management of debt and helps youth creates a positive relationship with their financials

Kayani

“Teacher Assistant”

Provides women from disadvantaged backgrounds or who have propped out of formal education with vocational skills so they can secure employment as teaching assistants.

Leadership & Empowerment

Kafaat

delivers career development projects to inspire and empower young nationals. It creates programs to develop in-roads to employment in the private sector.

Think Science

empowers Emirati youth to innovate in sciences. It is a platform for youth and industries to connect and develop local talent., and encourage young scientists to solve global issues

Community Engagement

Takatof

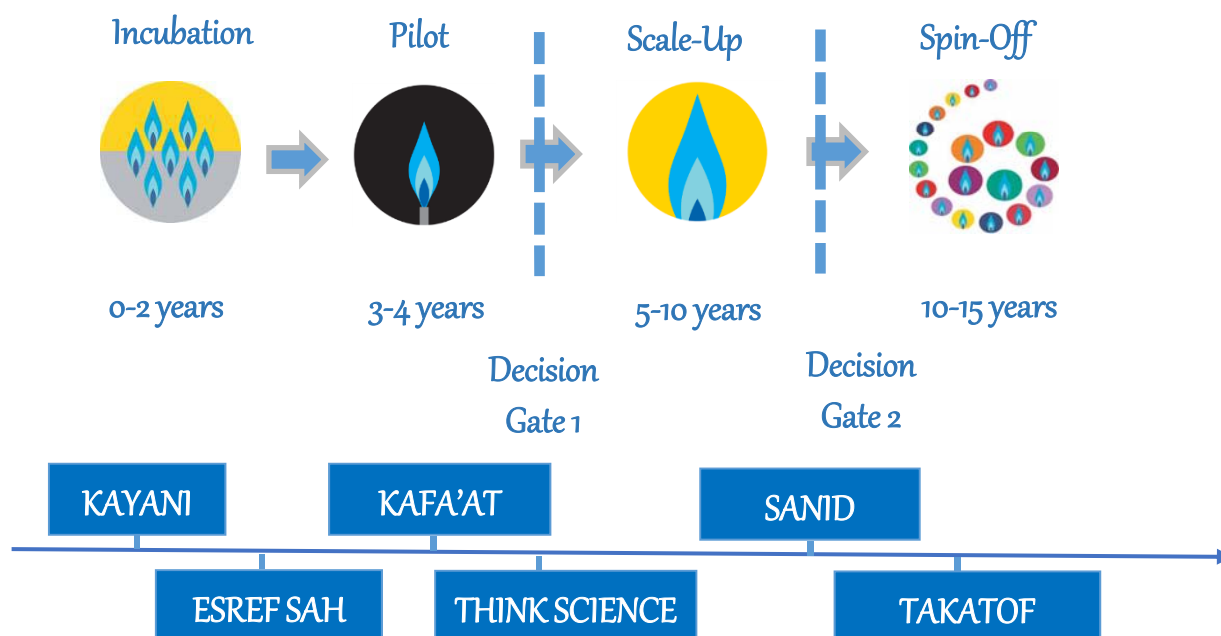
offers the nation’s youth meaningful opportunities to volunteer for important social causes. It connects them to various volunteer opportunities and encourages public service.

Sanid

is a robust volunteer emergency response program; uniting volunteers motivated by a sense of civic responsibility & training them to cope with crises.

7.2 Programmes Performance

Our six programs have made good progress this year and have started planning for long-term sustainability. The graphic below explains our phased approach to developing the programs with a view to securing financial and operational sustainability.



INCUBATION	PILOT	SCALE-UP	SPIN-OFF
- Research - Program Design - Stakeholder Engagement - Concept Testing - Assess Market Demand 100% EF Dependent	- Implementation - Small Scale - Operational Partners - Funding Partners - Youth Engagement - Assess Cost Efficiencies 100% EF Dependent	- UAE-wide Implementation - Financial viability planning - Cost Recovery via EF BD - Building BD Capacity - Assess Cost Efficiencies for Scale - Early SLA Development	- Independent Operations - Social Enterprise - Independent Governance 100% Financially Viable - Resourced outside of EF - Delivering Impact at Scale

...social enterprises...business based...financially viable...scalable and sustainable...



Collective Programmes Performance

Our six programs have made a good progress this year and have started planning for long-term sustainability. This is reflected in the revised organization chart, in which the Director of Social Enterprise and Business Planning has been appointed, under the Chief Programs Officer. The director works on program business plans, building cost efficiencies and economies of scale and ultimately, looking to deliver more for less. The plans take into consideration our programs different phases of development and outline longer-term prospects for each around scale up. For example, the spin off of our two mature programs, Sanid and Takatof, will depend on building further efficiency and income streams for each. It will also require an adequate enabling environment that supports the establishment of social enterprises.

EF SCORE CARD	2012*	2013
Number of Youth Registered in Database	31,664	41,375
Number of Active Youth in Programs	10,187	15,628
Number of Youth Mentors and Leaders Trained	4,131	7,713
Number of Supported Sector Organisations	5	10
* Cumulative since programs' establishment up to year end		





KAYANI was designed to empower disadvantaged Emirati women who for varying reasons were not able to continue their college education. The women empowerment program focuses on working with different government organizations and public and private schools. The objective is to provide these women with the tools necessary to become qualified teachers assistants and create employment opportunities for them. The program is able to achieve its objectives in the following ways:

- Theoretical phase of 6 months followed by a 6 month practical phase during which participants receive on the job training at government schools
- All participants are awarded an Teacher Assistant Certificate accredited by the NQA
- Working with industry stakeholders to secure job placement opportunities for the Graduates

KAYANI	2013
Number of Youth Registered	350
Number of Youth Graduated	23
Number of Youth Trained	77
Number of Youth Employed	12



ESREF SAH program aims at promoting financial literacy among youth in order to mitigate the rising level of debt especially witnessed within the Emirati segment. Through creating partnerships with government stakeholders, the financial sector and the academic sector, ESREF SAH is able to achieve greater impact. Currently, the objectives are delivered the following initiatives:

- ESREF SAH Bus fitted with a number of interactive games and activities that advocate and promote financial literacy in an entertaining manner
- Youth mentorship project that reaches out to students, holds workshops and then selects program leaders
- In-house developed financial literacy curriculum to be embedded in the UAE school curriculum

ESREF SAH	2013
Number of Youth In Workshops	375
Number of Youth Engaged In Outreach	14,634
Number of Youth Trained As Mentors	105
Number of certified train the trainers	20



SANID 's primary objective is to train a well-organized cadre of professional emergency response volunteers to support the UAE population in case of disaster. Specialized in healthy and safety training, SANID aims to increase the preparedness among the community in case of emergency. Currently, the objectives are delivered through the following initiatives:

- Core unit: SANID emergency response volunteers that are capable of coordinating volunteers from other agencies or untrained volunteers in disasters
- Community members: SANID community member preparedness volunteers where training is conducted for groups and individuals
- Support network: volunteers from relevant organizations

SANID	2012*	2013
Number of Youth Registered	2,520	2000
Number of Volunteers Trained	3,200	1,050
Number of Specialized Volunteers	57	110
Number of Advanced Volunteers	na	350
Number of Prepared Citizens Trained	300	1452
Number of Activities	850+	480

* Cumulative since programs' establishment up to year end



TAKATOF is aimed at scaling up the culture of volunteering across the UAE and enhancing youth skills through training programs and volunteer related programs. Through building partnerships with government stakeholders, UAE wide events and local organizations in developing countries, TAKATOF under the umbrella of Emirates Foundation is able to achieve greater impact. Currently, the objectives are delivered through the following specific initiatives:

- Environment and school and home makeover project
- Ramadan projects
- Formula 1 motorsports (public ushers)
- National day events
- Takatof international volunteering
- Sports volunteering
- Takatof training and mentorship program
- Takatof regional project activities
- Takatof volunteer management system
- Takatof special projects

TAKATOF	2012*	2013
Number of Youth Registered	28,544	5,444
Number of Volunteers Trained	1,200	2,814
Number of Volunteers Hours	674,677	87,502
Number of Mentors	na	671
Number of Entities Supported	na	5
Cumulative since programs' establishment up to year end/na: not applicable		



KAFAAT was designed to empower Emirati youth through enhanced leadership skills for work readiness in the private sector and create engagement opportunities between the youth and the private sector. The youth development program focuses on leadership training and mentorship through in-class learning and on-the-job shadowing in order to:

- Help Emiratis build necessary skills for the work place through in-class training
- Provide a network of mentors for youth talent
- Conduct job readiness programs
- Profile in order to build targeted employment opportunities

KAFAAT	2012*	2013
Number of Youth In Camps	2874	847
Number of Active Youth In Mentorship	na	520
Number of Youth Trained As co facilitators	na	30
Number of Mentors	na	10
* Cumulative since programs' establishment up to year end		



THINK SCIENCE's primary purpose is to discover young scientific talent and expose them to science and technology extra-curricular activities; with the anticipation of supporting domestic demand in the field. The program is focused on students, of which the majority are still in high school. It is able to achieve its objectives through:

- THINK SCIENCE competitions for which a prototype is built / students participate in regional and international competitions
- THINK SCIENCE Connect platform bringing together science technology sectors and students with scientific interest and talent
- THINK SCIENCE Ambassadors program

THINK SCIENCE	2012*	2013
Number of Youth In Competition	500	400
Number of Active Youth In Connect Event	na	5300
Number of Youth Ambassadors	na	150
Number of Registered Youth	600	695
* N/A: Not Applicable		

GENERAL STANDARD DISCLOSURES - CORE

Category and Aspect	Summary	Report Section	Coverage/ Omission	External Assurance	Material Aspects Boundary
Strategy & Analysis					Yes (Foundation)
G4-1	Statement from the most senior decision-maker of the organization.	2	Fully	-	
G4-2	Description of key impacts, risks, and opportunities.	2	Partially	-	
Organizational Profile					Yes (Foundation)
G4-3	Name of the organization.	1	Fully	-	
G4-4	Primary brands, products, and services.	7	Fully	-	
G4-5	Location of the organization's headquarters.	1	Fully	-	
G4-6	Number of countries where organization operates.	3, 4.4	Fully	-	
G4-7	Nature of ownership and legal form.	3	Fully	-	
G4-8	Markets served (including geographic breakdown, sectors served, and types of customers and beneficiaries).	3.1	Fully	-	
G4-9	Report the scale of the organization.	5.2	Fully	-	
G4-10	Employees / Workforce.	5.2	Fully	-	
G4-11	Report the percentage of total employees covered by collective bargaining agreements.	-	NA	-	
G4-12	Describe the organization's supply chain.	3.4	Fully	-	
G4-13	Report any significant changes during the reporting period - organization's size, structure, ownership, or its supply chain.	3.1, 4.4, 5.2, 5.4, 6, 7.1, 7.2, 6.3	Fully	-	
G4-14	Whether and how the precautionary approach or principle is addressed by the organization.	2	Fully	-	
G4-15	TBL organization subscribes or which it endorses.	6.1, Appendix B,	Fully	-	
G4-16	Memberships of associations - national or international advocacy organizations.	6.1, Appendix B	Fully	-	
Identified Material Aspects and Boundaries					Yes (Foundation)
G4-17	Referencing the information in publicly available consolidated financial statements or equivalent documents.	6.3	Fully	-	
G4-18	Process for defining the report content and the Aspect Boundaries.	1, 4.4, 4.5	Fully	-	
G4-19	Material Aspects identified in the process for defining report content.	4.2, 4.5	Fully	-	
G4-20	Aspect Boundary for each material Aspect within the organization.	1, 4.5, Appendix A	Fully	-	
G4-21	Aspect Boundary for each material Aspect outside the organization	1, 5.3, Appendix A	Fully	-	
G4-22	Report the effect of any restatements of information provided in previous reports, and the reasons for such restatements.	1, 6.3	Fully	-	
G4-23	Report significant changes from previous reporting periods in the Scope and Aspect Boundaries.	2, 4.4, 4.2, 6, 7.2, 6.3	Fully	-	
Stakeholder Engagement					Yes (Foundation)
G4-24	Stakeholder groups engaged by the organization.	4.2, 4.3	Fully	-	
G4-25	Basis for identification and selection of stakeholders with whom to engage.	4.2, 4.4	Fully	-	
G4-26	Stakeholder engagement approach (frequency, type and group)	4.2, 4.3	Fully	-	

Category and Aspect	Summary	Report Section	Coverage/ Omission	External Assurance	Material Aspects Boundary
Report Profile					Yes (Foundation)
G4-28	Reporting period (such as fiscal or calendar year) for information provided.	1	Fully	-	
G4-29	Date of most recent previous report.	1	Fully	-	
G4-30	Reporting cycle.	1	Fully	-	
G4-31	Contact point.	1	Fully	-	
G4-32	GRI Content Index.	Appendix A	Fully	-	
G4-33	Policy and practice for external assurance.	1	Fully	-	
Governance					Yes (Foundation)
G4-34	Governance structure (BoD, committees,...)	5.1	Fully	-	
G4-38	Composition of BoD and its committees.	5.1	Fully	-	
G4-39	Chair of BoD and executive officer.	5.1	Fully	-	
G4-40	Determining qualifications of highest governance body and its committees for guiding TBL strategy.	5.1	Partially	-	
G4-41	Processes for the highest governance body to ensure conflicts of interest are avoided and managed.	5.1	Partially	-	
G4-44	Processes for evaluation of BoD performance with respect to TBL.	5.1	Fully	-	
G4-45	BoD role and procedures for management of TBL.	5.1	Partially	-	
G4-47	BoD frequency for review of TBL.	5.1	Partially	-	
G4-51	Link of BoD members, senior managers, executives' remuneration policies with TBL.	5.1	Fully	-	

SPECIFIC STANDARD DISCLOSURES

Category and Aspect	Summary	Report Section	Coverage/ Omission	External Assurance	Material Aspects Boundary
Economic					Yes (Foundation)
Economic Performance					Material
G4-EC1	Direct economic value generated.	6	Fully	-	
G4-EC4	Financial assistance received from government.	3.4, 6.3	Fully	-	
Market Presence					
G4-EC6	Proportion of senior management hired from the local community at significant locations of operation.	5.1, 5.2, 3	Fully	-	
Procurement Practices					
G4-EC9	Proportion of spending on local suppliers.	5.4	Fully	-	
Environmental					Yes (Foundation)
Material					
G4-EN1	Materials used by weight or volume.	5.3	Partially	-	
G4-EN2	Percentage of materials used that are recycled input materials	5.3	Partially	-	
Energy					
G4-EN3	Energy consumption within the organization	5.3	Fully	-	
Water					
G4-EN8	Total water withdrawal by source	5.3	Fully	-	
G4-EN10	Percentage and total volume of water recycled and reused	5.3	Fully	-	

Category and Aspect	Summary	Report Section	Coverage/ Omission	External Assurance	Material Aspects Boundary
Emissions					
G4-EN16	Energy indirect greenhouse gas (GHG) emissions (Scope 2)	5.3	Fully	-	
Effluents and Waste					
G4-EN22	Water discharge by quality and destination	5.3	Fully	-	
G4-EN23	Weight of waste by type and disposal method	5.3	Partially	-	
G4-EN24	Number and volume of significant spills	5.3	Fully	-	
Compliance					Material
G4-EN29	Fines and sanctions for non-compliance.	5.1	Fully	-	
Transport					
G4-EN30	Impacts of transporting products and employee transportation	5.3	Partially	-	
Social					Yes (Foundation)
Labor Practices & Decent Work					
Employment					
G4-LA1	Turnover of employees	5.2	Partially	-	
Labor / Management Relations					
G4-LA4	Minimum notice periods regarding operational changes	5.2	Fully	-	
Occupational Health & Safety					Material
G4-LA6	Rate of injury, diseases, lost days, and absenteeism, and work related fatalities	5.2	Fully	-	
Training & Education					
G4-LA9	Training (by hours and employee category)	5.2	Partially	-	
Diversity & Equal Opportunity					
G4-LA12	BoD and breakdown of employees (by category, gender,...)	5.2	Fully	-	
Human Rights					Yes (Foundation)
Non Discrimination					
G4-HR3	Number of discrimination incidents and actions	5.1	Fully	-	
Indigenous Rights					
G4-HR8	Violations of indigenous rights and actions	5.1	Fully	-	
Society					Yes (Foundation)
Local Communities					Material
G4-SO1	Programs to manage impact on local community.	3, 4, 5, 6, 7	Fully	-	
Compliance					Material
G4-SO8	Fines and sanctions for non-compliance with laws and regulations	5.1	Fully	-	
Product Responsibility					Yes (Foundation)
Customer Privacy					
G4-PR8	Substantial complaints for privacy and lost customer data	7.1	Fully	-	
Compliance					Material
G4-PR9	Fines concerning use and provision	5.1	Fully	-	

ABU DHABI SUSTAINABILITY GROUP (ADSG)

In June 2008, Emirates foundation signed the Abu Dhabi Sustainability Group Declaration becoming one of its founding members. By signing the ADSG Declaration, Emirates Foundation committed to work together with other ADSG members to adopt sustainability management practices for the purpose of realizing the vision of Abu Dhabi Emirate to achieve sustainable development, build a cohesive society and an open economy capable of global competitiveness.

One of the explicit commitments that an organization makes when it signs the ADSG Declaration is to publish an annual report that explains its sustainability management approach and offers an evaluation of their environmental, economic and social performance. The purpose of the reporting requirement is to ensure and deepen the commitment of the members with sustainability and to serve as a basis for continuous performance improvement. Reporting is seen as a tool to facilitate measurement and promote action. Within two years of joining the ADSG, and every year thereafter, members are expected to produce a sustainability report, share it publicly with stakeholders, and post it on the ADSG website

ARAB FOUNDATIONS FORUM (AFF)

The AFF is a pan Arab initiative that provides a platform to encourage dialogue and collaboration between philanthropic institutions and key stakeholders involved in the philanthropic sector both in the Arab region and beyond. The Forum promotes transparency, accountability and better governance. Emirates Foundation was the first entity in the Gulf Cooperation Council to be an AFF member.

EUROPEAN VENTURE PHILANTHROPY ASSOCIATION (EVPA)

EVPA is a membership association made up of organizations interested in or practicing venture philanthropy and social investment across Europe. Established in 2004, the association is a unique network of venture philanthropy organizations and others committed to practicing and promoting high-engagement grant making and social investment in Europe. EVPA defines [Venture Philanthropy](#) as an approach to build stronger organizations with a societal purpose by providing them with both financial and non-financial support in order to increase their societal impact. EVPA's diverse membership includes venture philanthropy funds, grant-making foundations, private equity firms and professional service firms, philanthropy advisors and business schools. Currently the association has over 160 members from 22 countries.

Net FWD – the foundation Network of the OECD

Acknowledging the increasing relevance and specific expertise of foundations, the OECD Development Centre has created a Global Network of Foundations called Net FWD. Building on the Centre's experience in supporting networks of diverse stakeholders such as multinational corporations and think tanks, this Network facilitates knowledge sharing among foundations and between foundations and policy makers.

SHELL FOUNDATION

Shell Foundation is an independent charity that catalyzes scalable and sustainable solutions to global development challenges. To achieve this, the Foundation takes an enterprise-based approach: co-creating and building 'social enterprise' partners that tackle problems such as sustainable job creation, urban mobility and access to energy on an international scale, in ways that are financially viable.

The Asian Venture Philanthropy Network (AVPN)

AVPN is a charity based in Singapore, which works to promote venture philanthropy (VP) in the region. Its are a membership organization with over 160 members from all over the world. AVPN aims to grow the VP sector by fostering greater engagement through membership and participation in AVPN activities, by helping members progress through capability maturity levels in social investing and by catalyzing initiatives, including but not limited to setting up VP organizations, co-investment in deals and establishment of intermediaries.



Emirates Foundation would like to express its sincere gratitude to all of its partners who have supported the Foundation up to date. For a full please consult Emirates Foundation's website. <http://www.emiratesfoundation.ae/en/partners/partners-list>

Emirates Foundation would like to extend its gratitude to its 2013 partners, who have supported our work during the year with their funding and expertise.



J.P.Morgan

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