



مؤسسة التنمية الأسرية
Family Development Foundation

BUILDING SUSTAINABLE FUTURE FOR FAMILIES



The Family Development Foundation's
SUSTAINABILITY
Report 2014

H.H. Sheikh
Khalifa Bin Zayed Al Nahyan
President of the UAE,
Supreme Commander of the UAE Armed Forces
and Ruler of Abu Dhabi



H.H. Sheikh
Mohammed Bin Zayed Al Nahyan

Crown Prince of Abu Dhabi,
Deputy Supreme Commander of the UAE Armed Forces



1. INTRODUCTION

Welcome to the Family Development Foundation's 2014 Sustainability Report, demonstrating its commitment to the highest levels of transparency through initiating sustainability management and reporting practices. This step was further reinforced by joining the Abu Dhabi Sustainability Group (ADSG) in September 2011, in order to be more actively involved in Emirate-wide sustainability activities, while being a part of the collaborative and learning dialogue of its member organizations.

We are therefore proud to welcome you to the Family Development Foundation's fourth sustainability report approved by the general manager, which demonstrates our continuous commitment to annually reporting our social, environmental and economic performance. To develop this Report, we have used the Global Reporting Initiative's (GRI) G4 Sustainability Reporting Guidelines, in accordance with the "Core" option. While no sector supplement was utilized, as the NGO GRI Sector Supplement refers to non-governmental organizations. This report will not be assured by a third party.

The scope of activities covered within this report are all activities of FDF in Abu Dhabi, normally design and provision of social Programs.

For any comments or questions on our Sustainability Report 2014 please contact: sustainability@fdf.ae

G4-3, G4-4, G4-5, G4-6, G4-15, G4-31

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3. A WORD FROM HER HIGHNESS THE FDF CHAIRPERSON

Ever since its establishment in 2006, Family Development Foundation (FDF) has expanded its work, complemented its achievements, and excelled its performance. What FDF strives to do is highly important; it wants to make a difference in the society, reaching a highly aware society that believes in the importance of maintaining the sustainability in extended family and building responsible generations and that what it requires to build the country, take it to a prestigious position and a distinguished status among other countries.

Continuing to perform its tasks and duties towards Abu Dhabi's government and towards the Emirati society proves that FDF's role is fundamental and is not limited only to the family, yet, it includes the individual, the heart of the family, for whom FDF offers its services, programmes and initiatives. We believe that what we offer at the foundation must enhance individuals, and elevates their thoughts, creativity and approaches in order to promote positive values and encourage bringing up proper citizens. We achieved some of what we aspire to, with Allah's help and the diligence of whoever belongs to the foundation. Our Ambition is great and the goal is highly important.

What we aspire to at FDF requires carefully studied plans and efforts that put sustainability on top of its priorities to achieve its vision, mission and objectives. This requires us to assume our responsibility towards the country and the society in a way to be consistent with the policy and goals of Abu Dhabi's government and its vision 2030.

Out of the transparency adopted by the foundation in everything it offers, this report highlights what we have achieved on the level of society, and our relations with the stakeholders, strategic partners and suppliers.

Finally, I would like to thank all our partner and stakeholders who seek to promote our role in Society, families and country so that we can all steer the wheel for the best of individuals, families and society, which we hope that they achieve continuing excellence and to be always in the lead.

Fatima Bint Mubarak

Supreme Chairperson of
the Family Development Foundation

G4-1



4. MESSAGE FROM THE CHAIRMAN OF THE BOARD OF TRUSTEES

Dear Reader,

Family Development Foundation proceeds with the transparency policy it has adopted since its establishment, along with its project concerning business sustainability; that vision that the foundation seeks to apply permanently in the various services it provides to a wide community in the emirate of Abu Dhabi. A community based on the individual and nurtured by the family. According to a strategic plan based on the reality's requirements, FDF offers its services, events and contests; locally in the emirate of Abu Dhabi by its programs, federally and in the Gulf area, by holding seminars and

forums, and internationally, as in the case of the international awards. Thus, implementing the directives of Mother of UAE, H.H Sheikha Fatima bint Mubarak, May Allah save her, as well as to Abu Dhabi government's policy and the UAE's policy, which call for the necessity of building an aware society

Since 2010- 2014, FDF has a goal, which is, to be one of the significant Emirati foundations offering social, awareness and empowering programmes that promote the society and make it more present and effective. Today, we can say that what our foundation has

achieved out of its strategic plan that is based on Abu Dhabi government's requirements is evident through our presence in the society and positively affecting it. This has been highlighted in the sustainability reports issued by the foundation. Since our first sustainability report, we adhere to clarity, transparency and objectivity. Moreover, we work with our full capacity to be builders, founders and achievers in our society to establish a society based on communication, responsibility and work dedication.

Finally, I would like to thank everyone helped and still helping us from governmental and private authorities, and volunteers. We

promise our leadership to meet their highest expectations. Furthermore, we promise our Supreme Chairperson, HH Sheikha Fatima bint Mubarak, may Allah save her, to get the foundation to the status it deserves, moving from our sublime values. We deliver this report to your good hands believing that together, you and us, we can make a difference to our society.

Ali Salem Obaid Al Kaabi
Chairman of the Board of Trustees

G4-1



5. MESSAGE FROM THE CHAIRMAN OF THE BOARD OF TRUSTEES

Dear Readers,

I am pleased to present the fourth FDF sustainability report for 2014. It reflects the transparency we have set on top of our priorities, as we believe that the information we provide will contribute in highlighting a realistic and true image of the FDF and make us more aware of the importance of our social programs and services. We always seek to be better, to emphasize to our society members that we are working for their sake, which is

what our supreme chairperson, Her Highness Sheikha Fatima Bint Mubarak, May Allah save her, Chairperson of UAE Women's General Union and Chairwoman of The Supreme Council for Motherhood, is consistently urging us to do.

With great enthusiasm and incessant motivation, we adhered to applying the high- value concepts we believe in, namely,

transparency, creditability and sustainability, which play a significant role in the success of any business. Based on these concepts, we built the FDF's strategic plan, and with firm steps and great determination, we were moving forward in implementing what had been planned in order to achieve distinguished results that have qualitative effects.

Our work, closely and vitally associated with the society, requires sincere intentions and excellence in performance from all of us in the FDF, and this is what we translate in the sustainability reports. We realize the sensitivity of our social role and the importance of our programs and their impacts on the society. These programs were developed after studying the reality carefully and reading the outcomes from various aspects; subsequently comes the phase of building these programs that we usually introduce in experimental versions to ensure their feasibility, usefulness and positive impact on individuals and families.

Today, as we present 2014 sustainability report, with transparency and creditability, we affirm that it is a qualitative addition to what we offered in all of the 17 FDF's centers that implemented 31 strategic programs compared to 27 programs in 2013. In addition, the number of participants in these programs reached 39,542 compared to 33,068 participants in 2013. Also, our programs achieved a satisfaction rate of more than 90% compared to 87% in 2013, and the qualitative effect rate reached 77.7% compared to 78% in 2013, while our total financial resources reached 281,107,000 AED compared to 347,288,000 AED in 2013. The Emiratization rate also reached 82% compared to 79% in 2013. Through all of the previously mentioned, we assert that we are committed to transparency and sustainability, and that we are walking on the path desired by Abu Dhabi government, which achieves the Abu Dhabi vision 2030.

Since 2010, we have been working in the FDF on addressing challenges and dealing with them with a spirit of diligence, persistence and determination to figure out their causes, set plans and solutions to overcome them and invest them as opportunities for enhancement. One of our most prominent current challenges is the adaptation with the advanced systems that has been applied in the foundation, such as the ERP, CRM and information security systems. Intensive specialized training was the optimal solution we used to face this challenge. Also, transforming some strategic programs into the operational programs category resulted in the challenge of accurately calculating the programs' costs, so the decision of coding the programs and introducing them into the ERP system in the coming phase was taken in order to reflect the operational programs' costs orderly and accurately.

Our evaluation of the FDF achievements so far does not rise to our ambitions, since we still have much to accomplish; and if the road to success starts with a single step, our road requires high energy, sincere efforts and conscious minds aware of the importance of the responsibility that we shoulder. I may say, in partnership and cooperation with numerous organizations, agencies and foundations, we were able to leave our clear mark in the social work field. The road towards achieving the family's ultimate goal still necessitates perseverance and seriousness in performance.

I wish that the sustainability report 2014 would be a real opportunity for you to be acquainted with the FDF achievements in 2014, hoping that it will meet your satisfaction and interest.

Mariam Mohamed Al-Rumaithi
General Manager

6. ABOUT THE FAMILY DEVELOPMENT FOUNDATION

The Family Development Foundation is an independent, government, non-profit organization operating in the Emirate of Abu Dhabi and reports to the court of the Crown Prince. It has an independent legal personality, full legal competences, as well as financial and administration independence. FDF was established upon the initiative of His Highness Sheikh Khalifa bin Zayed bin Sultan Al Nahyan (President of the UAE) and the presidency of Her Highness Sheikha Fatima bint Mubarak, Chairperson Of UAE Women's General Union and Chairwoman Of The Supreme Council For Motherhood on May 2006 by virtue of law no.112006/. Formerly, FDF was a civil society organization called Al Dhabyaniah Women Association created in the 1973.

FDF creates tailor-made programs for local communities to strengthen family units and develops citizens that are capable of contributing to the economic and social development of the Emirate.



G4-3, G4-4, G4-5, G4-6, G4-7, G4-56, FDF1

In line with the government goals and Abu Dhabi Vision 2030, FDF's has six priority areas that cover its external and internal institutional goals. Each of these priority areas corresponds directly to the goals of the government of Abu Dhabi to achieve sustainable social and economic development of the country. The six priority focus areas and the corresponding nine Abu Dhabi Vision 2030 Goals are as follows:

FDF Strategic Priority Areas

Priority Area	Description	Alignment to Abu Dhabi Vision 2030 Goals							
		G01	G02	G05	G06	G08	G09	G10	G16
Strengthen Family Units	Promoting the values of cohesive communication between family members, supporting the family system based on mutual respect, integration of roles and family stability, and highlighting the concepts of belongingness and national identity.	○	○		○	○		○	
Build Women's Capacities	Sustainable social and economic development of family with a focus on the development of women abilities.	○	○			○			
Nurture Healthy & Productive Children and Youth	Supporting healthy lifestyles of families, strengthening health protection, encouraging physical fitness, the culture of environmental sustainability, and the concept of rationalization, and addressing social constraints.Promoting positive, traditional, and social values for children and youth and developing their skills.	○	○	○		○		○	
Promote Social Inclusion of the Elderly	Integrated and comprehensive support for the elderly, strengthening the ties between them and children, and teaching families about the psychological, health, social, and economic requirements and needs of the senior citizens to ensure the integration of the elderly into the community with different age groups and to provide a safe and decent life for them.	○	○			○		○	
Establish a Solid Institutional Foundation	Developing FDF's potential, operations, methodologies and research capabilities, and using technology as a tool to enable it to provide services efficiently, effectively and perfectly, based on international standards, comparisons, and practices.	○		○			○	○	○
Enhance Human Resources	Building a system of efficient staff at FDF, providing an attractive and secure work-environment, consolidating the culture of creativity and innovation, developing the spirit of leadership, and developing the employees' skills to enable them to do their work efficiently and effectively, adhering to the professional and ethical values.	○	○				○		○

- G01:** Create a growing, diverse, and highly productive knowledge-based economy
- G02:** Balanced social and regional economic development that brings benefits to all
- G05:** Healthy population able to contribute effectively to society
- G06:** Maintain a safe and secure society
- G08:** A caring society that provides equal opportunities
- G09:** Fair, ethical and safe labor conditions with Nationals employed to their full potential
- G10:** Maintain Abu Dhabi's culture, values and heritage
- G16:** World-class government administration and service

In 2014, the strategic map was developed as a tool to link the strategic objective with the FDF priorities and the most important thing was that the criteria of excellence standards of sustainability and business continuity were one of the most important drivers of the FDF objectives.

Moreover, the strategic department executed FDF's strategy plan 2014 - 2018. As well as, revisited the process that related to strategic partnership in order to clarify the roles and responsibilities for FDF's divisions and the strategic partners. Furthermore, the strategy department issued a sum of twenty performance reports, monitoring the progress of the divisions and the foundation.

In the third quarter of 2014, the strategic department attended meetings with GSEC to organize and discuss the alignment of FDF's strategic plan with the Emirate goals, outcomes and strategy. Thus a decision been made on 14th of December 2014 to form an internal team to work on the strategic alignment requirements.

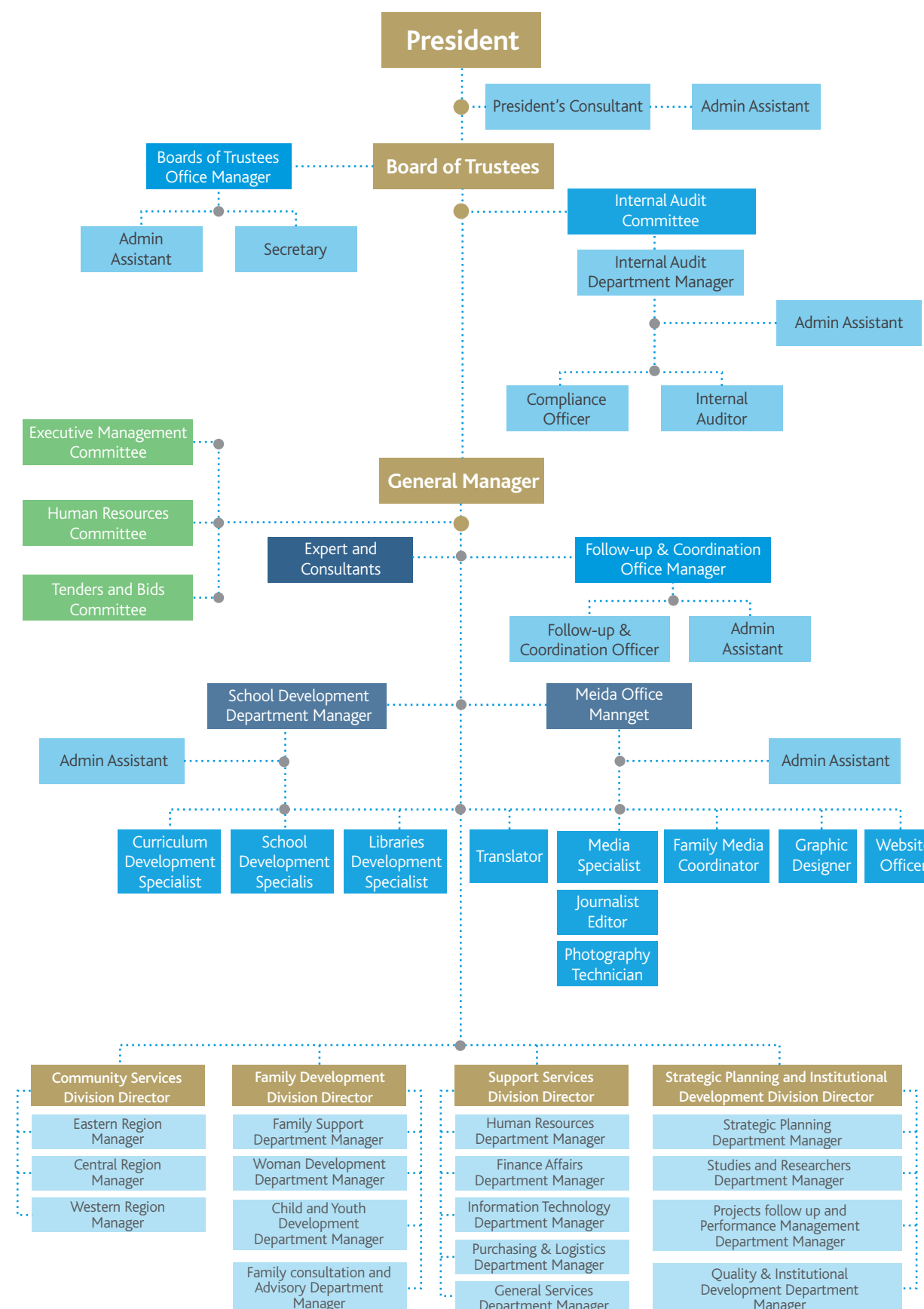
The team's responsibilities are:

- Review the current Mission, Vision and Values.
- Analyze the internal and the external environment by using SWOT and PESTEL analysis.
- Review and update the strategy map to align with the emirate strategy.
- Review and update the performance management.
- Compile the needs and expectations from our strategic partners.
- Execute the Strategy Plan.
- Review the emirate's plan to propose projects that are related to the programs that already been defined by GSEC.
- Use the Updated studies and researches to define the needs of the community members.
- Create and design sustainable projects based on the studies and research results.
- Fulfill the required data that related to the programs and projects forms.

6.1 Our Management Team

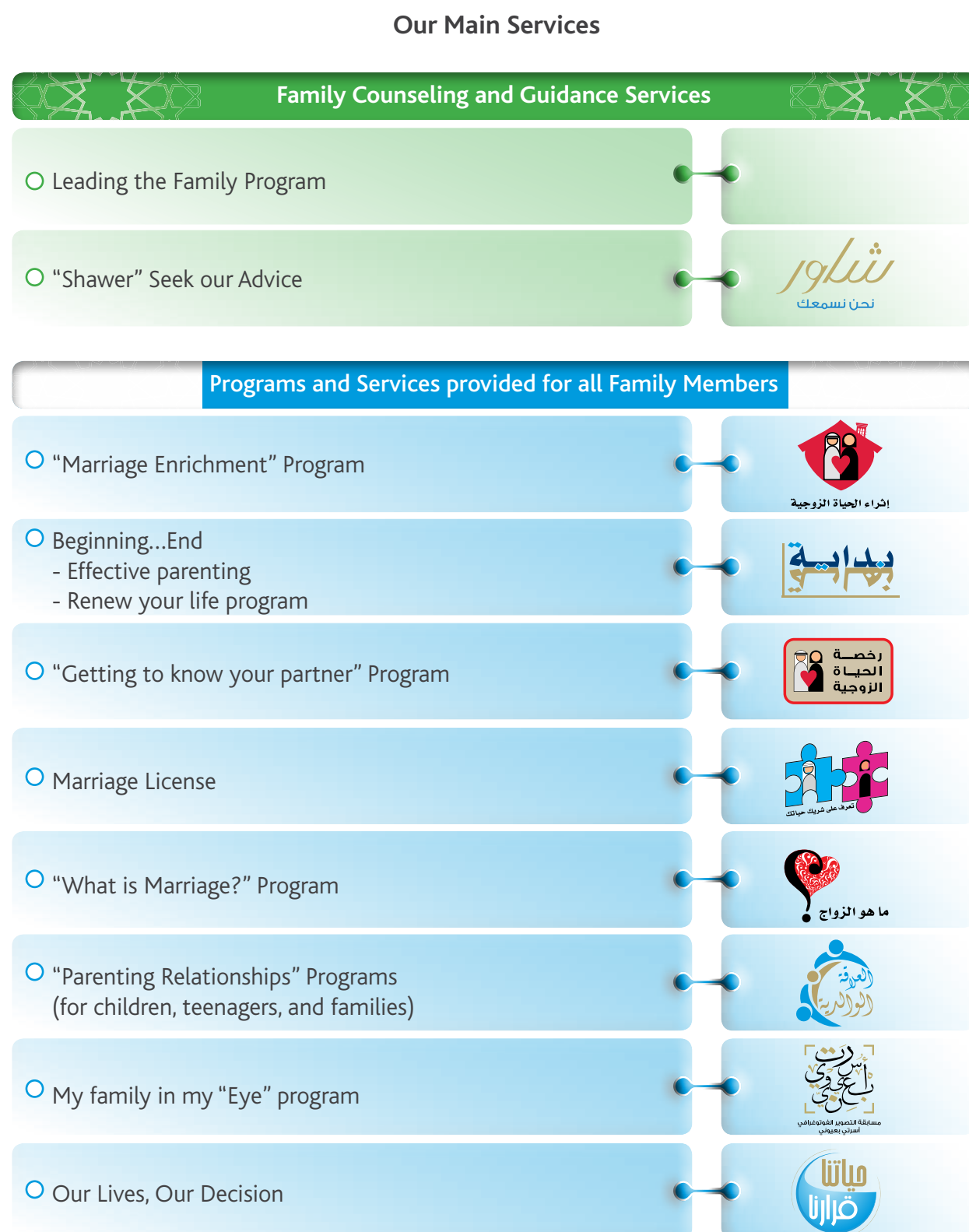
With H.H. Sheikha Fatima Bint Mubarak (Chairperson of UAE Women's General Union and Chairwoman of the Supreme Council for Motherhood & Childhood) as the Chairperson of the Foundation, the rest of the management team includes- Board of Trustees, General Manager, and the directors of the four main divisions: community service, family development, support services and strategy planning and institutional development. The following graph outlines the Foundation's

Family Development Foundation Organizational Structure- Top Management

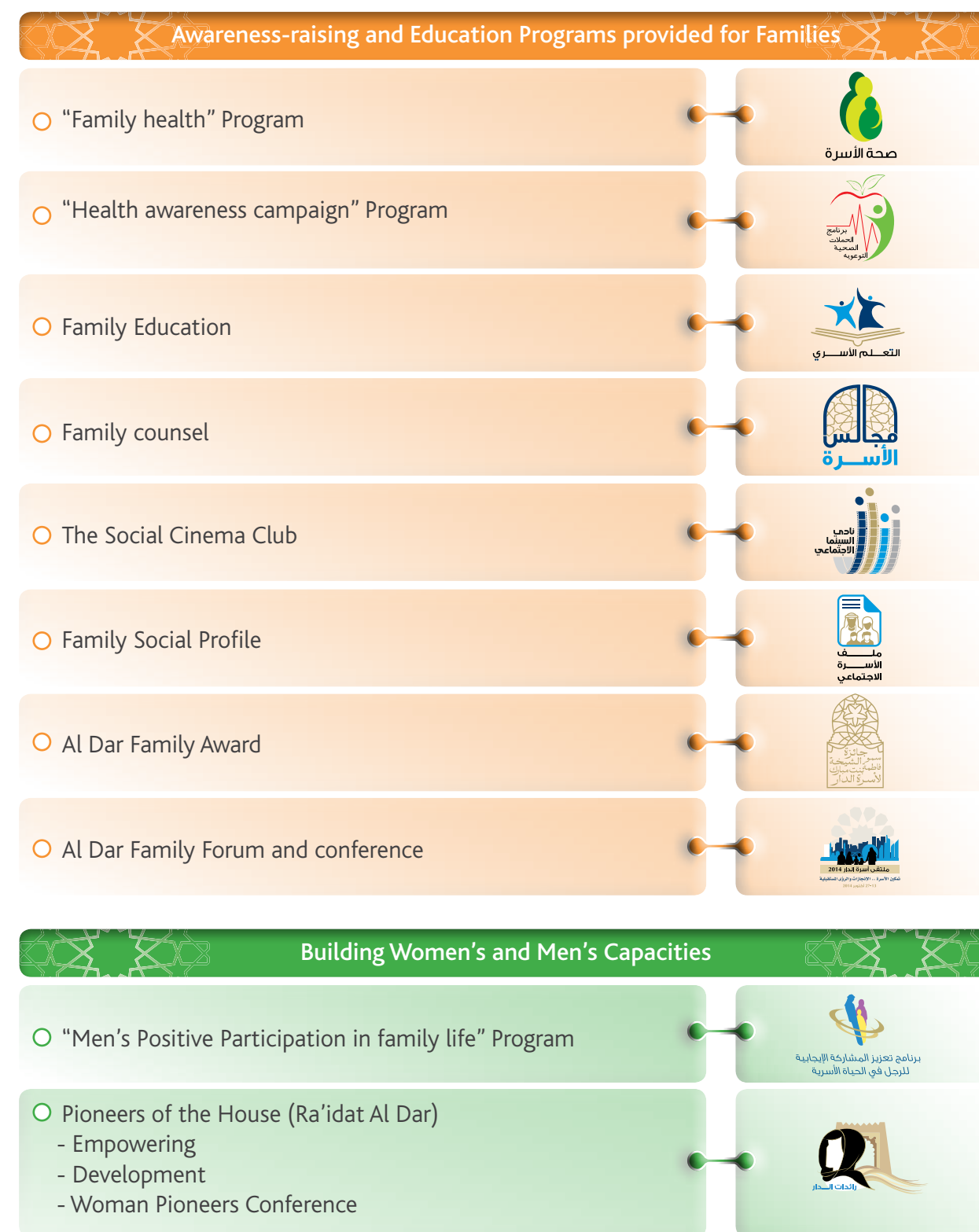


6.2 OUR MAIN SERVICES

Our programs and services are developed based on our strategic priority areas to maximize their impact on our stakeholders. It is worth mentioning that, we deliver our programs and services in Arabic language and we deliver some of them in the English language as well. Our target audiences include both UAE Nationals and expats. The figure below illustrates our main services and programs:



G4-2, G4-4, G4-8



G4-2, G4-4, G4-8

Sports Programs for Women

- "Lyaga" fitness Program
- Creating sports teams for Girls Program



- "H.H. Sheikha Fatima Award for Athletic Women" Program



- The 100 Day's Challenge



Programs providing Comprehensive social Care for Elderly

- "Barakat Al Dar" the blessing of the house program



- Social Home Care for Senior Citizens



Nurturing Healthy Children and Productive Youth

- Yelset Al Freej



- Youth Of the House



- Children and Youths of the House Club



- Safe Childhood



- The Arab Youth Award launched in 2011



6.3 Other Services

Besides our main services, FDF also operates four private schools:

1. Al Bateen Scientific Private School – this school teaches the Arabic and the American systems for all stages.
2. Al Dhabyaniah Private School – this school teaches all stages and adopts the Abu Dhabi Education Council (ADEC) and teaches the English language from grade one, both subjects scientist and mathematics in KG are taught in English.
3. Al Wathba Private School – this school teaches the Hard Court system besides the Arabic system. It has the levels from kindergarten (KG) to grade three and both scientist and mathematics subjects are taught in English.
4. Al Danat Private School KG / Al Ain this School adopt the American System.

The Four schools participated in sustainability initiative through the environmental marathon and the environmental exhibition. Moreover, to raise the scientific awareness and experience, Albateen School participated in the Global Scientific conference 2014 that was held for the First time in AD were the students projects in Chemistry, physics and biology has been presented.

It is worth mentioning that Al Bateen and Al Dhabyaniah schools has participated in the Abu Dhabi Sustainable Schools program, an initiative that was carried out by the whole school and was directed to students, teachers, parents, administrators, where this initiative dedicated to connecting all these society, and adopt the components of this program on the interaction and participation. And enables schools and school capacity building in the field of auditing and monitoring of environmental impacts and manage the best available techniques.



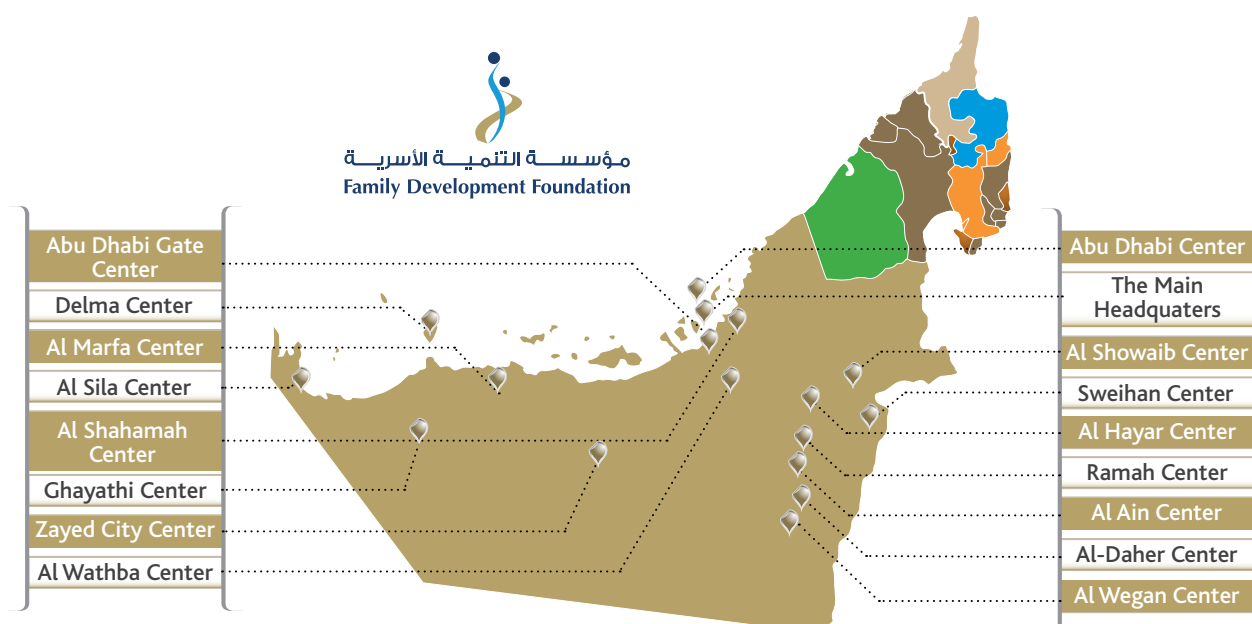
Al Wathba Private School



Honoring Al Bateen School

6.4 Our Centers

Currently, we serve the community through 17 centers (including the headquarters located inside the city of Abu Dhabi) while the remaining are in the Western, Eastern and middle area of the emirate of Abu Dhabi as in the figure below. In 31st March, 2014, Al Daher center in the eastern region was established and the launching ceremony will be in 2015. The centers include schools, health centers, and public libraries. Each center provides a range of services as benefits the community; (to read about the various services offered, please refer to the "Maximizing Our Impact" Chapter, on page 35).



FDF Head Quarter

6.5 Our Memberships



FDF obtained membership with the Abu Dhabi Sustainability Group (ADSG) in 2011, a membership organization whose mission is to promote sustainability management in Abu Dhabi, by providing learning and knowledge sharing opportunities for government, private companies, and not-for-profit organizations (www.adsg.ae).



World Family Organization
Organisation Mondiale de la Famille
المنظمة العالمية للأسرة



In 2011, FDF also acquired its membership in the World Family Organization.

In 2012, FDF gained more memberships in the field of engaging strategic partners who have mutual functioning. The Social Development Sub Committee at the General Secretariat of the Executive Council (GSEC), has established a committee specialized in performing services to the elderly of the emirate of Abu Dhabi by a decree (NO 2C 262012/). In the decree, this committee is chaired by the FDF, with the membership of the Health Authority-Abu Dhabi and the Zayed Higher Organization for Humanitarian Care & Special Needs.

In 2014, FDF obtained membership with the European Foundation for Quality Management (EFQM).

<http://www.efqm.org/about-us/our-history>

6.6 Our Awards and Recognition

In 2014, FDF received several recognition statements in:

- ISO 9001: 2008 Quality Management System.
- ISO 14001: 2004 Health and Safety.
- FDF gained the first class Award in the field of youth care and developing their skills, where it came in recognition of the role of effective institution to support and care for young people and their interest by the Cooperation Council for the Arab States of the gulf in Kuwait.
- Al Bateen School had won the second place at the level of Abu Dhabi emirate for the year 2014 in "waste management program". The annual environmental competition, which organized by the Environment Agency in Abu Dhabi.

6.7 Our Most Significant Achievements in 2014 FDF1, FDF2

The main achievements related to sustainability in 2014 were the following:

1. Certification for its Environmental Management System according to the ISO 14001 international standard, and for occupational health and safety according to the OHSAS 18001 standard.
2. The Launching of the Project of Measuring Customer Experience, which includes Collecting needs and expectations of beneficiaries, Employee Satisfaction, Customers' Satisfaction, Society's Satisfaction, Partners' Satisfaction, Suppliers' Satisfaction and the Secret Shopper.
3. The board of trustees was reconstructed and new members are included.
4. The CRM system was implemented at FDF in order to increase efficiency and sustainable performance.
5. In 2014, the classes for elderly education were transferred from the Family Development Foundation to the Abu Dhabi Education Council.
6. The launching of The Social Home Care for Senior Citizens service.
7. The launching of Sheikha Fatima Bint Mubarak's Program for Community Innovation and Excellence., which includes Sheikha Fatima bint Mubarak International Award for Arab Youth, Sheikha Fatima bint Mubarak Award for Athlete Woman and Sheikha Fatima bint Mubarak International Award for the family (Osrat Al Dar).





BCM Training for government entities by GESEC

8. In the third quarter, 2014 business continuity became mandatory by the government in Abu Dhabi Emirate, therefore, FDF was keen to implement business continuity. FDF put its strategic and action plan, analyzed the risks and trained the employees with different managerial level to implement and integrate the business continuity in the system.



BCM Training

9. In 31st March, 2014, Al Daher center in the eastern region was established and Al Bateen Center and school were transferred to the Municipality Affaires on 14 /8/ 2014.



Marriage Programme

7. PROGRESSION OUR 2014 COMMITMENTS TO SUSTAINABILITY

FDF set a number of goals, addressing its operations for the year 2014, within its previous 2013 Sustainability Report. The following is a summary of our achievements on these sustainability goals, which are further elaborated within this Report.

2014 OBJECTIVES	Level of Progress
PROGRAMS	
Design program that provide families with a new direct services initiative.	Achieved (See page 54)
Design programs that provide elderly citizens with a new services initiative.	Achieved (See page 23, 71)
Combine all the excellence award under one project which is the community Excellence Program.	Partially achieved (See page 23)
Smart mobile solution services*.	Not achieved
LEADERSHIP FOCUS	
Conducting an entity – wide risk assessment internally.	Achieved (See page 79)
Reviewing prior findings received resulting from the annual financial statement audit.	Achieved (See page 79, 80)
Reviewing Abu Dhabi accountability authority findings and take, the necessary actions required for enhancement.	Partially achieved (See page 80)
Bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, internal control and various governance.	Achieved (See page 80)
Approve and implement the mechanism for recommendations to the board.	Partially achieved
ENVIRONMENT PROTECTION	
Achieve reduction of water consumption by 4%.	Not achieved (Water) (See page 85)
Limit Increase in our paper consumption at 3%*.	Achieved (See page 86-87)
Achieve a 2% reduction of our petrol and energy consumption.	Achieved (See page 84)

2014 OBJECTIVES	Level of Progress
Monitor and measure our materials used, our waste and our impact.	Partially Achieved (See page 86, 87)
Measure environmental investments.	Not achieved
○ HUMAN CAPITAL	
Add allowance of tickets and premium children education.	Not achieved
Activate the E-Recruitment	Achieved (See page 88)
Complete the modernization of permanent and temporary contract project.	Achieved (See page 88)
Implement Smart Service Program (Kiosk).	Partially achieved (See page 88)
○ RESPONSIBLE BUYING	
To put sustainability as one of the criteria of our services tenders.	Partially achieved (See page 97)
Request certificate of non-violation from ADCCI.	Partially achieved (See page 97)
○ INTERNAL OPERATIONS	
To implement a CRM (customer relation Management) system.	Achieved (See page 102)

8. SUSTAINABILITY MANAGEMENT AT FDF

8.1 Sustainability for FDF

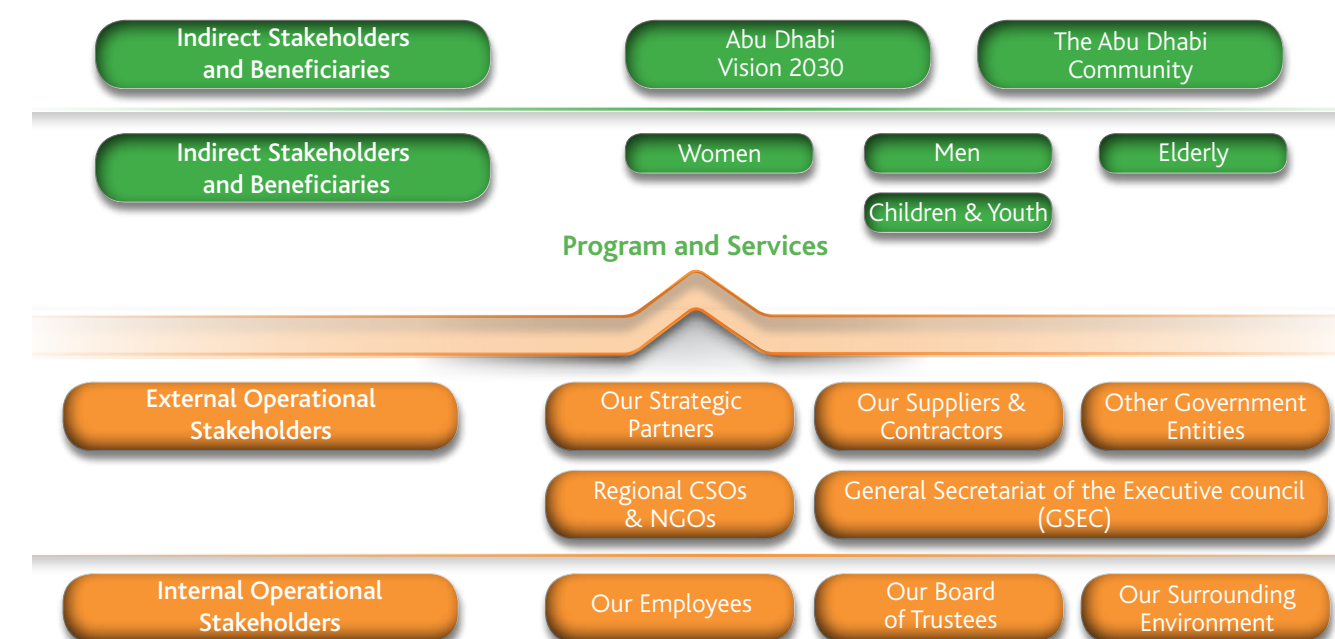
We recognize that in order to contribute to sustainable development, we must adopt sustainable practices at a foundational level across our organization internally, as well as extend this adoption externally in our work with the community. For this reason, we have created our sustainability management framework, and have committed to measuring our economic, social, and environmental impact all in one management system.

"We define sustainability management as the integrated management of our economic, social, and environmental performance, to optimize the benefits for all our stakeholders in a sustainable manner."

8.2 Our Stakeholders

FDF has a large number of external and internal stakeholders, some involved on the operational level and others at the beneficiary or program-impact level. These stakeholder groups were identified through internal procedures, including respective departments of FDF, in order to identify all those, which are "either affected by our operations or are affecting our operations". The following diagram illustrates our stakeholder groups on three levels / focus of engagement.

1. Our Internal Operational Stakeholders, which are made up of our employees, our Independent Board of Trustees, which oversee FDF's operations, and our surrounding environment.
2. Our External Operational Stakeholders, which are an integral part of FDF's operations and the delivery of its Programs and services. Stakeholder groups in this category include the General Secretariat of the Executive Council (GSEC), our suppliers and contractors, our strategic partners, and other public and private entities.
3. Our Direct Beneficiaries and Stakeholders, which are the stakeholder groups who have direct impact or those who are directly impacted by our operations, programs and services.
4. Our Indirect Beneficiaries and Stakeholders, which are stakeholder groups who indirectly affect or those who are indirectly affected by the extended impacts of our operations, programs and services.



Our Stakeholder Map

G4-2, G4-12, G4-24, G4-25, G4-26, G4-27

The table below illustrates our main stakeholder groups, material sustainability issues relevant to each group and details on how we respond to those issues and engage with each group.

Stakeholder Groups, their Material Issues and Engagements with them

Stakeholder Group	How we Engage/ Frequency	Stakeholder Issues and Needs	FDF Approach to Respond
Stakeholders and Beneficiaries (Indirect and Direct)			
Abu Dhabi Vision 2030	- Strategic priorities and plans. - Evaluation and analysis of work. (quarterly and annually)	Active, positive contribution and commitment to the Abu Dhabi vision, and the achievement of its goals through linking the family needs with the vision's priorities.	- Our programs and services, for family units and family members, affect the wider community and impact the Abu Dhabi Vision. - The implementation of high standards organization excellence and working through partnerships contribute to the performance of the Abu Dhabi government.
The Abu Dhabi Community	- Community Outreach opportunities - Media communications (ad-hoc) - FDF centers (monthly) - Websites (continuously) - Parks	Progressive, sustainable social development and contributing to the well-being of the Abu Dhabi community.	- FDF's direct and indirect impacts of its strategic programs and services contribute to the Abu Dhabi community. - Its partnerships and networking approach provide social engagement opportunities. - Constant updating of website. - Media communications.
Families	- Media communications - Website - SMS messages - Programs for family units - FDF centers (according to the calendar of family program)* - Parks	- Stability and healthy communication style between family members. - To activate family values that reflects the culture and traditions. - To strengthen the concepts of belongingness and national identity among family members and a high quality, healthy lifestyle.	- FDF conducts a survey every five years to identify a number of focus areas and challenging issues related to the needs, and define priorities, which constitute the biggest impact to Abu Dhabi families. - Provides family members with services that respond to the key issues and fulfills the highest priority needs of the families. - Constant updating of website.
Family members: Women, Men, Elderly, Children and Youth	- Media communications - Website - SMS messages - Programs for family members - FDF centers (according to the calendar of family program)*	- Family healthy lifestyle and consultations. - Capacity building of women. - Support men in participating effectively in family life. - Behavioral development for children and youth. - Integrated and comprehensive support for the elderly.	- A variety of strategic and impactful services that address family needs and individual family members' expectations (programs for: women, men, children and youth, and elderly). - To ensure the positive contribution in the economic, social, and environmental development of Abu Dhabi.

Stakeholder Group	How we Engage/ Frequency	Stakeholder Issues and Needs	FDF Approach to Respond
Operational Stakeholders (External and Internal)			
Strategic Partners	- MOUs - Websites - Meetings - Annual ceremony (as required)	Transparency, cooperation and collaboration, fair bidding process, transparency in results of bids, Favorable working conditions.	- Collaborations and strategic partnership MOUs, In addition, partnership evaluation. - Health and Safety Training of our employees and customers.
Suppliers & Contractors	- Contracts - SLA (ad-hoc)	Transparency, timely payment, fair bidding process, transparency in results of bids.	- Standardized processes as identified with our contracts & procurement policies. - Health and Safety Training of our employees and customers.
Other Government Entities	- MOUs - Websites - Meetings - Annual ceremony (as required)	Other Government Entities: Collaboration and partnership in implementing strategic programs and services.	- Cooperation on strategic and operational programs. - Utilizing FDF's centers and unique position of outreach to Abu Dhabi families to complete programs with other government entities and maximize their positive impacts.
Regional Civil Society Organizations and Non-Governmental Organizations	- Meetings - websites	Knowledge management and sharing to ensure greater impact to society beneficiaries.	Annual, or when needed negotiations to support, manage, and activate strategic Partnerships for knowledge transfer and capacity building.
GSEC	- Audit - Report submission - Strategic plan approval (Quarterly meetings) (Annual ceremony)	General Secretariat of the Executive Council (GSEC): Alignment with the government vision and goals, implementation of Abu Dhabi 2030 Vision, oversees FDF's strategic planning, and reviews budgets and performance reports.	- Collaborating with GSEC to ensure compliance with government policy and standards. - Striving to achieve the GSEC recommendations and requirement of FDF's role in advancing sustainable social development. Compliance with Law and regulations.
Employees	- Formal and informal meetings - Social events - Internet - Events and conferences - Training - Surveys - Reports (continuously)	Career development, benefits & salary, timely payment, training, healthy attractive working environment, and transparency.	Continuous investment in the human capital by regularly conducting necessary trainings and development review, appraisal system, and health and safety management system.

Stakeholder Group	How we Engage/ Frequency	Stakeholder Issues and Needs	FDF Approach to Respond
Operational Stakeholders (External and Internal)			
Board of Trustees	- Committees - Reports - Website - Events and activities (Monthly, or as required meetings)	Independent advisors to discuss and approve yearly priorities and strategic direction, monitor performance and achievements, and apply strong governance practices.	- Meeting the board's requirements and expectations, as well as implementing its recommendations in the most efficient and impactful manner. - Delivery of regular project performance and financial performance updates to inform the board's decisions and recommendations.
Surrounding Environment	- Protection - Monitoring - Training workshops - Partnerships and MOUs (continuously) (ad-hoc)	Environmental impact of our operations, programs and services	- Environmental Monitoring - Improvement of initiatives. - Environmental management plans. - Compliance with regulations.

*FAMILY DEVELOPMENT DIVISION ISSUE A CALENDAR OF THE PROGRAMS ANNUALLY TO SHOW THE TIME AND PLACE OF CONDUCTING THE PROGRAM



Family program

8.3 Our Approach to Sustainability

Sustainability Management

To manage Sustainability in a systematic way at FDF, since 2011 a Sustainability team was formed, and reformed in 2014 with part- time assignments on Sustainability issues. The Team is headed by the Head of Sustainability (Dr. Jamila Suliman Khanji, Advisor of Research and Studies), and appointed a sustainability coordinator (Fatima Alhammadi) with issues managed through the hierarchical chain, up to the level of Board of Trustees, for key issues (such as strategy, team composition, reporting etc).

The objectives and responsibilities of the Sustainability Team are as follows:

1. Leading the FDF in becoming a leading institution in the development of a sustainable development system.
2. Improving the Foundation's sustainability performance internally, in all divisions and programs.

3. Improving the sustainability performance externally, becoming an example of sustainability in Abu Dhabi.
4. Identifying sustainability management and preparing reports.
5. Raising sustainability awareness and understanding within the Foundation and in the community service sector.
6. Leading and executing sustainability-related initiatives, and measuring performance.
7. Holding a meeting once a month-at least, and presenting quarterly reports to senior management, including recommendations to accelerate observing sustainability, and improving the Foundation's performance.
8. Including sustainability in the strategic planning process, and in the Foundation's budget and annual reports.

In 2014, the team met 4 times and the key activities comprised of:

- An action plan with tasks and time frame was developed.
- The Head of the team attended (6) workshops under the Capacity Building Program of ADSG, by the international trainer Mr. Emmanuel Perakis. From Stream.
- The team was trained and provided with methodologies on how to write the sustainability report and prepare the KPIs.
- A proposal about the sustainability strategy was submitted to FDF strategic division and the KPI's were demonstrated after approval to the different departments at FDF.
- The sustainability strategy was integrated with the FDF Strategic map according to the previous recommendations by the head of sustainability.
- Fatima Alhammadi, sustainability coordinator, trained FDF's suppliers on sustainability concepts, which was prepared by Dr. Jamila Khanji, the head of sustainability team.

Sustainability Training & Awareness

In 2014, 171 of FDF employee from different managerial levels received a comprehensive training on sustainability compared to 46 in 2013, by the head of the sustainability team, Dr. Jamila Khanji, on topics directly related to definitions, issues, reporting system of GRI, and challenges. The satisfaction average of the trainees in 2014 was 97% compared to 93.3% in 2013, as completed by all the respondents.

Also, there were 25 of FDF's suppliers who were trained on sustainability and business continuity to raise their awareness and the satisfaction rate of suppliers on the training session was 77%.

Sustainability Materiality

We have undertaken a systematic approach to identify and prioritize the material issues relevant to our economic, environmental, and social impacts which are captured in our sustainability framework. This approach included the strategic research FDF does and the community study conducted in 2010 which assessed our stakeholders, their needs, and the root causes for their priority issues. We have also taken the best practices in the sector into consideration when identifying and prioritizing the material issues in this report. We believe that we have captured all of our stakeholders' material issues in our sustainability framework, and have covered those areas throughout the report.

The methodology to define sustainability materiality to FDF follows the G4 Methodology of analysis as described in the below table.



H.E GM Mariam Al Rumaithi and Dr. Jamila Khanji, at the press conference to launch the 2013 Report.

Sustainability Materiality Analysis

GRI Reference	GRI Aspect	Importance To Abu Dhabi	Stakeholders Interest	Impact of FDF	Overall Importance
G4-EN30	Transport	H	M	M	M
G4-EN8-10	Water	H	L	L	L
G4-EN1 G4-EN2	Materials	H	M	L	M
G4-N29	Compliance (environment)	H	M	H	H
G4-EN27 G4-EN28	Products and Services (environment)	H	M	M	M
G4-EN22-26	Effluents and Waste	H	M	L	M
G4-EN3-7	Energy	H	M	M	M
G4-EN11-14	Biodiversity	M	L	L	L
G4-EN15-21	Emissions	H	L	L	M
G4-EC7 G4-EC8	Indirect Economic Impacts	M	M	M	M

GRI Reference	GRI Aspect	Importance To Abu Dhabi	Stakeholders Interest	Impact of FDF	Overall Importance
G4-EC9	Procurement Practices	M	L	M	M
G4-EN32 G4-EN33	Supplier Environmental Assessment	M	M	L	M
G4-LA5-8	Occupational Health and Safety	H	H	M	H
G4-EN34	Environmental Grievance Mechanisms	M	L	L	L
G4-HR12	Human Rights Grievance Mechanism	H	H	M	H
G4-LA1-3	Employment	H	H	M	H
G4-EC5-6	Market Presence (employee)	H	H	M	H
G4-LA12	Diversity and Equal Opportunity	H	M	H	H
G4-HR3	Non discrimination	H	H	H	H
G4-LA9-11	Training and Education	H	L	H	H
G4-LA13	Equal Remuneration for Women and Men	M	H	H	H
G4-LA14 G4-LA15	Supplier Assessment for Labor Practices	H	H	M	H
G4-HR10 G4-HR11	Supplier Human Rights Assessment	H	H	M	H
G4-LA16	Labor Practices Grievance Mechanisms	H	H	L	H
G4-HR1 G4-HR2	Investment	H	H	M	H
G4-HR4	Freedom of Association and Collective Bargaining	*N/A	N/A	N/A	N/A
G4-SO1 G4-SO2	Local Communities	H	H	H	H
G4-SO3-5	Anti-corruption	H	H	H	H

GRI Reference	GRI Aspect	Importance To Abu Dhabi	Stakeholders Interest	Impact of FDF	Overall Importance
G4-SO7	Anti-competitive behavior	M	M	H	M
G4-HR5	Child Labour	H	H	H	H
G4-LA4	Labour Management Relations	H	H	H	H
G4-HR6	Forced or Compulsory Labor	H	L	M	M
G4-EC1-4	Economic Performance	H	M	L	M
G4-HR7	Security Practices	H	M	L	M
G4-SO8	Compliance	H	M	M	M
G4-HR8	Indigenous Rights	H	H	M	H
G4-SO6	Public Policy	L	M	M	L
G4-SO9 G4-SO10	Supplier Assessment for Impacts on Society	M	H	M	M
G4-SO11	Grievance Mechanisms for Impacts on Society	M	M	M	M
G4-PR1-2	Customer Health and Safety	H	H	H	H
G4-PR6-7	Marketing Communications	M	H	H	H
G4-PR3-5	Product and Service Labeling	*N/A	N/A	N/A	N/A
G4-EC6	Emiratization (Market Presence)	H	H	M	H
FDF 1	Business Continuity	H	H	M	H
FDF 2	Excellence	H	H	M	H

*N/A not applicable to our mandate or to Abu Dhabi government policies or regulations

High (H): high impact

Medium (M): Medium impact

Low (L): Low impact

FDF 1: Mandatory from the government.

FDF 2: Mandatory from the government.

Sustainability Strategy

The basis of our Sustainability Strategy, which aims to achieve our sustainability objectives, while contributing to the sustainable development of the Emirate of Abu Dhabi, is twofold:

'Maximizing Social Development Impacts' through our services on one side and 'Minimizing Impacts through our Internal Operations' from an internal organizational operations level.

Regarding 'Maximizing Social Development Impacts', all the programs which are designed and implemented at FDF with our strategic partners fall within one of the 9 following categories in our sustainability framework.

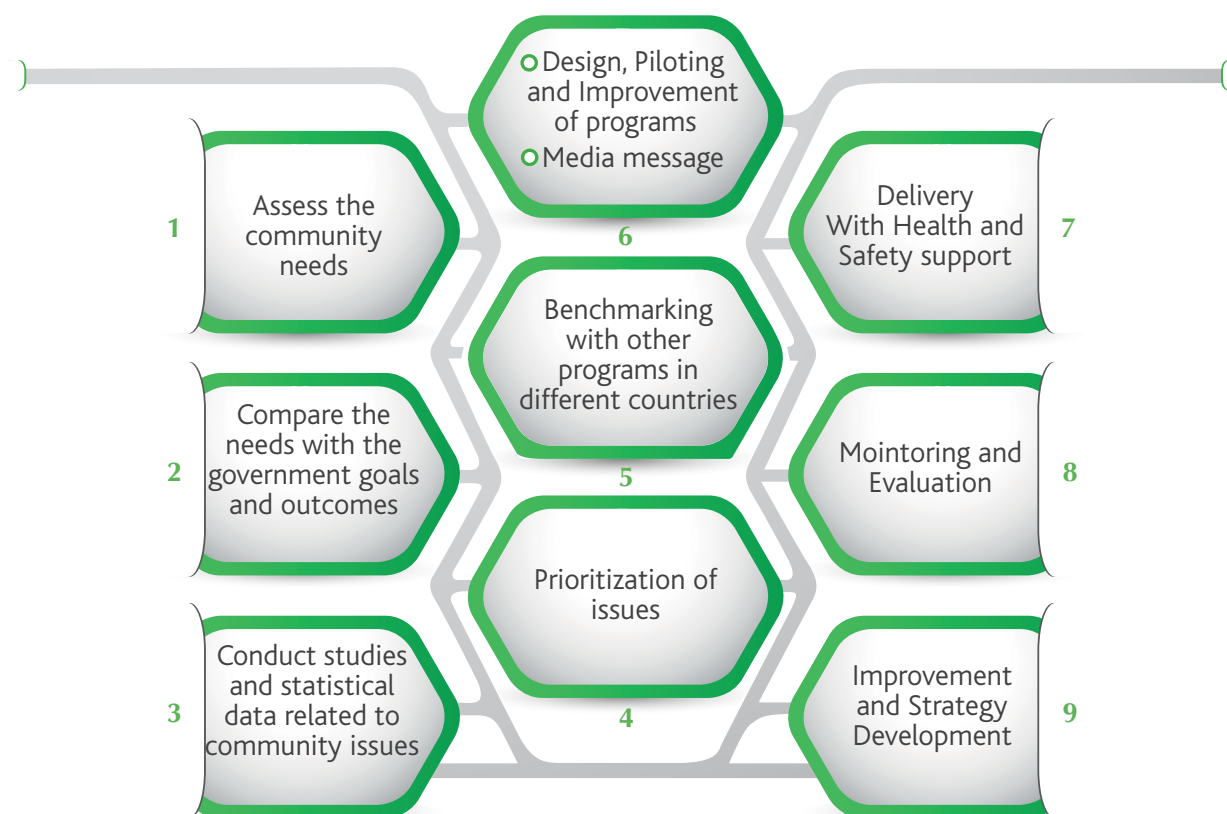
Regarding 'Minimizing Impacts through our Internal Operations', FDF constantly strives to function through its internal operation in a sustainable manner, on Leadership Focus, Environment Protection, Human Capital, Responsible Buying, Financial Robustness, and Internal Operation. These operations



OUR SUSTAINABILITY FRAME WORK

PROGRAM CYCLE

We have a rigorous process in place for the selection, design, delivery, monitoring, and improvement of our programs. We realize that in order to maximize impacts, internal efficiency has to be considered, partnerships and relationships have to be leveraged, knowledge sharing has to be mobilized, and management and monitoring processes have to be put in place and continuously overseen. The graph below illustrates all the steps of the program cycle from the selection process, all the way through to performance improvements.



Our Program Cycle

The program cycle starts with intensive customized research to identify major topics or issues requiring improvement within a certain area. In 2010, FDF conducted a survey for a sample of 3,291 individuals randomly chosen by 16 different FDF centers, while ensuring that the subjects within the questionnaires are compliant with the social theme focus areas (and FDF role and mandate) and are aligned with Abu Dhabi Government goals and outcomes. We made sure that the sample selected for the study was diverse; the sample included people from both genders and from ages between 15 and 51, with different educational background, different marital status, and different income levels. The sample of the survey covered 2% of the population of each city of the 16 centers.

Regarding products and service labeling, this is not relevant to our operation. This is not applicable to FDF as we provide programs and services to customers. For these products, we have appropriate product and service information.

The Social Survey

At FDF the data and surveys are being updated periodically and therefore, FDF conducted the second social survey was been applied in 2014 as it was designed in corporation with the Abu Dhabi Statistic Center and in partnership with several government institutions in the Emirate of Abu Dhabi, the second social

survey, aims to:

- Identify current and future social problems.
- Identify the impact of social phenomena and problems in different aspects that affect the stability of the family in particular and the stability of society in general.
- Design and implement the best practices and scientific methodologies to assess the social situation in the Emirate of Abu Dhabi.
- take advantage of the social survey results to update the strategic plans of partners working in the social sector.
- Develop new ways and means of dealing with social phenomena and problems.
- Design programs and services contribute to solving these issues and social problems that have emerged in the social survey.



H.E Mohammad Al Neyadi, meeting with the Italian delegation.

The survey aimed all segments of society represented by the family, children, youth, adults, and the elderly.

The survey sample size was 7410 family consists, Emirati families represent 60% of them, and non- Emirati families was 40%, and the survey was applied by researchers Statistics Center through personal interview, for all categories.

FDF and its partner fulfill the initial stages of preparation for the survey during the second half of 2014, and that was the following:

- Approved the survey methodology from the Statistic Center.
- Meet with partners to define and clarify the objectives of the survey.
- Prepare the budget and the timeline for the project.
- Prepare the survey questionnaires in English and Arabic.

For now FDF is processing the experimental study of the family own scans and it's expected to be completed by the first phase of the survey in the end of September 2015, while the rest of the surveys of other groups are expected to be completed by mid-2016.

Programs are selected based on the identified topics of most importance - since the assessment is designed to identify the high priority for the root causes of the problem - as well as alignment with the specific social realities in the Abu Dhabi community. This has made the survey unique in its kind, in the Emirate of Abu Dhabi because it tests the root causes of issues.

An element of the program design comprises consideration of partnerships (to enhance efforts, contribute to innovation, and best utilize resources) and undertaking scans to avoid doubling efforts or conflict with other programs by other entities. On the design stage, we also made sure that we sustain the program on the long run using FDF resources by training the trainers; this as achieved by benefiting from our partners to deliver the program during the first year while building our trainers' capacity to carry on the program upwards.

At the same stage, the Health, Safety, and Environment Coordinators are trained to provide services and health support to beneficiaries and report any injuries occurring in the center. FDF now is in the process of linking state of emergency plans to evacuation plans, and therefore, the event's team will make visitors aware of the situation and any risks they may face. Where business continuity applications and strategy in public and private institutions in the Emirate of Abu Dhabi became a mandatory by the Secretariat of the Executive Council since February 2014.



A lecture by Hala Kazim at Al Multgana

PMO Department:

The project management department at FDF set up a number of annual reports each year where they view the problems and its type (such as administrative-financial-external-logistics), as they set up a number of methodologies to improve the function of the work.

PMO Foundation Objectives:

- Developing the forms for the projects' follow-up process- making sure to include all the stages of the project.
- Issuing monthly follow-up reports for strategic projects.
- Providing necessary technical support to the Project Managers to ensure the fulfillment of the projects' objectives and the realization of the expected results.
- Developing training workshops for the Project Managers, in order to develop their project management skills.
- Transferring professional project management-related information to outside parties.

Evaluation of Programs: In 2014, most of the recommendation which appeared in the comprehensive study, which was conducted by the Research and Development Department at FDF. The study was achieved through direct personal interviews, or indirect and through telephone or emails with trainers, coordinators in the centers, program and initiatives' owners, managers of the regions, and participants. In addition to the analysis of all the assessment tools and questionnaires that are designed to measure the qualitative and quantitative indicators of programs; the following parameters were considered and tested: compatibility, coherence, efficiency, impact and continuity. The satisfaction rate of our stakeholders that attend our programs and services was 94%.

Enrich married life Program had the highest rate of participation, followed by parental relationship (childhood), Family Health Program, Ramadan Forum, parental relationship programs (adolescence).

The tools was used were personal style interviews and face-to-face and telephone with the help of CATI computer.

The areas for improvement lies in the follow-up; to communicate in a timely manner, scheduling Foundation programs and notified, allocated to cover the content of the program time, overall satisfaction for appointments, provide ways to evaluate programs, advertising program, easy to navigate through the website, set up appointments required in you appropriate times, access to information through the website

8.4 Snapshot of Our Sustainability Performance

Social Development Impact Level		Indicator	Performance		
			2012	2013	2014
Services and Programs	The Abu Dhabi Community	○Number of community outreach opportunities	8	13	19
		○Public participation in community outreach opportunities (number of participants)	12,117	11,577*	24091
		○Number of strategic partnerships	28	26	18
	The Family Unit	○Total number of participants	8,258	16,361*	11672
		○Satisfaction rate	94%	86%	89%
		○Average increase in knowledge	91%	N/A	N/A
		○Average behavioral change/ impact score	80%	82%	81.3%
	Family Members	○Total number of participants	10,232	4,729*	4191
		○Satisfaction rate	92%	89%	89%
		○Average increase in knowledge	35%	N/A	N/A
		○Average behavioral change/ impact score	67%	80%	79%
		○Total number of complaints on privacy breach.	000	000	000

*Figures were verified as part of our 2014 Report Assurance Process.

Social Development Impact Level		Indicator	Performance		
			2012	2013	2014
Internal Operations	Leadership Focus	Business units/ operations analyzed for business risk	14%	46%	35%
		Independent members on the Board of Trustees	100%	100%	100%
	Environment Protection	Total energy consumption (GJ)	103,718	80,740*	65,758
		Total water consumption (m3)**	127,822	125,340	98,133
		Total paper consumption (Kg – estimate)	15,670	14,532*	7,045
	Human Capital	Total number of employees	311	341*	331
		Emirati employees in the workforce	76%	79%	80%
		Female employees in the workforce	79%	78%	89%
		Employees receiving regular performance review (of eligible employees)	100%	100%*	100%
		Employees receiving specialized training	35%	29%	77%
		Overall turnover rate	8%	6%*	6%
	Responsible Buying	Acquisitions by local suppliers (AED)	114,290,819	174,245,224*	95,022,343
	Financial Robustness	Total annual budget / revenues (AED)	272,914,835	347,228,000	281,107,000
		Annual budget received from the government (AED)	215,389,000	289,786,325	277,607,508
		Revenues from investment activities (AED)	11,612,204	13,345,882	6,943,028
		Revenues from subscriptions (AED)	42,442,631	39,728,922	37,459,101
		Revenues from strategic funds (AED)	3,471,000	1,750,061	3,142,168
Internal Operations	Implementation rate of the Information Technology system	60%	75%	75%	
	Initiatives implemented according to strategic plan (PMO)	100%	86%	69%	

** After Alshariaa park has been transferred to other entity there was a huge difference and decrease in water consumption rate occurred, and therefore we had excluded large consumption of water data since 2012.

9. MAXIMIZING IMPACTS THROUGH OUR SERVICES

Driven by the goal of maximizing social development impacts and contributing to the overall vision of Abu Dhabi 2030, we view the impacts of our services and programs on three levels:

1. Impacts and focus on contributing to the overall well-being of the Abu Dhabi Community.
2. Impacts and focus on the family unit and its cohesion.
3. Impacts and focus on family members as individuals.

Maximizing Social Development Impacts through our Services	
Impact Level	Desired Outcome
The Abu Dhabi Community	Focusing our efforts on achieving sustainable social development for a cohesive community and an improved quality of life for all while contributing to the wider goals and vision of Abu Dhabi.
The Family Unit Quality of Life, Women's Empowerment, Children's Empowerment, Role of Men, Parenting Skills, Elderly Integration	Contributing to healthy and secure families that are able to play a central and positive role in the economic, social and environmental development of Abu Dhabi.
Family Members Women, Men, Elderly, Youth and Children	Supporting and empowering family members to enable them to positively contribute to the family unit and to the economic and social development of Abu Dhabi.



9.1 Section One: Contributing to the Well-being of the Abu Dhabi Community

Desired Outcome	Focusing our efforts on achieving sustainable social development for a cohesive community and an improved quality of life for all while contributing to the wider goals and vision of Abu Dhabi.
Focus Areas	○ Maintain Abu Dhabi's culture, values and heritage while reflecting them upon a caring society that provides equal opportunities. ○ Aid a healthy population that is able to contribute effectively to society. ○ Support a growing, diverse, and highly productive knowledge-based economy founded on sound labor conditions and investing in local talents. ○ Achieve world class government administration and services.

Direct and Indirect Programs and Services Impacts

FDF defines its material sustainability issues related to its mandate and to its stakeholders, to achieve the government excellence and improving its services through supporting a knowledge-based economy with commitment to preserve Abu Dhabi's deep-rooted culture and heritage.

Our programs have direct and indirect impacts on the Abu Dhabi community and its social development:

A breakdown of our contribution to the government of Abu Dhabi is as follows:

Fdf's Direct and Indirect Impacts on the Abu Dhabi Community Through Programs and Core Focus Areas

Material Issue at the Abu Dhabi Community Level	Direct Contribution	Indirect Contribution
Maintain Abu Dhabi's culture, values, and heritage while reflecting them on a caring society that provides equal opportunities	Design programs that focus on empowering all members of the family, integrating the elderly within the community, and within families FDF is directly contributing to preserving close family values.	Working on empowering and educating individual family members ensures a just society that invests in its local talents in the future.
Aid a healthy population that is able to contribute effectively to society	FDF has various health programs delivered through consultation services and campaigns focusing on the overall family health and on individual members.	All of FDF's efforts and programs are directed to the psychological, emotional health and well-being of beneficiaries, thus driving effective and continuous contribution to the Emirate's society and its quality of lifestyle.

Material Issue at the Abu Dhabi Community Level	Direct Contribution	Indirect Contribution
Support a growing, diverse, and highly productive knowledge-based economy founded on sound labor conditions and investing in local talents	FDF's various internal and external efforts are direct contributors to the economy that Abu Dhabi aspires towards (growing, diverse, highly productive and knowledge-based).	FDF's contribution to the quality of life in Abu Dhabi (through the internal and external operations contribute to individual and collective productivity in the Emirate). This in turn helps to ensure a future economic vision driven by local talent and based on sound labor standards.
Achieve world class government administration and services	Focusing on maximizing a sustainable social impact, FDF has adopted a diligent approach to assess the needs of the society, designing programs, measuring and monitoring performance, satisfaction, and outcomes. Our Quality Excellence Management System, Health and Safety Committee, Media office and our Project Management Office (PMO) are a demonstration of this commitment.	FDF is constantly keen to present a role model for strategy, performance and management excellence amongst other government entities in the Emirate while committing to knowledge sharing and inter-organizational support.

Community Outreach Opportunities

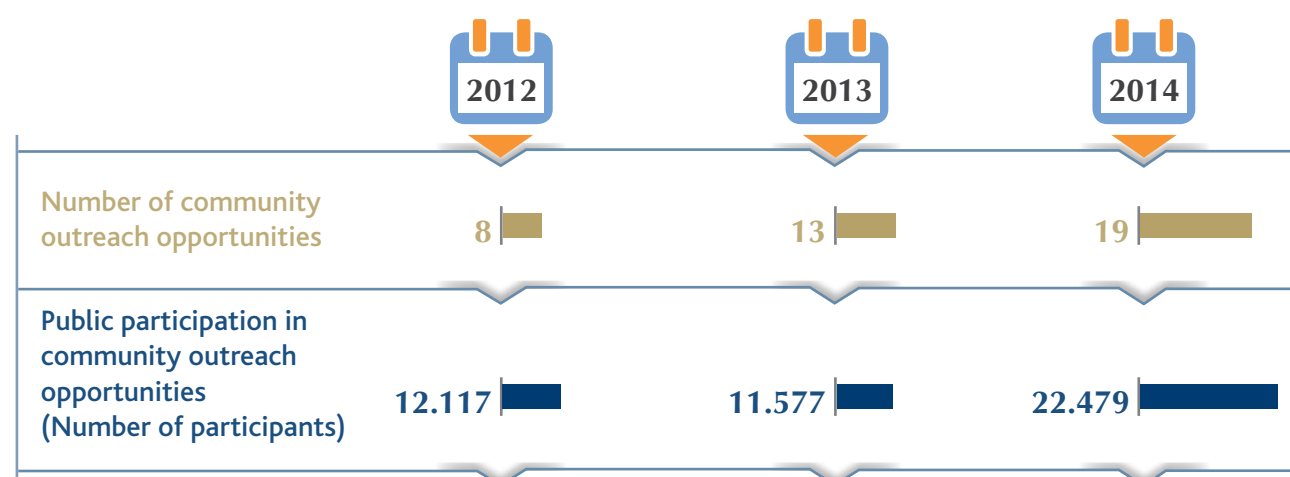
In addition to our above-mentioned contribution through our programs, we actively work on coordinating and managing civic engagement opportunities and community building events. These efforts provide our community members with a sense of belonging and helps strengthen community relationships and cohesion.

In 2014, FDF delivered 19 Community outreach opportunities and events, compared with 13 in 2013, including the 41st National Day, The Summer Forum, Ramadan Forum, the Electronic Citizenship, The International Days, Women's Day, Family Day, and the International Day for Elderly.

In 2014, the Media Office launched a photography competition "My Family in My Eyes" for youth as a community outreach initiative; the themes were, the elderly people as blessings to our life, Mother's love and care, and the balanced role of men in life.

The total participant of community outreach opportunities in 2014, were 22,479 compared to 11,577 in 2013 and the total average of satisfaction in 2014 was 91% compared to 80% in 2013.

Community Out Reach Opportunities Numbers



43 National Day Celebration

Strategic Partnerships

With 17 centers spreading throughout the Emirate, FDF is an integral part of many of the communities it operates in and has established a wide outreach foundation to families and family members. As part of our greater commitment and vision to advancing social development in the Emirate, we are proud to employ our tangible (centers) and intangible (community outreach and relationships) assets to support the greater social good. This is materialized by supporting the efforts of other entities and organizations requiring use of those assets. We view this as another channel by which FDF contributes to social issues on the Abu Dhabi level, while helping advance the excellence of services and administration in the Abu Dhabi government.



43 National Day Celebration

The General Secretariat of the Executive Council (GSEC) is considered one of our most important external operational stakeholder and they managed to collaborate with FDF to insure alignment with the government vision and goals through FDF strategic plan and FDF has been included by the General Secretariat of the Executive Council within their Social Committee.

FDF has partnered with various entities to aid family outreach and spread important messages to communities: the Environment Agency – Abu Dhabi (EAD), which spreads environmental awareness to rural regions of the emirate through FDF's centers, the Health Authority Abu Dhabi (HAAD) and the private sectors like Al Noor Hospital, Twaam, Khalifa Hospital- which spreads important medical screens and awareness sessions, and nutrition clinics through FDF's facilities. Other partnerships that focused on maximizing development impacts on the Abu Dhabi Community level include our partnership with Zayed University, the Department of Planning and Economy, and the Western Region Development Council.

Fdf's Partnerships



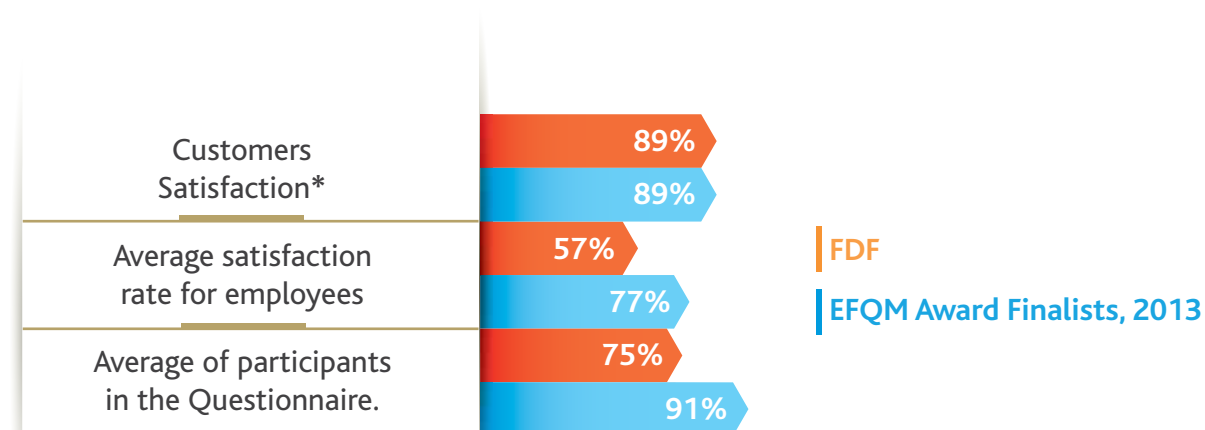
In 2014, FDF managed to conduct a comprehensive evaluation of its partnerships to ensure their relation with FDF strategy, maximize their impacts, and identify areas of improvements by analyzing the partners' mandates and main tasks and comparing them with FDF mandate and main tasks. The results of this analysis guided FDF to focus on working with 18 partners to address social issues and problems. In 2014, FDF'S Strategic Partners' satisfaction was 93% where the supplier's satisfaction rate was 67% and society's was 53%. where in 2013, FDF'S Strategic Partners' satisfaction was 71%, where the supplier's satisfaction rate was 68% and society's was 58%.

In addition, a map for procedures between FDF and partners was set up to ensure high efficiency, identify mutual areas of cooperation of all partners, and to help measuring and evaluating tasks after completion.

In an attempt to comply with the requirements of the FEQM, FDF conducted benchmark studies with different entities as it appears in the table below:

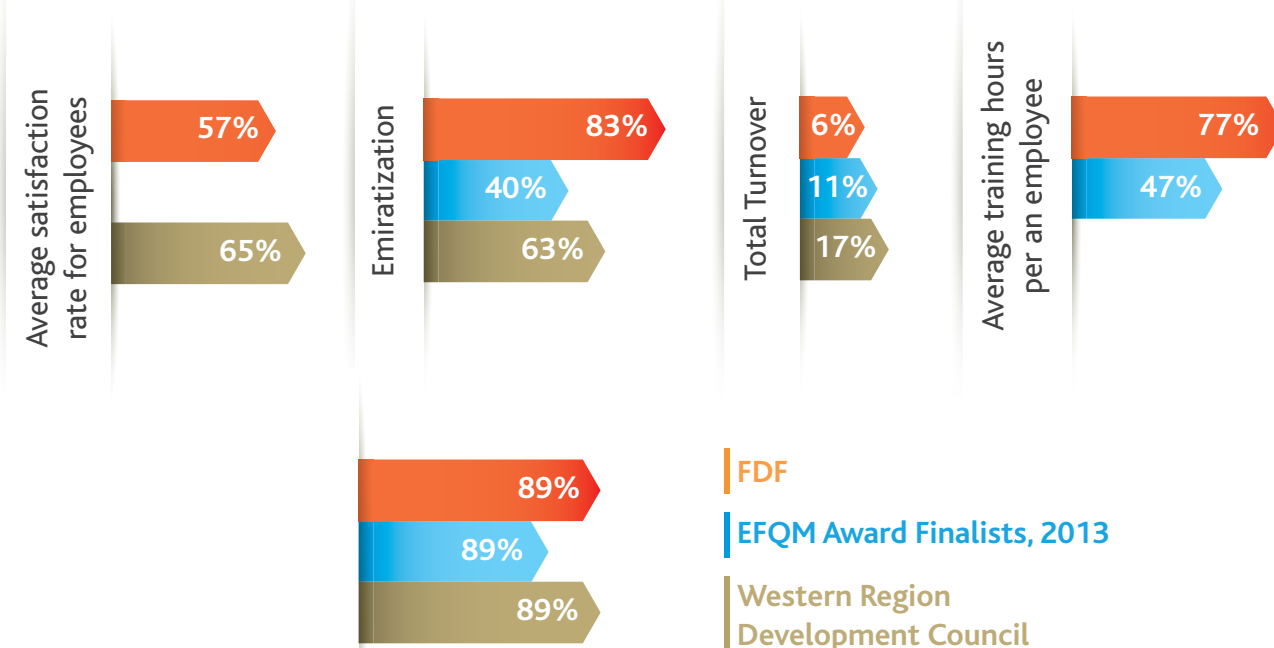
Benchmarking studies

FDF conducted bench mark studies with partners from entities were qualified for the final stage for the FEQM Award 2013.



*Very Satisfied and satisfied

Benchmarking with local entities



* Note: The comparison was conducted between entities with similar scope of work in ABU Dhabi Government.
• The results for FDF is for the year 2014.
• The results for other entities were for the year 2012.
• Results are obtained from AD SG webpage.

Our regional and International participation:

Many regional and international organization contacted FDF to participate and collaborate in specialized activities as an entity that has many success stories and addresses issues and challenges facing families in AD emirate, some of FDF participations and contributions are:



Head of Board of Trustees H.E Ali Al Kaabi, Attending pioneers of the House program

	Activity	Participant	Contribution	Date and Time
1	with AD SG in Abu Dhabi Sustainability Week as one of the elected FCC members, in 2014 for five days presenting about sustainability in the stand of AD SG: • Panel Discussion: 'The future of responsible business - challenges, opportunities and limitations' (Dr. Dirk Matten, Hewlett-Packard Chair in Corporate Social Responsibility & Professor of Strategy at the Schulich School of Business, York University, Toronto and Dr. Jamila Khanji, FDF. • Mitigating Risk and Capitalize Opportunities in an Unsustainable World – Launch of the UAE CPD Pilot Group in Cooperation with AD SG and Masdar) Dr. Beatrix Schmuelling, Team Leader, Masdar - Sue Howells, Chief Operating Officer at CDP - Members of AD SG FCC).	Dr. Jamila Khanji, Advisor of Research and studies,	Presenter	2014 for 5 days.
2	Writing an article in AD SG journal in 2014 about FDF implanting sustainability standards.	Dr. Jamila Khanji, Advisor of Research and studies.	Writer	2014
3	Present a seminar at the Emirates Center for Strategic Research during the first Arabian Gulf Research Public Health Conference, under the theme «Health care measurement for a better health in the future», in collaboration with the International Research Institute) Research Triangle Institute International).	Dr. Jamila Khanji, Advisor of Research and studies.	Presenter	January 22 ,2014.

	Activity	Participant	Contribution	Date and Time
4	FDF's participation the World Summit of Family World Organization in China presenting a presentation about the best practices of FDF'S Services.	Dr. Jamila Khanji, Advisor of Research and studies.	Presenter	2014



Presentation at the World Family Organization Summit. 2014, by Dr. Jamila Khanji, Zuhai, China.

5	Prepare a documentary film with the media office at FDF about FDF's celebrations on the International Day of the Family (Al Dar Family Forum).	Dr. Jamila Khanji, Advisor of Research and studies.	Presenter	2014
6	Interview at Sabah Aldar program in Abu Dhabi TV Channel, talking about Al Dar Family Forum: - http://www.youtube.com/watch?v=9cqfsJrXUvg - http://www.youtube.com/watch?v=5udilbYaKOE	Dr. Jamila Khanji, Advisor of Research and studies.	Speaker	2014
7	Review and amend the draft policy of integrating people with special needs (with the category of disability) as the head of the Supreme Committee for Policy Development.	Dr. Jamila Khanji, Advisor of Research and studies.	Member	2014
8	Commission subsequent care for guests and those released and their families.	Naeema Almazrouei/ Head of Family development department.	Member	2014
9	Family Safety Initiative.	Naeema Almazrouei/ Head of Family development department.	Member	2014
10	Protecting Child Committee - Ministry of Interior.	Maha Joan.	Member	2014
11	Prevention of bullying in schools Committee - the Supreme Council for Motherhood and Childhood	Maha Joan Fatima Ahmad.	Member	2014

	Activity	Participant	Contribution	Date and Time
12	First Educational Conference of the Khalifa Award for Education.	HE. Saeed Mohammad AL Neyadi.	Speaker	2014



FDF reviews the Awards of Her Highness Sheikha Fatima Bint Mubarak at the First Educational Conference of the Khalifa Award for Education

13	The Second Conference of prevention from crime.	HE. Saeed Mohammad AL Neyadi.	Speaker	2014
14	Abu Dhabi Forum for Quality.	HE. Saeed Mohammad AL Neyadi.	Speaker	2014

9.2 Section Two: Strengthening Family Units

Desired Outcome

Contributing to healthy and secure families that are able to play a central role in the economic and social development of Abu Dhabi.

Focus Areas

- Enhancing the quality of marriages.
- Strengthening the parenting relationships and skills.
- Promoting relationships after separation or divorce.
- Enhancing the family unity and the effective roles of its members – women, men, elderly, children and youth.



H.E. Mona A Bahar at FDF Conference

The core of a strong and healthy society is a strong and healthy family unit. At FDF, we have focused our efforts towards delivering customized services to families that ensure our goal of creating an empowered society capable of contributing to the social and economic goals of Abu Dhabi.

The 2010 survey, which FDF undertook has identified the following high priority root causes and factors.

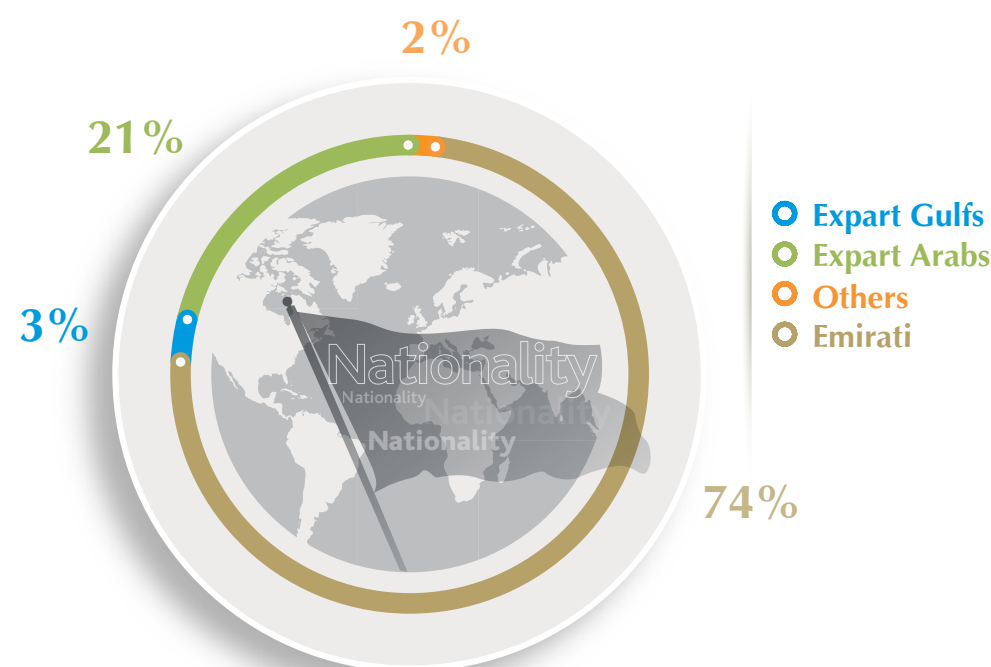
Listed below are some of them for the issues of “unhappy marriage” and “increased rate of divorce”:

- Lack of preparation / understanding.
- External uncontrollable factors.
- Selection of incompatible spouse.
- Abandonment for a third party.
- Mental or physical abuse.
- Lack of parent education on what makes quality time.
- No or limited interest in marriage.
- Real or perceived constraints to marriage.
- Health issues preventing marriage.

These root causes and factors were ranked and served as critical inputs to design the strategy and the programs under the strategic priority “Strengthening Family Unit”. FDF has then identified three focus areas and as per its program cycle a number of programs were then identified and designed. Implementation commenced in late 2010, and qualitative and quantitative indicators were established with the purpose of maximizing social development impacts on the family unit.

The chart below indicates that in 2014, most of the participants in the Foundation’s strategic programs are citizens. They were 74%, followed by the Arab community, 21%, 2% of the GCC nationals and 3% for other nationalities and non-specific.

**Percentages of participants
in the foundation’s programs by nationality**



Focus Area 1: Enhancing the Quality of Marriages



Married life enrichment workshop

Based on previous studies and researches conducted by FDF it revealed that divorce rates were on the rise and a high percentage of couples felt unhappy in their marriages. FDF responded by focusing on this area and creating programs geared towards addressing it. Programs were classified according to the target audience’s relationship stage from single men and women considering marriage, to engaged and newly-wedded couples to married couples. The research identified nine key factors that contribute to problems in marriages, which informed the design of specific programs. Areas contributing to unsuccessful marriages in the Emirate include communication, goals and beliefs, habits and individual differences, family and social life, intimacy and relationship dynamic, roles and rights, conflict resolution, finances, and following healthy life style.

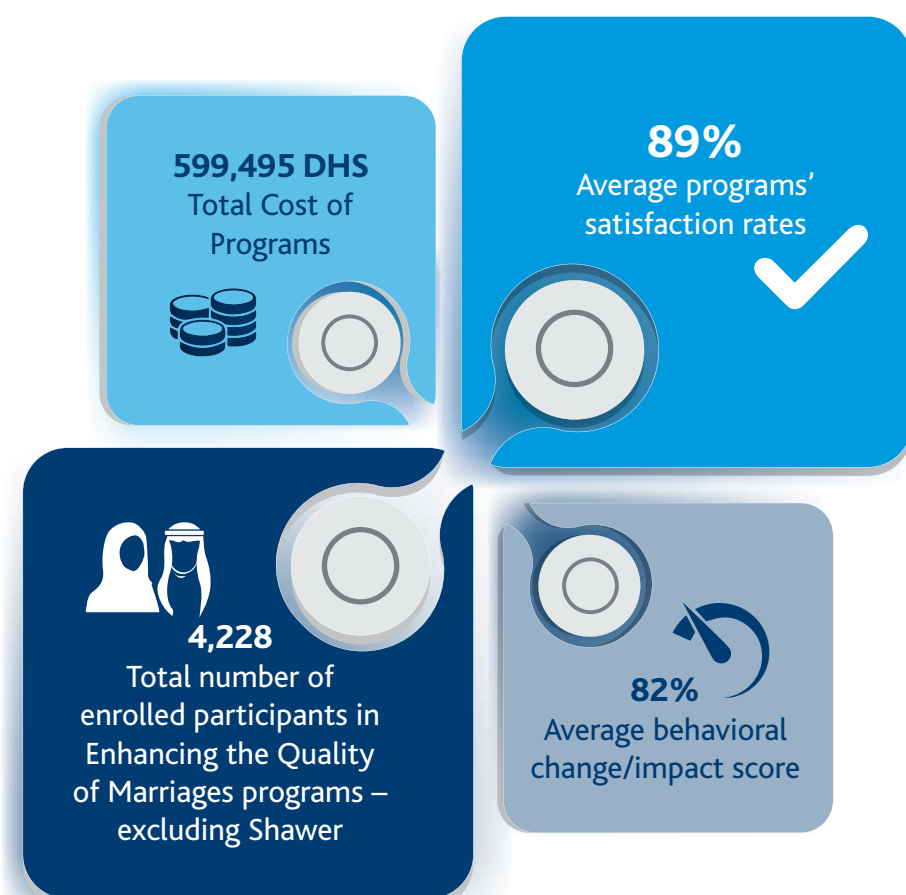
After the visit of FDF’s delegated team to Malaysia to see the best practice and benchmarking with Malaysia society in design programs for families. It was noted that FDF bear a strong approach in its strategy and this goes back to that FDF began its inception in accordance with the scientific approach focuses on the study of the needs of the community members and their requirements, in addition to that FDF’ dependence on long-term and clear strategy launched through programs and services that deal with family and community, as the organization depended on designing programs that highlight more issues that was experienced by families in the world. This approach carried the global footprint, thus contributing to the success of the organization as the first social institution leading in the welfare of the family and community development, and this distinction makes it a beacon for the most important social institutions in the world, a book and a clear benefit from the experiences of many social institutions and other specialists in family and social scientific research.

Therefore, FDF is considered as the first Social organization in the Emirate of Abu Dhabi that based on effective programs and services for family and community purposeful provided to all segments of society, and this is the great role played by the organization contribute to the achievement of sustainable and



What is Marriage?

inclusive social development, to reach its main objective which is to achieve family well-being in the emirate, and the continuation of this success and this global leadership in the social sphere. Benchmarking result was as the following:



Overview of 'Enhancing the Quality of Marriages' Programs in 2014

Measuring the Impact of Our Programs

FDF is the first entity in the Emirate to measure the impact of its programs on the community through measuring the change in the beneficiaries' lifestyle and quality. After at least three months and a maximum of one year at the end of the program, FDF communicates with the beneficiaries to measure the beneficiaries' transformation of the knowledge gained through the programs in their daily lives and the change in the way and circumstances of their lives based on the skills and knowledge on their individual lives of the whole family. This is measured using assessment tools and techniques specially designed for this purpose (including interviews and phone calls). In 2014, the measurement results indicate that the Average behavioral change/impact score has reached 77.7% and in 2015, FDF will use the CRM system as a tool to measure the impact of follow-up and satisfaction of participants.

Programs Focusing on Enhancing the Quality of Marriages

Relationship Stage	Program	Program Brief
Singles and first year married couples	What Is Marriage? 	This program provides singles – men and women - considering marriage as well as newly married couples (first year married couples), with the necessary knowledge and skills through training workshops that enables them to have a successful married life.
Singles considering marriage (men and women) and first year married couples	Get to Know Your Spouse 	This program comprises of several stages including questionnaires, interactive sessions and follow-ups that aim to increase the partners' knowledge of each other, thus contributing to a better relationship. It is provided to singles – men and women - considering marriage as well as newly married couples (first year-married couples).
Singles considering marriage (men and women) and first year married couples	Marriage License 	The program aims to prepare engaged couples, officially married couple and newly-weds (1 to 3 years of marriage) for marriage and giving them the confidence to start a successful family. The program covers the functions and duties of a family, the cost of marriage, the responsibilities of each spouse and their role within the family, effective communication, building intimacy, efficient child rearing and the role of both parents. According to that, FDF's delegated team visited Malaysia in orders, to see the best practices in that field.
Married couples	Marriage Enrichment 	This program also comprises of questionnaire that test the level of compatibility between couples, but with different elements than those in 'Get to know your Partner'. It provides them with a series of workshop sessions, as a result of the tests, to help them understand married life and its basics, and it helps enhance the connection and the balance in the relationship between the married couples and to understand each other's rights and responsibilities. The compatibilities for the married couples are identified through testing nine factors (expectations and goals, habits and individual differences, family and social life, intimacy and relationship dynamic, gender rights, conflict resolution, finance and household, health and critical statements) via different questions which takes into account the previous marriage programs ("what is marriage" and "get to know your partner") to follow up and check the impact of the program and other programs on married couples' life style.

Relationship Stage	Program	Program Brief
Married couples	Shawer* Seek Our Advice 	As part of the Shawer program, married couples are provided with counseling sessions as individuals or as couples with qualified and trained professionals to get to the core of any issues or challenges faced in the marriage.
All Family Members	Family leading program 	This program aims to spread the culture of sustainable development through educating families about the developmental tasks of the family in its various phases and trends and introduce them to the knowledge and skills that elevate the family and the programs and services that are fed to utilize them in the family and society. Program Objectives: ○spread the culture of sustainable development and creating Family motivational environment to improve the performance of services and programs and to maximize the output. ○Enhance methodology of participation among Family members. In 2014, the number of participants was 227 however the satisfaction rate wasn't measured in 2014.
	Families' Social Profile 	A family's social Profile is mainly created for the purpose of defining the family 'Social situation in order to help them meet their needs.
	Al Dar family Award 	AL Dar Family award was designed in 2014, where it's a local annual Award oriented for family and its members as well as for institution and bodies in support for social and economic programs and projects that is related to families and also target the scientific institutions that monitor the challenges facing the family and analyze its causes and risk associated to that cause and suggest solutions and recommendations aimed to maintain family cohesion and coherence in Abu Dhabi. It is part of Sheikha Fatima Bint Mubarak's Program for Community Innovation and Excellence. http://osrataldar.ae/ar/readnew.aspx?id=179

'Enhancing the Quality of Marriages' Programs Diagnostics

Program	Attendance (Numbers)			Satisfaction Rate (%)			Average Increase in Knowledge (%)			Average Impact Score (%)		
	2012	2013	2014	2012	2013	2014	2012	2013	2014	2012	2013	2014
What is Marriage?	1,547	1,409	1,475	94%	89%	89%	-	-	-	76%	80%	76%
Get to Know Your Spouse	528	519	762	94%	68%	89%	-	-	-	84%	N/A	87%
Marriage Enrichment	2,252	2,081	1,521	94%	80%	90%	31%	-	-	-	81%	84%
Marriage License	-	-	340	-	-	88%	-	-	-	-	-	80%
Total / Average Rates	4,327	4,009	4,098	94%	79%	89%	31%	-	-	80%	81%	82%

Average increase in knowledge scores were not measured for those programs in both years

Target Group	Program	Total Cost /DHS
'Enhancing the Quality of Marriages'	What is Marriage?	229,500
	Get to Know Your Spouse*	36,060
	Marriage Enrichment	243,935
	Marriage License	90,000
Total Cost		599,495 DHS

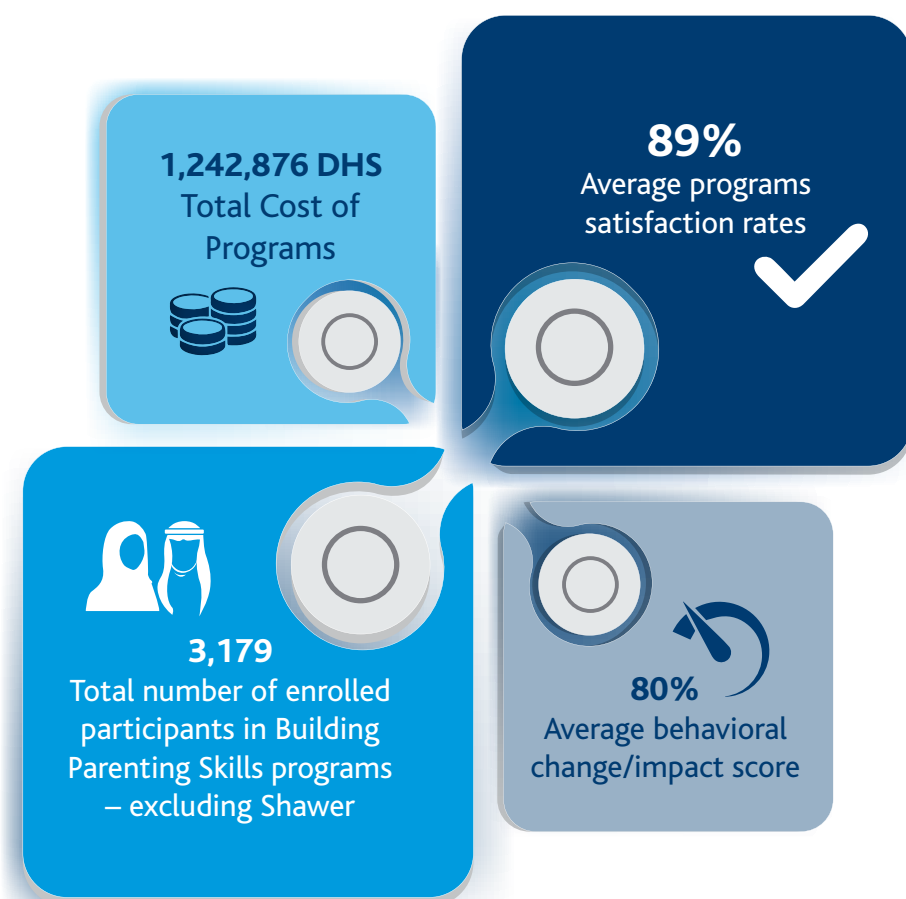
* Some strategic programs switch to operational programs category causing a challenge in calculating cost of the program accurately and cost estimates.



Awareness Program

Focus Area 2: Building Up Parenting Skills

An important component of a healthy family unit is an open and healthy relationship between parents and children (in childhood and adolescence). Our research has revealed that a lack of parenting skills is one of the contributors to weakening family units. Family happiness and cohesiveness are also conducive to the community integration and sense of belonging of its members. Unhappy families has been also linked to increased children and youth crime rates, affecting the continuity of their education and career prospects as well as their contribution to their community.



Overview of 'Building up Parenting Skills' Programs in 2014

The table below provides an overview of FDF's programs focusing on building parenting skills. Relevant partnerships to this focus area include Al Ain Municipality, Western Region Municipality, Al Ain Distribution Company, Abu Dhabi Police, Abu Dhabi Chamber of Commerce and Industry, Emirates University, Abu Dhabi University and the Higher College of Technology Men.

Programs Focusing on Building up Parenting Skills

Target Family Member	Program	Program Brief
Care givers both genders	Parental Relationship 	This program helps parents and other care givers (teachers, relatives and grandparents) gain knowledge and information on different growth stages (childhood and adolescence). The program explores ways to deal with addressing behavioral problems and challenges during those stages as well as provides information on some negative parenting habits and their effect on children and youth's emotional and psychological health.
	Family Education 	The Family Education program aims to promote and enhance the understanding of characteristics developmental for children in various areas of emotional, physical, logical, linguistic, social, and sexual growth; in accordance with 'growth of children' international standards; in addition to raise awareness and sensitize mothers' theories and approaches science of evolution and growth of children in the age group (0 - 8 years) to strengthen the family and parenting relationship. Moreover, the program trains mothers on how to deal with children with special needs.
Men	Promote the Active Involvement of Men in Family Life 	Awareness workshops for men on how to enhance their active participation at home, this include understanding their roles and responsibilities in the family and the importance of their participation in the family and their relationship with the children and the positive impact of this on the children and the family. The workshops are interactive lectures where men can come, learn and share their experiences with others so that they can become contributing members of their own families.
Parents	Beginning...Ends 	The program is designed to help people who have gone through the experience of divorce, desertion, or widowhood, deal with issues after separation and divorce to reduce the negative impact of divorce on family members and society. The program aims to establish a new concept that separation between couples is not necessarily the end of their lives, but sometimes a much-needed fresh start. The program focuses on rebuilding the self-esteem of the separated individuals according to the basics of mental and psychological health, in order for them to be able to continue with their lives and start anew. This program started in 2012.
All Family members	Shawer* 	As part of the Shawer program, family members are provided with counseling sessions with trained professionals to get to the core of any issues or challenges affecting parental relationships.

Relationship Stage	Program	Program Brief
All Family members	Our Lives, Our Decision 	This Program was designed as a self-help program to help participants improve their relationships with their families, relatives, friends and work or school mates. Our Lives, Our Decision gives the participants the opportunity to manage their relationships and control their emotions and feelings to realize the best connection possible between the heart and the mind. The program helps the participants build their self- confidence and lifestyle that can plant reassurance in the person's heart and that's by interactive workshops, each designed especially for the intended target group.

*The Shower program provides a wide range of counseling services and family advice including health, psychological, educational, financial, legal, economic, and family problems. It is not limited to enhancing parenting skills. Program diagnostics are available in Focus Area 3: Enhancing the Family Unity and the Role of its Members.

'Building Up Parenting Skills' Programs Diagnostics'

Program	Attendance (Numbers)			Satisfaction Rate (%)			Average Increase in Knowledge (%)			Average Impact Score (%)		
	2012	2013	2014	2012	2013	2014	2012	2013	2014	2012	2013	2014
Promote the Active Involvement of Men in Family Life	685	546	502	91%	89%	89%	31%	-	-	52%	80%	77%
Parental Relationship* (childhood)	2,505	821	711	92.5%	88%	90%	36%	-	-	74%	82%	82%
Parental Relationship * (adolescence)	-	759	667	67%	86%	89%	-	-	-	-	78%	81%
Family Education	1,210	1,163	592	91%	88%	91%	31%	-	-	64%	84%	83%
**Beginning ...End	203	872	525	94%	90%	88%	24%	-	-	75%	36%	83%
Our Lives, Our Decision	-	-	182	-	-	85%	-	-	-	-	-	71%
Total / Average Rates	4,603	4,116	3,179	92%	88%	89%	31%	-	-	66%	72%	80%

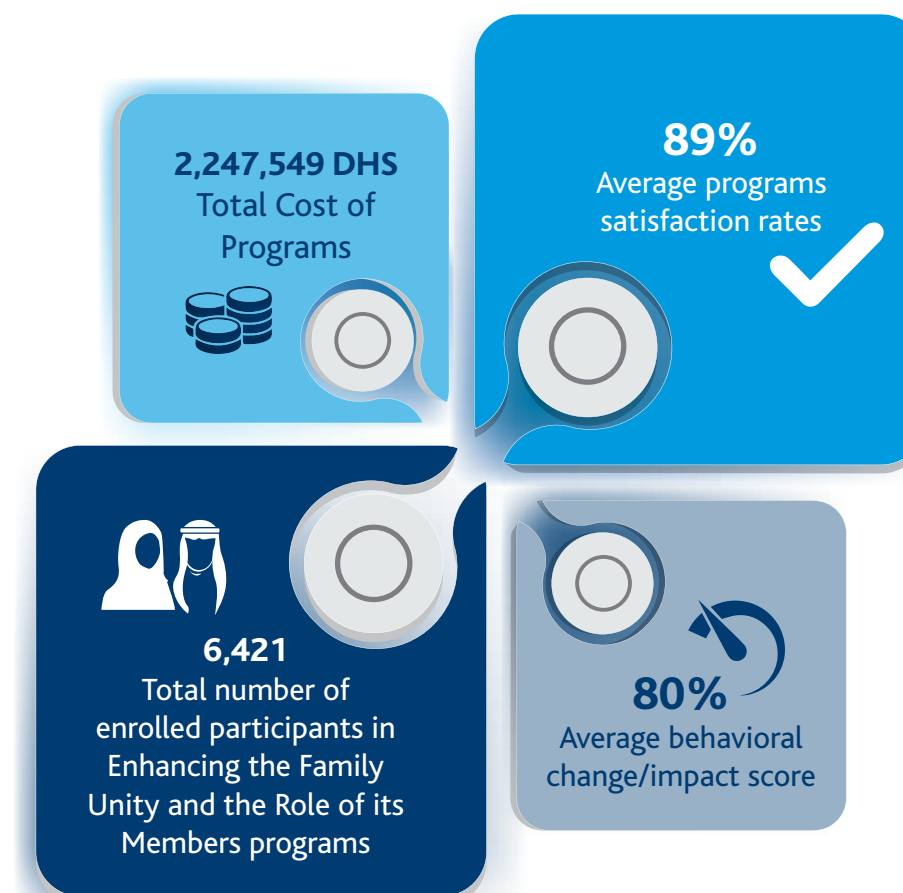
N/A corresponds to numbers and rates that were not measured.
(-) is added when programs were not implemented in that year.

* There are two sub programs: childhood and adolescence.
** This program started 2012.

Target Group	Program	Total Cost /DHS
'Building Up Parenting Skills' Programs	Promote the Active Involvement of Men in Family Life	243,473
	Parental Relationship*(childhood)	234,465
	Parental Relationship * (adolescence)	238,583
	Family Education	238,583
	**Beginning...End	293,772
	Our Lives, Our Decision	3,000
Total Cost		1,242,876

Focus Area 3: Enhancing the Family Unity and the Role of its Members

In addition to focusing on specific family relationships such as the married life and parental relationships, FDF has a collection of programs which target overall family relationships and problems, as well as focus on enhancing individual members' role in the family. We collaborate with HAAD, Western Region hospitals, Al Ain Hospitals, family medical centers, and Abu Dhabi Educational Zone. An overview of those programs is in the below table.



Overview Enhancing the Family Unit Program in 2014

Programs Focusing on Engaging the Role of Family Members Within the Family

Target Family Member	Program	Program Brief
Family Unity and cohesion	Family Councils 	This programs features engagement sessions in which we educate all family members to promote every member's involvement and active participation within the family. In addition, this program serves as a tool to ensure continuous communication and feedback on the challenges and needs of the families in order for FDF to design relevant and responsive programs.
	Shawer Seek our advice 	Shawer is a program that aims to provide counseling services and advice in a scientific and methodical approach in person and through emails. Counseling and advice are offered in several disciplines and areas including advise on family, marital, social, psychological, educational, health, occupational, development, religious, legal, and financial matters. This program targets all family members. Shawer is FDF's largest program in terms of attendance, as it attracted 2120 participants in 2014.
Family Health	Family Health Program 	Comprising workshops and discussion sessions, this program aims to improve the overall family health, and minimize diseases particularly those caused by poor and unhealthy lifestyles. The program targets women and girls within the family. 1207 participants attended the program in 2014 compared to 832 in 2013 and the total satisfaction rate in 2014 was 89% compare to 90% in 2013 where the average increase in Knowledge was 87% in 2014 compared to 82% in 2013.
	Health and Fitness Awareness Program	Through targeted interactive and ongoing campaigns, FDF aims to promote healthy active lifestyles amongst families in Abu Dhabi. In conjunction with the Family Education program, this program supports family healthy and active lifestyles. There were 2149 participants in 2014 compared to 1,067 in 2013 there is a high increase in the number of participants in 2014, 2013 and that was due to increased number of activities and campaigns that was held to the public society.



Mrs. Khawla Al Muhairi and a team from Abu Dhabi Sports Council.
100 days of Challenge.

'Enhancing the Family Unity and the Role of its Members' Programs Diagnostics

Program	Attendance (Numbers)			Satisfaction Rate (%)			Average Increase in Knowledge (%)			Average Impact Score (%)		
	2012	2013	2014	2012	2013	2014	2012	2013	2014	2012	2013	2014
Shawer	4,129	2,401	2,329	94%	89%	89%	-	-	-	64%	76%	83%
Family Councils	2,890	1,756	1,437	93%	90%	89%	-	-	-	-	-	66%
Family Health Program	1,029	832	1,207	93%	90%	89%	30%	-	-	75%	82%	87%
Health and Fitness Awareness Program	210	1,067	1,448	93%	90%	90%	30%	-	-	75%	-	84%
Total / Average Rates	8,258	6,056	6,421	93%	90%	89%	30%	-	-	71%	79%	80%

N/A corresponds to numbers and rates that were not measured.
(-) is added when programs were not implemented in that year.

Target Group	Program	Total Cost /DHS
'Enhancing the Family Unity and the Role of its Members' Programs	Shawer	1,817,639
	Family Councils	237,290
	Family Health Program	192,620
Total Cost		2,247,549 DHS

* The Family AWARDS will be measured in 2015.

9.3 Section Three: Empowering Family Members

Desired Outcome	Supporting and empowering family members to enable them to positively contribute to the family unit and to the economic and social development of the Emirate of Abu Dhabi.
Focus Areas	- Building women's and men's capacities. - Nurturing healthy children and productive youth. - Enriching elderly citizens' lives.

While FDF focuses on the family unit and relationships within, bearing in mind the Abu Dhabi community impacts at large, it also focuses on the individual family members and their empowerment. FDF offers a number of social development programs that target family members as individuals making them productive and active members of the community and providing them with educational, vocational and recreational opportunities that aid their positive contribution to the economic, social and environmental development of Abu Dhabi.

The 2010 research which FDF undertook has identified the following high priority root causes and factors, below are some of them:

- Unhealthy diet consumed by women, youth and men.
- High rate of physical inactivity by women and men.
- Low rate of physical activity by youth.
- Lack of action to prevent or address medical issues for women and men (i.e. obesity, breast cancer, testicular and prostate cancer).
- Impact of anti-social behavior of youth on health.
- Limited interest in working for women.
- Social and family pressure on working women.
- No enabling capabilities to work for women.
- Lack of employment opportunities for women.

Focus Area 1: Building Women's and Men's Capacities

Building Women's Capacities

FDF's aims to improve women's education, enhance their participation in the national workforce, encourage female entrepreneurship, and promote women's health and sports. Our strategic partnerships focusing on this area include collaborating with the Abu Dhabi Education Council, Abu Dhabi Chamber, General Women's Union, United Nations Women (UN Women) and a number of private educational institutions.

Providing Women with Skills to Contribute to Economic Development

In recent years, employment among Emirati females in Abu Dhabi has been growing at a faster rate than among Emirati males. Between 2005 and 2008, the female employment rate grew by 24.6% as reported by the Abu Dhabi Council for Economic Development. In 2011, 52% of the total workforce in Abu Dhabi was comprised of women. Despite the relatively high percentages, these numbers remain small for women in the private sector and in rural regions of the Emirate; furthermore, a survey conduct by FDF showed that the female participation in the workforce currently comprises a small portion when compared to overall GDP.



H.H Sheikh Nahyan Bin Mubarak and H.E Ali Al Kaabi
at Sheikhha Fatima Bint Mubarak Award for Athletic Women

Focus Area 1: Building Women's and Men's Capacities

Building Women's Capacities Target Group/ Focus Area	Program	Program Brief
Building Women's Capacities	Pioneers of the House (Ra'idat Al Dar) 	Pioneers of the House' is an entrepreneurship-training program that empowers women socially and economically and prepares them to launch their own businesses and contribute to the household income and be self-dependent financially. Topics that are covered by the program include training and entrepreneurial skills development, training on leadership skills, the Business Counselor program for micro projects development, and the advice and technical consulting service. The program has a number of strategic, operational and supporting partners including Khalifa Fund for Enterprise Development, The General Secretariat of the Executive Council (GSEC) Abu Dhabi, the United Nations Industrial Development Organization (UNIDO), and Abu Dhabi's Culture and Heritage Center, and Department of Economic Development to name a few. Roles and responsibilities are well defined between partners. In 2014, the number of participants was 904 and their satisfaction was 91%. "Pioneers of the House" was launched in 2012.
	Sheikha Fatima Bint Mubarak Award for Athletic Women' 	Through the establishment of the Women Sports and Health Centers, two main programs have been created: (a) 'creating sports teams for girls' throughout the Emirate (explained under "Nurturing Healthy Children and Productive Youth" section) and (b) 'Sheikha Fatima Bint Mubarak Award for Athletic Women'. Both programs were established to encourage women, children and female elderly to practice different sports and improve local sports teams' international competitiveness. 'Sheikha Fatima Bint Mubarak Award for Athletic Women' The Award ceremony was launched in the International conference for woman sports, in Abu Dhabi the total amount of expenditure for the ceremony was 4, 040,800 DHS in 2013. A summary of the Expenses and the cost of the celebrations is served in the following year therefore, the cost of the year 2014 will be provided in 2015 report. In 2014, it has been included in Sheikha Fatima Bint Mubarak's Program for Community Innovation and Excellence. http://fbmwsa.ae/en/pages/AboutAward.aspx

Building Women's Capacities Target Group/ Focus Area	Program	Program Brief
	Fitness Program "Lyaga"  برنامج لياقة	Encouraging Healthy Lifestyles and Sports amongst Women The formation of specialist sports teams to achieve the strategic objectives of the institution of family, in general, and women, in particular. Through this initiative, the design and implementation of training, and sport programs, girls can increase their physical fitness, maintain mental and spiritual strength, become aware of the importance of exercise and its impact on their physical and psychological health, enhance their abilities to deal with others, and join the friendly tournaments organized by the FDF. It also aimed at forming teams for special sports such as fencing, volleyball, and chess, supported by trained specialists in Abu Dhabi. The initiative was coordinated with competent authorities, such as the Abu Dhabi Sports Council, the Abu Dhabi Education Council, the General Authority for Youth and Sports, and other concerned parties, to get a list of talented female students. Teams are formed in the following sports: Chess, Volleyball, Fencing, and Taekwondo. In 2014, the total number of participants was 222 compared to 224 in 2013 and the satisfaction rate was 87%.
	The 100 Day's Challenge 	This programme was designed to improve the psychological health of women in the Emirate of Abudhabi by helping them adopt a healthy lifestyle and there was many successful stories in this program and the total number of participant in 2014 was 591.



Family Health Program

Building Women's Capacities

Program	Attendance (Numbers)			Satisfaction Rate (%)			Average Increase in Knowledge (%)			Average Impact Score (%)		
	2012	2013	2014	2012	2013	2014	2012	2013	2014	2012	2013	2014
Fitness Program "Lyaga"	250	224	222	88%	-	87%	-	-	-	61%	-	87%
The 100 Day's Challenge	-	-	591	-	-	-	-	-	-	-	-	-
Pioneers of the House. "Raedat Al Dar"	392	724	904	95%	92%	91%	46%	-	-	-	82%	75%
Total / Average Rates	453	948	1,717	92%	92%	89%	46%	-	-	61%	82%	81%

Target Group	Program	Total Cost /DHS
Building women's capacities	Fitness Program "Lyaga"	159,000
	The 100 Day's Challenge	231,317
	Pioneers of the House. "Raedat Al Dar"	1,275,260
Total Cost		1,665,577 DHS

Building Men's Capacities

Target Group/ Focus Area	Program	Program Brief
Building men's Capacities	Promote the Active Involvement of Men in Family Life  برنامج تعزيز المشاركة الإيجابية للرجل في الحياة الأسرية	FDF also targets men as an essential pillar of the family and a highly valuable member of it. The 'Promote the active Involvement of Men in Family Life' program provides awareness workshops for men and fathers on how to enhance their active participation at home, this include understanding their roles and responsibilities in the family and the importance of their participation in the family and their relationship with the children and the positive impact of this on the children and the family. The workshops are interactive lectures where men can come, learn and share their experiences with others. In 2014, only 472 men and fathers participated in this program compared with 546 in 2013, however the satisfaction rate was 89% in 2014 like in 2013.

Building Men's Capacities

Program	Attendance (Numbers)			Satisfaction Rate (%)			Average Increase in Knowledge (%)			Average Impact Score (%)		
	2012	2013	2014	2012	2013	2014	2012	2013	2014	2012	2013	2014
Promote the Active Involvement of Men in Family Life	685	546	502	91%	89%	89%	31%	-	-	52%	80%	77%
Total / Average Rates	685	546	502	91%	89%	89%	31%	-	-	52%	80%	77%

Focus Area 2: Nurturing Healthy Children and Productive Youth

Target Group/ Focus Area	Program	Program Brief
	The Arab Youth Award 	This award was announced during The 31st International Arab Children Congress: Sustainable Development is the Responsibility of All. It came as a generous gesture of H.H. Sheikha Fatima Bint Mubarak (May God Protect Her), Supreme Chairperson of Family Development Foundation, to be the highlight of the key activities of the Annual International Conference of the Arab children, and to emphasize the importance of recognition of the outstanding achievements and capabilities of the young Arab youth worldwide. The award will also contribute to promoting thought and culture of sustainable development in future Arab generations and the young people, as well as to encouraging their active role on the international level and emphasizing the award's slogan of the Global Leadership and Sustainability within Arab visions. It has three categories: 1. Award of Arab Youth Globally Influential 2. Excellence Arab Youth Award 3. Award for the Leading Organization in Supporting Arab Youth Issues. In 2014, it was included in Sheikha Fatima Bint Mubarak's Program for Community Innovation and Excellence. http://arabyouthawards.net/en/Default.aspx

Target Group/ Focus Area	Program	Program Brief
	Youth of the House (Shabab Al Dar) 	This program targets youth between the ages of 14 to 18, both male and female as well as youth with special needs. The program's workshops are designed to empower and engage participating youth in character-building seminars to enhance decision-making and problem-solving skills, positive dialogue with others, individual responsibility, social responsibility, and increase self-confidence. In 2014, the program attracted 1,702 compared with 1,778 participants in 2013, the average impact rate in 2014 was 74% and the satisfaction rate was 88%.
	Encouraging Healthy Lifestyles 	Health tests carried out throughout the Abu Dhabi School System by the Abu Dhabi Health Services Company (SEHA) found that of the over two-thirds of the 25,000 students tested were found to have some form of health problem, whether it was obesity, anaemia (iron-deficiency) or vision or hearing problems. Many of these health problems were attributed to poor diet, unhealthy lifestyles, and a lack of awareness on the part of children and their parents. This is why FDF's programs run in partnership with doctors and healthcare professionals from the Health Authority of Abu Dhabi and private hospitals which are all so important for the communities in the Emirate. With regards to FDF's focus on health, after FDF successfully established health centers in Shwaib and Remah, three of our centers do offer health services through in-house health clubs, these centers are in Al Ain, Abu Dhabi Gate Center and Al Shari'ah centers.
	Yelset Al Freej 	Through a number of social, cultural and health activities targeting children and other society members, this program aims at increasing cohesion and communications values in the community. The program delivers its services through activating the role of public parks and gardens in Abu Dhabi. It attracted 4,102 participants in 2014 compared to 3,674 participants in 2013.
	Safe Childhood 	This programme aims to spread the knowledge and awareness and empower children to protect themselves against abuse and the risks of going online, through implementing interactive activities that utilize tools and methodologies suitable to their developmental age, to give them the required knowledge and skills. In 2014, the program attracted 340 participants.

In 2014, FDF spent 2,186,674 AED of its operational budget on children and youth oriented programs compared to 2,842,488 AED in 2013. Strategic partnerships that support our efforts for this focus area include partnerships with the Health Authority of Abu Dhabi (HAAD), Abu Dhabi Authority for Culture and Heritage (ADACH), Abu Dhabi Sports Council and Abu Dhabi Food Control Authority (ADFCA). Average behavioral change/ impact score was not measured in 2013.

In 2012 and 2011, we have recorded a decrease in the satisfaction rate for the 'Sports Teams for Girls' program, this was due to the delay in providing the sports equipment's and the delay in the maintenance work for the volley ball hall in the Abu Dhabi center.



Children program

1,211,010 AED
total amount
spent on Youth and
Children



92%

Average programs
satisfaction rates



Overview of 'Nurturing Healthy Children and Productive Youth' Programs in 2014

Children and Youth Focused Programs Diagnostics

Program	Attendance (Numbers)			Satisfaction Rate (%)			Average Increase in Knowledge (%)			Average Impact Score (%)		
	2012	2013	2014	2012	2013	2014	2012	2013	2014	2012	2013	2014
Yelset Al Freej*	5,074	3,674	4,104	92%	85%	94%	-	-	-	-	-	-
Shabab Al Dar*	1,233	1,778	1,782	94%	-	88%	-	-	-	69%	-	73%
Safe Childhood	-	-	340	-	-	-	-	-	-	-	-	-
Sports Teams for Girls/ fitness	250	224	222	84%	-	94%	-	-	-	61%	-	91%
Total / Average Rates	6,557	5,676	6,448	91%	85%	92%	-	-	-	65%	-	82%

N/A corresponds to numbers and rates that were not measured.
(-) is added when programs were not implemented in that year.

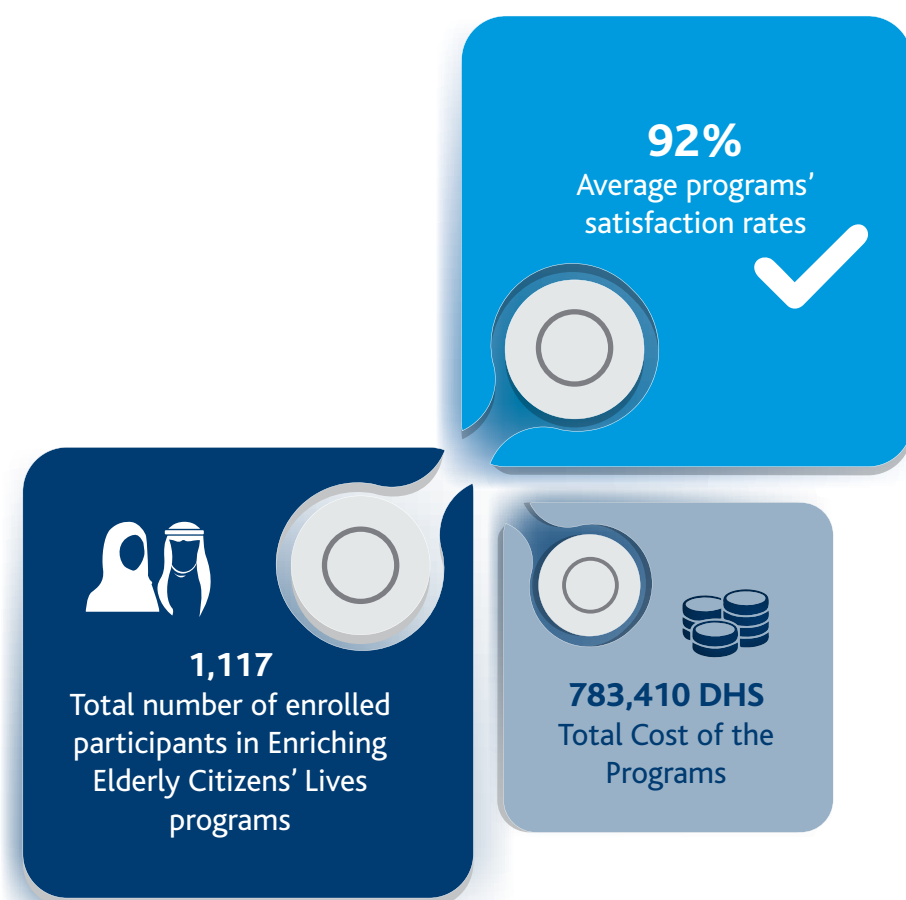
Target Group	Program	Total Cost /DHS
Children and Youth Focused Programs	Yelset Al Freej*	130,475
	Shabab Al Dar	1,063,035
	Safe Childhood	17,500
Total Cost		1,211,010 AED

*Some strategic programs switch to operational programs category causing a challenge in calculating cost of the program accurately and cost estimates.

*The Arab Youth Award will be measured in 2015.

Focus Area 3: Enriching Elderly Citizens' Lives

At FDF, we recognize the important role that the elderly play in the family and society as a whole. The Elderly age group receives the most care from the Abu Dhabi Government, with 27.5% of all services dedicated to this group; in 2010, AED 185 million was spent on this group. In addition to supporting the role of elderly in the family (see 'Enhancing the Family Unity and the Role of its Members' section for more information), FDF has also dedicated a program that enriches their lives and supports their well-being as members of the community, in addition to the value of strengthening interaction across generations.



Overview of Elderly Focused Program in 2014

FDF Study on Elderly People in the emirate of Abu Dhabi

In 2014, FDF's Launched "The Social Home Care for Senior Citizens service", based on a study that was conducted in 2011, where its focus on the elderly, who are aged 55 years and above, this service aims to provide a home and social care services for the elderly and their families by specialized team that pays them a visit based on clear and specified procedures in order to identify their Social, physical, mental and health needs to make sure of their well-being and living conditions, provide safety and security requirements and enabling environment requirements that contribute to enhance the quality of their lives, and raising the efficiency of responding to the requirements of their care and protection.

Barakat Al Dar

"Blessings of the house", the meaning of Barakat Al Dar program. This program's impacts are visible and focused on two levels of impact; the first is on the family level, in which elderly integration into the family unit is essential, the second is on the community member level. The program aims to enrich elderly citizens' lives, as well as demonstrate the wisdom they can impart and help contribute to national development and help support this growing population to hold onto its values, culture, and heritage. It aims to include the elderly in social activities and to provide for them a forum to interact and be active members of society.

In this program, day gatherings and activities are organized for the elderly contributing to increasing their social interactions and activities. The program also provides gatherings for elderly women in their neighborhoods. The program invests the spare time of this group in targeted and beneficial social, educational, and health programs. The impact score of our programs for the elderly (Barakat Al Dar) cannot be measured because it is very difficult to measure it from elderly people.



Elderly Program

Enriching Elderly Programs

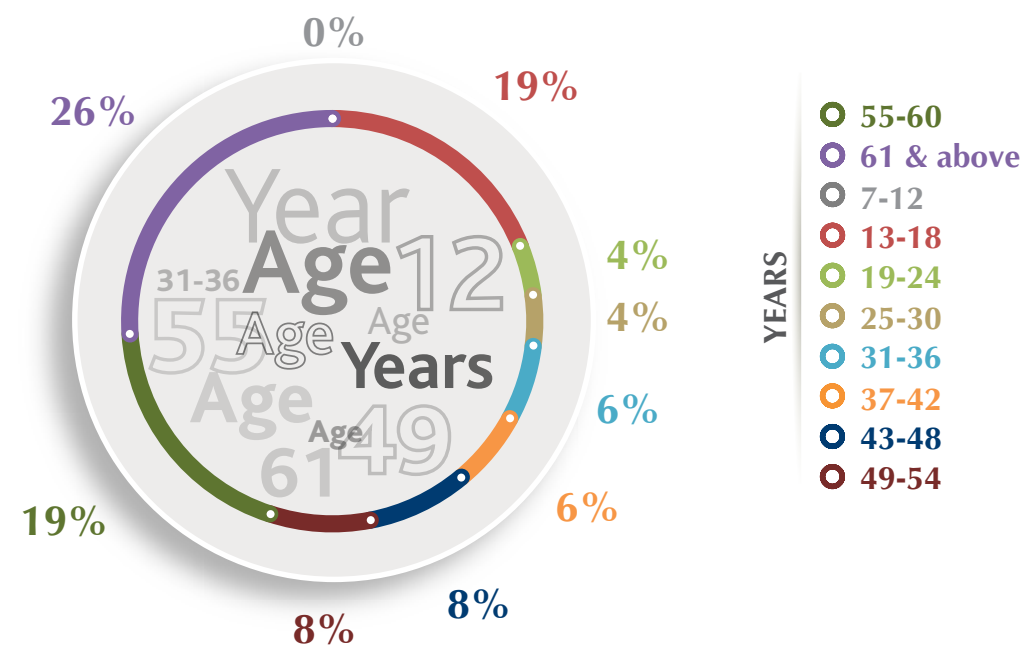
Program	Attendance (Numbers)			Satisfaction Rate (%)			Average Increase in Knowledge (%)			Average Impact Score (%)		
	2012	2013	2014	2012	2013	2014	2012	2013	2014	2012	2013	2014
Blessing of the House	1,596	1,468	1,017	94%	87%	92%	39%	-	-	-	-	-
Social home care for senior citizens	-	-	100	-	-	-	-	-	-	-	-	-
Total / Average Rates	1,596	1,468	1,117	94%	87%	92%	39%	-	-	-	-	-

Target Group	Program	Total Cost /DHS
Enriching elderly programs	BLESSING OF THE HOUSE	428,710
	SOCIAL HOME CARE FOR SENIOR CITIZENS	354,700
Total Cost	783,410 DHS	

In 2014, 19% from the Participants were students from different schools and from Zayed Higher Organization for Humanitarian Care & Special Needs, their ages range from 13 - 19 yrs. The nature of the programs were about raising the awareness of youth regarding creating an atmosphere of stability and caretaking for the elderly and providing them with the social care they need, reinforcing their bond with their sons and daughters as well as their senior relatives, in addition to educating them as caregivers regarding the proper treatment required for senior citizens and the social, psychological, and health-related needs of them.

In The National day of the elderly, FDF managed to engage youth from another strategic program, Barakat al Dar to volunteer to support, communicate with and educate elderly citizens. The youth were from Zayed Higher Organization for Humanitarian Care & Special Needs.

Number of Customers of companion elderly participants in the older programs by age groups



Number of Age Group of Participants of How to Take Care of Elderly People

Elderly Education

In 2014, the Elderly education centers were transferred from the Family Development Foundation centers to the Abu Dhabi Education Council. However, FDF's designed a social home care service for senior citizens to help them and their families having a stable social life, where there is a specialized team that manages the case according to clear and specified procedures and pays them a visit to identify their social, health and psychological needs and raise the efficiency of responding to the requirements of their care and protection in line with their actual needs.

As a result of implementing the ERP system in 2013, we were not be able to collect data regarding the cost of each Operational program. We were only provided with costs and expenditures of each division, which is responsible of many programs.

OBJECTIVES 2015- PROGRAMS

- TO IMPLEMENT SMART MOBILE SOLUTION SERVICES.

10. MINIMIZING IMPACTS THROUGH OUR INTERNAL OPERATIONS

Our commitment to our internal operations is a requirement for our sustainability management strategy. Without focusing upon our internal operations, our efforts to become sustainable in the greater community will have no credibility. This is why FDF is committed to adopting sustainability management and reporting rigorously throughout our organizational activities, whether it is in our governance practices, or ensuring sustainable talent management, or reducing the negative environmental impact of our operations.

Minimizing Impacts through our Internal Operations	
Focus Area	Desired Outcome
Leadership Focus	Committing to transparent and accountable governance, and clear and responsible communication.
Environment Protection	Minimizing our negative environmental impact internally.
Human Capital	Strengthening internal human resource development to improve institutional performance of employees.
Responsible Buying	Ensure responsible acquisition of resources from suppliers, while influencing the supply chain to operate more responsibly.
Internal Operations	Developing institutional capacities based on international best practices to enhance organizational performance.
Financial Robustness	Ensuring the sustainable use of financial resources to enhance society-wide impact and achieve institutional goals.

Minimizing Impacts through our Internal Operations



10.1 Leadership Focus

Committing to transparent and accountable governance and clear and responsible communication.

10.1.1 Her Highness Sheikhha Fatima Bint Mubarak Leadership Approach

Her Highness Sheikhha Fatima Bint Mubarak, Supreme Chairperson of the Family Development Foundation (Chairperson Of UAE Women's General Union and Chairwoman Of The Supreme Council For Motherhood & Childhood) plays a pivotal role at FDF and significantly contributes to its success as she is keen to contribute to sustainable social development at the Emirate level as well as at the national and regional levels. Her Highness Sheikhha Fatima Bint Mubarak (Supreme Chairperson of the Family Development Foundation (Chairperson Of UAE Women's General Union and Chairwoman Of The Supreme Council For Motherhood & Childhood) provides continuous support and strategic guidance to FDF's strategies and studies besides providing supervisory directions which in turn contribute to enhancing FDF performance.

Her Highness Sheikhha Fatima has put her vision in FDF management and leadership in a 'Leadership Approach' framework. The Leadership Approach has a well-defined structure for the regular meetings with management and employee. FDF senior management, comprising of Her Highness Sheikhha Fatima Bint Mubarak, Board of Trustees and the General Manager (GM), strategically and technically review FDF's public policy agenda, adopt Government outcomes - that are related to FDF mandate and operations – through the participation in the brainstorming session for setting FDF's vision, mission and its priorities and strategic initiatives, and identify FDF's values.

This Leadership Approach reflects Her Highness Sheikhha Fatima Bint Mubarak vision for FDF senior management to lead by example through putting the senior management as the best model in implementing the strategy, reflecting the vision, mission and values and achieving leadership communication that rise to FDF ambition and future goals in building organizational excellence, in addition to emphasizing on the importance of leadership support and encouraging team work in all employment levels and all departments at FDF.

The Leadership Approach has its own measures to make sure it delivers its desired outcomes and most importantly to make sure it achieves the values of active leadership. This initiative is managed by the "Excellence Ambassador" at the GM office side by side with Ambassadors in other departments and prepares quarterly reports, which are presented to the leadership team at FDF (Chairperson, Board of Trustees and the GM).

Where FDF's leadership is always keen on engaging and participating in events and activities that include FDF's staff and partners. An example to this is the Annual Year Celebrations, in which the distinguished employees and partners are recognized. It is normally planned and implemented in the first quarter of the following year.

10.1.2 FDF as a Government Entity

Established in 2006 by His Highness Sheikh Khalifa bin Zayed Al-Nahyan in his capacity as the ruler of Abu Dhabi, FDF is an independent public non-profit organization operating in the Emirate of Abu Dhabi. FDF ensures implementing best governance practices, and follows the governance rules and regulations of the Emirate of Abu Dhabi.

WITH THE RESPONSIBILITY OF ADDRESSING A NUMBER OF SOCIAL GOALS OF ABU DHABI'S 2030 VISION, THE FAMILY DEVELOPMENT FOUNDATION (FDF) WAS CHOSEN BY GSEC TO BE THE CHAMPION ENTITY IN PUTTING TOGETHER THE SOCIAL SUSTAINABILITY THEME STRATEGY WITHIN THE ABU DHABI GOVERNMENT PERFORMANCE DELIVERY PLAN. FDF LEADS ENTITIES IN THE SOCIAL SECTOR IN THE EMIRATE TO COME OUT WITH MEASURES AND INITIATIVES FOR THE SOCIAL SUSTAINABILITY THEME. FDF REPORTS DIRECTLY TO THE GSEC REPRESENTING THE EMIRATE OF ABU DHABI, ONE OF SEVEN EMIRATES COMPRISING THE UNITED ARAB EMIRATES.

10.1.3 FDF's Governance Approach

As an independent governmental non-profit organization, FDF has an independent legal form, full legal competence, as well as financial and administrative independence. FDF has a Board of Trustees to oversee its strategy performance and internal management team and is also responsible for interaction with governmental entities and lobbying.

In 2014, His Highness General Sheikh Mohammed bin Zayed Al Nahyan, Crown Prince of Abu Dhabi and Deputy Supreme Commander of the Armed Forces and Chairman of the Executive Board issued a decree restructuring the Board of Trustees of the FDF. The Board is currently constructed as follows:

The Board operates in the following way:

- The Board is composed 100% of independent trustees. As per Abu Dhabi's government regulations, board membership in government organizations is not permitted to any person who has any stake or interest in the organization in question or other stakeholder organizations. FDF's Board of Trustees complies with these requirements.
- The Board (including Chairman) has executive responsibilities through policy decision making however none of the members is part of the management and executive team in FDF.
- The Board Members are compensated for their services on the Board, based on a standard amount set by the government of Abu Dhabi for membership on the Board, which is therefore not related to FDF's overall performance or sustainability related performance.
- The Board's performance is linked to FDF's overall performance.

FDF'S MEMBERS OF THE BOARD OF TRUSTEES*



HE / Ali Bin Salem Al Kaabi
Chairman of the Board of Trustees



HE / Jabr Al Suwaidi
Vice-President



HE / Major-General Mohammad Khalfan Alrumaithi
Member



HE / Dr. Amal Abdulla AlQubaisi (Female)
Member



HE / Mohammad Ibrahim Almahmood
Member



HE / Dr. Maha Tyaseer Barakat (Female)
Member



HE / Advisor Yousif Saeed AlEbri
Member

*Starting November, 2014 till 2018.

- The Board is responsible for discussing and approving the organization's strategic direction and yearly priorities (including Sustainability issues), monitoring performance and achievements, and assigning the external auditors for the year.
- In 2014, The Board of Trustees met three times and issued a total of 23 recommendations.
- For the time being, there is no official mechanism for employees to provide recommendations to the Board, for Board members to be assessed for their own performance on Sustainability issues, or for determining Board members' expertise on Sustainability.



The Family is our priority

The Statement of the FDF'S Supreme Chairperson Meetings for 2014:

Serial	Performance Indicator	Target	Measurement Periodicity	Actual
1	Number of meetings of the Supreme Chairperson that were actually held	Minimum of two meetings a year.	Biannually	2
2	Percentage of the Supreme Chairperson' approved and applicable directions and recommendations that are implemented (unless there were actual constraints that prevented their implementation).	%100	After the lapse of one month of the meeting date.	80% (8 of 10)
3	Rate of implemented approved recommendations of the Chairman that are eligible to implement.	%80		
4	Percentage of the effect of the implemented recommendations and decisions on the general institutional performance. (A survey distributed on all participants in the meetings).	%80	Quarterly	
5	Percentage of the satisfaction of H.H Supreme Chairperson about the meetings organization.	%90	After each meeting	

The Statement of the FDF's Governance Committee Meetings for 2014:

year	Number of planned meetings	Number of actual meetings	Number of recommendations	% of recommendation accomplished
2014	4	2	10	80%
2013	4	3	8	100%

The Statement of the FDF'S Governance Committee Meetings for 2014:

Name of the committee	Number of planned meetings	Number of actual meetings	Number of recommendations	% of recommendation accomplished
Purchasing and Tendering 2014	39	48	196	100%
Purchasing and Tendering 2013	46	41	262	93%
Purchasing and Tendering 2014	8	8	155	100%
Purchasing and Tendering 2014	12	14	187	100%
Purchasing and Tendering 2014	12	14	187	100%
Internal Audit 2014	4	3	22	96%
Internal Audit 2013	4	4	28	100%
Executive Management 2014	12	9	162	86%
Executive Management 2013	11	8	164	95%

The Committee which operate with FDF are as following:

The Purchasing and Tendering Committee: Director of Finance Department, Director of General Services Department, Director of Child and Youth Development Department, Head of Contract section, Head of Logistics section, Head of Budget and Financial Analysis Section, Legal Researcher, Contract Analysis and Administrative Assistant.



Health Program for women

The Human Resources Committee: Support Services Division Director, Community Services Division Director, Media Office Manager, Director of FDF' Eastern Center, Director of the Women's Development Department, Head of Contract Section, Human Resources Department Manager and Purchase Official.

The Internal Audit Committee: Three Members from Board of Trustee and Internal Audit Department Manager.

The Executive Management Committee: FDF'S General Manager, Support Services Division Director, Acting Director For Strategic Planning Department, Community Services Division Director, Family Development Division Director, Director of Finance Department, Media Office Manager, Strategic Planning Analyst and Sustainability Coordinator.

10.1.4 Auditing, Compliance and Anti-Corruption

As part of the governance practice, FDF has an Audit Committee, established in 2011 and three members of this committee are members of the Board of Trustees and as of its mission to develop exceptional business leaders, FDF has established a new Audit Committee with three new Board of Trustees members in Feb 2015.

The primary role of Internal Audit is to independently and objectively review and evaluate FDF's activities to maintain the efficiency and effectiveness of FDF risk management, internal control and corporate governance.

In an effort to more effectively manage business, operational, strategic and financial risks, FDF has also established an Internal Auditing Department in 2009. The department is responsible for auditing business units and operations within FDF for business risks. The internal auditing cycle is intended to cover all business activities within a three-year cycle aligning to international internal auditing standards. We have reviewed and updated our Internal Audit Charter and Audit Methodology as well as our Audit Committee Charter to align it further with leading practices.

FDF passed in the Internal Audit Function Assessment from Abu Dhabi Accountability Authority for the first time in 2012 and we are planning for a new independent assessment before the end of 2015.

In accordance with the international standards and best practices, we have been subject to an assessment of the Internal Audit Function at the Family Development Foundation, covering the period from

G4-14, G4-SO3, G4-SO4, G4-SO5, G4-SO6, G4-SO7, G4-SO8

November 2011 to November 2012. The assessment was conducted by a highly professional independent party with the objective of providing an independent and objective view of the efficiency, effectiveness and economy of Internal Audit activities within the Foundation and to enhance Internal Audit activities. The assessment was thus based on measuring the performance of the Internal Audit Function on a series of 6 elements including the Audit Committee, Organization, Methodology, Operation, Technology and Value. FDF passed the series of the 6 elements with a final Overall Score "PASS" for the whole assessment of the Internal Audit Function at the Foundation.

In 2014, the Internal Audit department organized six training sessions and workshops internally on anticorruption, anti- fraud practices, Governance, internal control, risks and action plans for more than 100 of the employees (about 1 out of 3) in addition to the sessions held in 2012, 2013 and developed the FDF Whistle Blowing Policy and Anti-Fraud Policy, which is applicable to all employees.



Internal Audit Workshop

year	Number of training sessions and workshops on anticorruption, anti- fraud practices, Governance, internal control, risks and Whistle Blowing Policy and Anti-Fraud Policy.
2014	6
2013	3

The Foundation is committed to the highest ethical and moral standards openness and accountability. All Employees at all levels are expected to share in this commitment and to lead by example in ensuring adherence to all appropriate regulations, procedures, practices and codes of conduct. The Board of Trustees expects the foundation individuals and organizations with whom it comes in contact with, to act with honesty and no intent to commit Fraud against it. And In 2014, there have been no incidents of corruption identified at FDF (e.g. through the whistleblowing mechanism).



H.E. Ali Ben Salim Al Kaabi and H.E. GM Mariam Mohamed Al Rumaithi

OBJECTIVES 2015 - Leadership Focus

- UPDATING RISK REGISTER AND CONDUCTING AN ENTITY-RISK ASSESSMENT.
- REVIEWING PRIOR FINDINGS RECEIVED AS A RESULT OF THE ANNUAL FINANCIAL STATEMENT EXTERNAL AUDIT.
- REVIEWING ABU DHABI ACCOUNTABILITY AUTHORITY FINDINGS AND FOLLOW IT UP TO TAKE THE NECESSARY ACTIONS REQUIRED FOR ENHANCEMENT.
- DEVELOPING DISCIPLINED APPROACH TO EVALUATE AND IMPROVE THE EFFECTIVENESS OF RISK MANAGEMENT, INTERNAL CONTROL AND VARIOUS GOVERNANCE.
- HELP OTHER GOVERNMENTAL INTERNAL AUDIT OFFICES OR DEPARTMENTS ADOPTING INTERNATIONAL STANDARDS AND BEST PRACTICES IN ACHIEVING THEIR GOALS AND ROLE.

10.2 Environment Protection

Minimizing our negative environmental impact internally.



Protecting the environment

10.2.1 Environmental Performance

At FDF, we believe that while we seek to positively impact the communities in which we operate, we also have a duty to minimize the negative environmental impacts of our operations. As a new organization, we have started to monitor our impact in 2010. In 2011, the collection of environmental data expanded from headquarters to encompass the environmental footprint of each of our 18 centers. Our environmental management system is based on the Environment Health and Safety Management System that was approved by the Abu Dhabi Environment, Health and Safety Center in January 2011. The system focuses on three main areas: clean environment, good health and safe employees.

As a result of the practices we followed, during 2014, 2013 and 2012 there were no fines or non-monetary sanctions for non-compliances with environmental laws, while at the moment we do not measure separately the investment for environmental protection.

10.2.2 Energy and Emissions

Economic and social development has moved at a fast pace in the UAE over the past two decades. While much advancement has been gained in these areas, our achievements in socioeconomic development have been tempered with one of the largest ecological footprints in the world. Recognizing its responsibility, the Emirate of Abu Dhabi has put forth much effort to alleviate the adverse effects this fast-paced development has wrought on the natural environment. The risk of climate change might have also direct effects on the scope and target groups of our own programs and their beneficiaries.

Our environmental initiatives towards the alleviation of our carbon and ecological footprint includes working with Musanada, a facilities manager, to retrofit our properties and input energy efficient light bulbs and motion sensors for our lighting in our headquarters, which was done in 2010. In 2011, we have included all our centers in this initiative with Musanada and we have collected environmental data for these centers (this includes tracking our electricity, water and paper consumption).

We use two forms of energy: direct energy through fossil fuel consumption (our fleet) and indirect energy through electricity consumption, which is entirely supplied by Abu Dhabi Water & Electricity Authority (ADWEA). No heating fuel or gas is used in our installations. Below is our usage for 2014, 2013 and for 2012 where available.

DIRECT ENERGY CONSUMPTION (FUEL)

Energy Source	Performance		
	2012	2013	2014
Diesel (L)	272,064	0	0
Diesel (GJ)	9,919	0	0
Gasoline (L)	252,790	196,792	157,808
Gasoline (GJ)	8,348	6,499	5,212
Total Direct Energy Consumption in GJ	18,267	6,499	5,212

FDF managed to reduce fuel and diesel consumption through the following approaches:

- Monitoring drivers.
- Reducing frequent transportation from one place to another for the same purpose.
- Providing guidelines to establish conservation as a value.
- Linking different tasks in the same place together, to end up using one car instead of two for the same task.
- Saving on transportation and visits and relying more on emails.
- Holding meetings in the location where the most number of attendees are, and therefore reducing the number of cars used.
- Reducing the number of school buses.

INDIRECT ENERGY CONSUMPTION (ELECTRICITY)

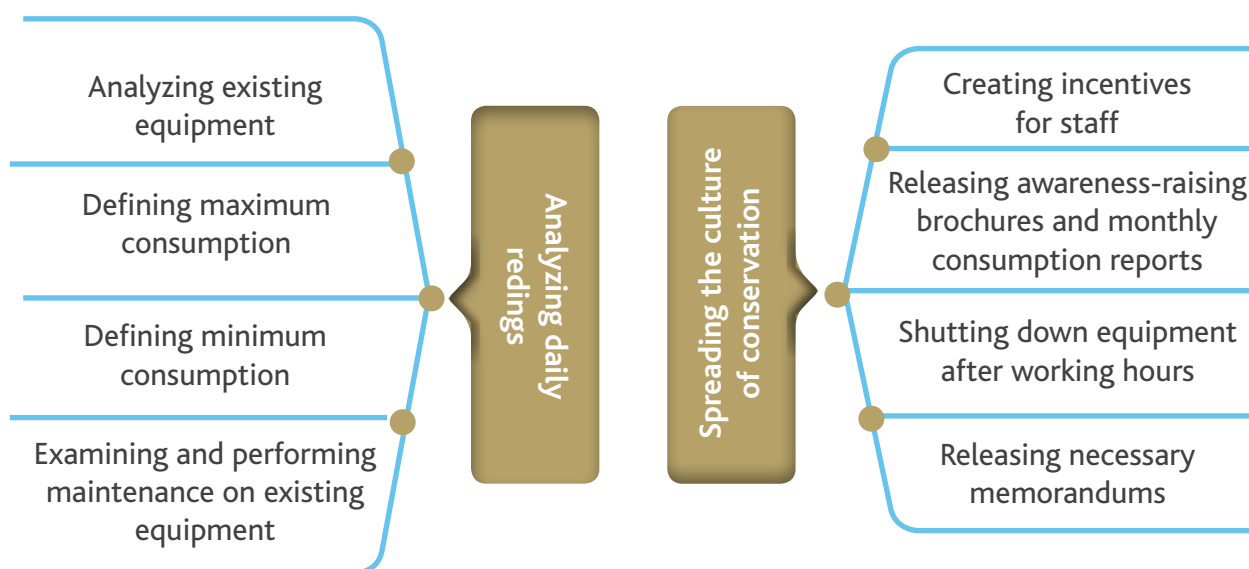
Energy Source	Performance		
	2012	2013	2014
Total Electricity (kWh)	23,736,377	20,622,465	18,266,026
Electricity (GJ)	85,451	74,241	65,758
Total Indirect Energy Consumption in GJ	85,451	74,241	65,758

Total Energy Consumption (Gj)

Energy Source	Performance		
	2012	2013	2014
Indirect Energy - Electricity (Gj)	85,451	74,241	65,758
Direct Energy - Vehicle Fuel (Gj)	18,267	6,499	5,212
Total (Gj)	103,718	80,740	5,212

In 2014, our total energy consumption was 70,970 (Gj) compared to 80,740 (Gj) in 2013. To reduce power consumption, we implemented a number of initiatives:

- We have distributed brochures to our employees, including environmental readings of our monthly consumptions, in order to increase their awareness on the impact of our operations and encourage them to be part of reducing our footprint.
- At FDF headquarters, our security personnel are responsible for turning all lights off before the end of the day to prevent energy wastage.
- We installed energy efficient light bulbs and motion sensors for our buildings.
- In 2014, FDF participated in the earth hour on 29th March and it succeed in reducing 1300 KWh at earth hour compared to 1,800 KWH in 2013.



Earth Hour



H.E GM Mariam Al Rumaithi and H.E Saeed AL Ghafli in a Health and Safety Program.

In general, and despite our commitment to reduce our electricity consumption, we were confronted with several challenges:

- The space of our centers is huge compared to the number of employees, as big halls are required to suit our activities.
- We operate four schools with 3,019 students, which contribute to electricity consumption, as well as water and paper consumption.
- The halls have electrical equipment and furniture that requires providing good indoor temperature; this in turn requires keeping the air conditioner on even in non-working hours.
- Development of our centers has to be suitable for new initiatives.

10.2.3 Greenhouse Gas Emissions

Our total Greenhouse Gas emissions in 2013 were 12,695,111 Kg (CO2 equivalent), while in 2014 this reached 1,722,869 Kg.

Total Greenhouse Gas Emissions by Source (Co2 Equivalent)*

Energy Source	Performance		
	2012	2013	2014
GHG emissions due to Electricity (kg)	12,105,600	10,517,457	9,316
GHG emissions due to Vehicle Fuel (kg)	1,372,002	452,976	363,243
GHG emissions due to Water (kg)	1,758,831	1,724,678	1,350,310
Total (kg)	15,236,433	12,695,111	1,722,869

*Calculations based on indicators from EAD Inventory 2010 and IPPC GHG Calculation Tools.

- At the moment we do not measure the amount of ozone depleting substances used for our operations, because we don't use any ozone depleting substances.

10.2.4 Water

As water is a scarce resource in our region, we realize our internal responsibilities to manage and monitor our water resource consumption. In 2011, we have started collecting our baseline data in order to monitor and measure our water consumption.

Energy Source	Performance		
	2012	2013	2014
Total Water (m³)	127,822	125,340	98,133

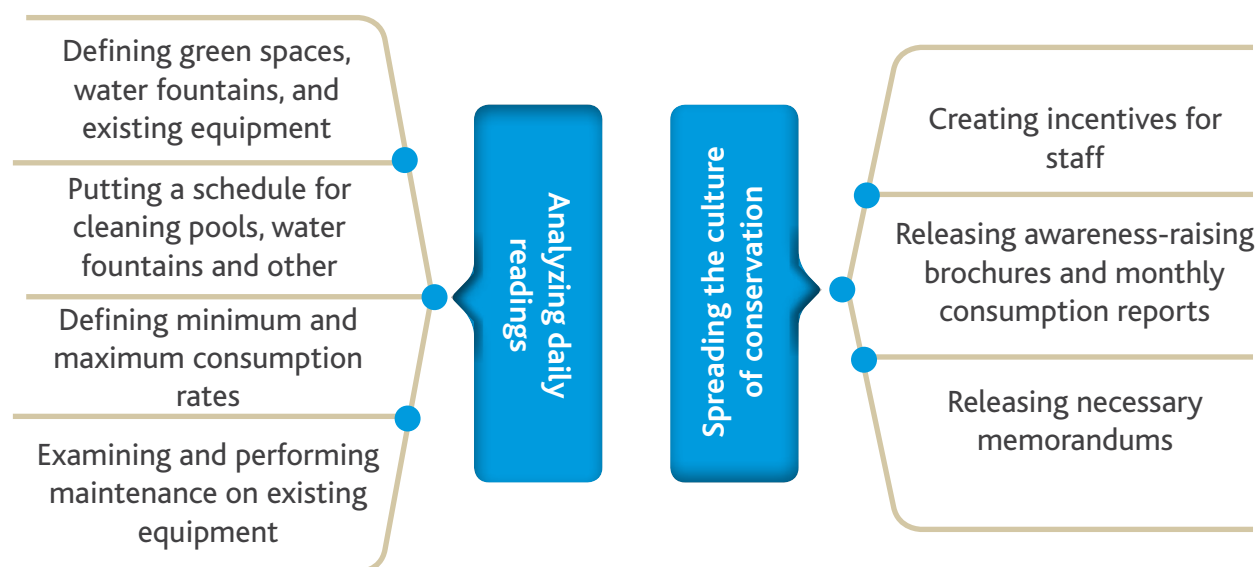
G4-EN8, G4-EN9, G4-EN10, G4-EN15, G4-EN16, G4-EN17, G4-EN18, G4-EN19, G4-EN20, G4-EN21, G4-EN30

It's must be noted that we utilized one external garden of Al Sharia park, which is now transferred to another entity therefore, its significant consumption is excluded from the data consumption since 2012.

No significant water spills were noticed and all water waste is directed to the public sewage company, while at the moment, we do not recycle or reuse any water.

The following diagram shows the FDF approach to reduce water consumption:

- Employing new technologies
- Reducing overconsumption



10.2.5 Materials

In 2011, we have developed our waste management system and we have communicated with related parties. The waste management system has identified FDF waste into the following categories:

- Paper – which comprise the biggest portion of our total waste
- Plastic
- Metal
- Electronic
- Other waste: wood and medical waste

For the Paperless office initiative, an official legislation was issued. FDF also participated in the paperless day initiated by the Environment Agency of Abu Dhabi. Our estimated paper consumption for 2014 was 7045 kg with a ratio of rationalization by 52% of consumption compared to 2013 when it was 14,532 Kg.

Reducing paper consumption is aimed to be achieved by:

- Using email.
- Printing on both sides of paper.
- The old printers (40) were replaced with new ones that are provided with facilities to form digital passwords to help controlling the huge number of printed papers. The old ones are going to be sent for Auction.
- Providing guidelines to establish conservation as a value.
- Participating in Paperless Day.
- Forming a committee to study the main reasons for paper and Ink consumption in certain centers.
- Studying providing recyclable paper.

G4-EN1, G4-EN2, G4-EN22, G4-EN23, G4-EN24, G4-EN25, G4-EN26



For waste management, we have finished all the work related to the provision of the service provider to provide us with boxes, separation containers and recycling service as regulated by law by preparing a description of work and determine quantities and then bidding, but due to the limited number of companies that operate in this area, the tender was extended twice in an attempt to attract businesses but this resulted to weak response from a single firm, the purchasing and tendering committee required to repeat the tender. This is on process where the boxes and the separation containers and recycling services will be provided in the first quarter of 2014. We also communicated with Abu Dhabi Waste Management Company to prevent conflicting work among government agencies, but parallel step has been completed.

At the moment we do not use any recycled input materials or ship any waste abroad, while none of our waste is considered hazardous.

10.2.6 Biodiversity

FDF owns approximately 666,814 m² land in Abu Dhabi, none of which is of high biodiversity value or within protected area, and none of our activities have a negative impact on any land or water sources.

OBJECTIVES 2015- ENVIRONMENT PROTECTION

- MAINTAIN NO INCREASE IN WATER, ELECTRIC POWER AND OIL CONSUMPTION FROM 2014 RATE
- MAINTAIN NO INCREASE IN OUR PAPER CONSUMPTION AT 15% FROM 2014 RATE.
- MONITOR AND MEASURE OUR MATERIALS USED, OUR WASTE AND OUR ODES IMPACT.

G4-EN11, G4-EN12, G4-EN13, G4-EN14

10.3 Human Capital

Strengthening internal human resource development to improve institutional performance of employees.

As our organization is based on a Five-Year Strategy, our HR strategy has evolved to support our organizational goals. This has taken the following factors into consideration: the Five-Year 2011 - 2015 Strategy, our Quality Excellence Management System, the HR requirements for our strategic programs and initiatives, and the results of our Employee Satisfaction Survey for 2012, 2013, and 2014.

In 2014, the HR department achieved many recognized achievements in collaboration with the IT department such as:

- Activated Data updating project in Abu Dhabi ERP system.
- Developed Attendance system Smart 3000.
- Activated employee self-service.



Training on BCM

10.3.1 Workforce Profile

FDF seeks to employ professionals to develop and produce the work with high level of efficiency. In 2014, FDF hired 33 new employees.

At FDF, we have managed to diversify our workforce and we recognize its importance in our working environment. As a real working environment to empower females, we are particularly proud of our female-prevailing staff, which accounts for 80% of our workforce in 2014 and 78% in 2013. In 2014, females in middle and senior management were 54% and 21% respectively in comparison with 2013, which were 42% and 20% of our middle and senior management respectively. In 2014, FDF employed 331 full time employees of whom 82% were nationals, whereas in 2012 the number of staff was 341 full-time employees, of whom 79% were nationals. FDF does not have any part-time employees. We have three employee levels: senior management, middle management and staff working in our headquarters and centers.

In 2014, as part of the employee satisfaction survey conducted the employee's satisfaction rate was 57% compared to 65% in 2013, based on the below listed 10 areas:

- 1- Vision and Leadership.
- 2- Work Conditions and Technical Support.
- 3- Job Interest and Challenge.
- 4- Image.
- 5- General Questions.

- 6- Work Environment.
- 7- Performance Appraisal and Recognition.
- 8- Performance and Stability.
- 9- Career Development.
- 10- Additional Benefits and Allowances.

The reason behind the decrease in satisfaction rate in 2014, compared to 2013, was due to the link between the upgrades and promotion system with the Civil Services system, which is expected to make adjustments during the year 2015 in order to serve the interests of government employees.

TOTAL WORKFORCE EMPLOYMENT TYPE, EMPLOYMENT CONTRACT, AND REGION

Employment Location	2013		2014	
	Number	Rate (%)	Number	Rate (%)
Staff from Abu Dhabi	341	100%	331	100%
Staff from outside Abu Dhabi	0	0%	0	0%
Total Workforce	341		331	
Type of Contract	2013		2014	
Permanent	320	94%	279	83.7%
Temporary	21	6%	54	16.3%
Total Workforce	341		331	

EMPLOYMENT BY LEVEL (NUMBER OF INDIVIDUALS)

Employment Level	Number of Individuals	
	2013	2014
Senior Management	71	72
Middle Management	167	165
Employees	103	94
Total	341	331

10.3.2 Diversity

As a government entity within Abu Dhabi, we have a policy that focuses on hiring local citizens and investing in the local talent. The percentage of local workforce has reached 82% in 2014 with 24% of senior management as local citizens. Our workforce is 80% females (out of which, 89% are local females), which only reinforces our vision of investing in untapped women's talent within the Emirate.

Employee compensation policy is based on knowledge, qualifications and experience and does not differentiate based on gender, therefore basic salary ratio of men to women is 1:1. FDF is also proud that it has not encountered any incidents of discrimination or human rights abuses in any staff.

All employees at FDF have equal opportunities to benefit from Etihad Airways, which is a rewarding program between Musanada and Etihad Airlines to Abu Dhabi government employees when travelling for business or private purposes.

www.abudhabitravelcard.com.

Regarding basic salary, although there is no local minimum wage regulated, FDF strives to offer competitive salaries for all employees.

Regarding collective bargaining agreement and Labor Union, FDF follows UAE legislation, which prohibits these operations; while there is no minimum notice proceed for significant operational changes.

Workforce Diversity

Workforce Diversity	2013		2014	
	Number	Rate (%)	Number	Rate (%)
Workforce by Gender				
Female	267	78%	268	80%
Male	74	22%	63	20%
Workforce by Age				
18 – 30	97	28%	68	29%
31 – 40	155	45%	167	46%
41 – 50	63	18%	68	18%
51 – 60+	26	8%	28	7%
Local Hiring				
Emiratis from total workforce	269	79%	272	82%
Emiratis at the senior management level	64	90%	65	24%
Emiratis at the middle management level	135	81%	138	50%
Emiratis at the employees level	70	68%	70	26%
Female Participation in the Workforce (%)				
Employees	58	17%	268	81%
Middle Management	142	42%	145	54%
Senior Management	67	20%	55	21%
Emirati female in the workforce	236	88%		89%

FDF aims to achieve in the area of Emiratization for 2014:

1. Support the employability of Emiratis through cooperation with the Abu Dhabi Tawteen Council to provide FDF with candidates for full enterprise vacancies.
2. Activate the e-service account to Tawteen Council (an enterprise account for vacancies and search for candidates).
3. Participate and attend the quarterly Tawteen managers meeting to discuss employability of Emiratis through developments and performance reports.
4. FDF is classified in the silver category in Tawteen's official web page for its role in supporting Emirati empowerment.

10.3.3 Workforce Turnover & Benefits

In 2014, our total workforce turnover rate was 6% the same rate as it was in 2013, as some of our expatriates staff had to leave to their countries. A breakdown of turnover by level of employment, gender and by age is provided in the below table.

Breakdown of Turnover Rate by Employment Level, Gender and Age

Category	2013		2014	
	Number	Rate (%)	Number	Rate (%)
Turnover by Employment Level				
Senior Management	6	9%	4	6%
Middle Management	11	8%	11	7%
Staff	2	3%	4	4%
Turnover by Gender				
Females	10	4%	15	6%
Males	9	12%	4	7%
Turnover by Age				
18-30	3	16%	7	10%
31-40	10	53%	9	9%
41-50	4	21%	1	4%
51-60+	2	11%	2	7%
Total Turnover	19	6%	19	6%

10.3.4 Training and Development

We continually strive to empower our workforce through continuous development, training and education to meet our organizational goals. In 2011, we have identified a set of competencies as guidance for skills, behaviors and personality characteristics to be used by FDF HR department for testing and hiring, training and development, performance management, job description, appraisals and career path development.

Our Training Strategy

FDF strives to comply with the GSEC training requirements which state that each employee should get at least 25 hours of training per year on general topics (management, basic finance, planning, etc.). In 2014 we have achieved 52 hours training per employee compared to 42 training hours per employee in 2013. This jump between the results of 2014 and 2013 is due to the internal training, the implementation of the ERP system and focusing on specialists training.



Training at FDF

Area	2012	2013	2014
Average training hours per employee	141	42	52
% of employees who received specialized training	35%	78%	77%
Number of sustainability working group meetings	7	4	3
Amount spent on training (AED)	390,935	916,936	1,209,425.028
% of employees receiving their performance appraisal.	100%	100% ³	100% ³

- In 2014, 100% of our eligible workforce received regular performance and career development reviews.
- In 2014, two from FDF's employee Dr. Jamila Khanji Research advisor, Mr. Ahmad Elfangary safety and security officer and Mrs. Fatima Alhammadi sustainability coordinator, took an intensive specialized workshops on Sustainability management organized by ADSG.
- In 2014, EFQM Excellence Assessors recognized two from FDF's employee Mr. Sultan AL Neyadi Head of strategic department and Miss Hayat Alhosani Strategic specialist.



Training at FDF



Training at FDF

- In 2014, FDF did not conduct any training on human rights.
- In 2014, 56 from the employees of security personal were trained on risks on health, environment and safety and there satisfaction rate was 86%.
- The Health insurance of all FDF's employee has been upgraded to cover international services and to cover more fees for more specialized hospitals.
- In 2014, FDF's employee from different managerial levels were trained on BSI where it's a training course aim to raise awareness of the concepts, responsibilities and the requirements of the business continuity standard and management according to the international ISO Standard ISO 22301.
- It was held by specialized international experts, and approved by the National Emergency Management Authority. The total number of participants were 68 and the satisfaction rate were 87%.
- In 2014, FDF provided a specialized training in the Certified Business Continuity Institute of business continuity, England BCI – Foundation and it was the first institution in the world to present this training material in Arabic and there were 28 employees from FDF participated in this training course and employees from the sustainability of Business Administration, General Secretariat of the Executive Council, and senior management) Director-General and executives, directors of departments) and different levels and functional.
- FDF does not conduct investment with human rights.

¹ From total trainees in 2012 (not total employee population)

² Includes program cost, per diem and provision of hospitality

³ From total employees eligible for performance review

10.3.5 Health and Safety

We have developed our Environment, Health, and Safety Management System (EHSMS) in compliance with decree number 42 in the year 2009, and it was approved by Abu Dhabi Environment, Health, and Safety Center in January 2011. The FDF had received the environmental standards ISO 14001 certificate and the health and safety standard OHSAS 18001. FDF employees in the central and western region were trained on FDF health and safety management system; in 2012 all FDF employees were trained in this training. FDF also conducted evacuation training in emergency cases for its all organization branches and centers 4 times in 2013. An action team has also been put in place to ensure the implementation of the system. In 2014, then the Foundation include the application and implementation of evacuation plan within the Strategy indicators of the Department of Support Services index year 2014, and the institution is currently committed to the implementation of evacuation phantom experiments in all its centers and schools periodically and regularly.

As for injuries to visitors, we have not recorded any injuries yet; paramedics or the Health, Safety, and Environment Coordinator are directed to report any injuries occurring in the centers.

Moreover, 146 (47%) of employees were trained on the prevention from dangerous diseases such as:

The Health of your Heart (30 employees) and General Checkups from Daman Health Insurance Company (85 employees).



H.E GM Mariam Al Rumaithi in a meeting with FDF employees.

Occupational Health and Safety

Indicator	2013		2014	
	Number	Rate (%)	Number	Rate (%)
Injury incidents	0	0%	0	0%
Rates of occupational disease	0	0	0	0
Lost days		0	0	
Number of work-related fatalities		0	0	

In 2014, the number of days of absenteeism was 200 unpaid and 888 days without reasons compared to 374 days of absenteeism and 42 days without reasons in 2013.

Absenteeism

Type of holiday	Type	Number of days	Number of employee
Unpaid	Without salary	200	19
Absent without excuse	Deducted from salary	888	145

*Data was calculated for the first 3 quarters in 2013 and the data of the last quarter will be provided based to the nature of the system, which was changed from HRM to DOF system.

Health and Safety Committee

Tasks and responsibilities of Health and Safety Committee's members according to the department of Environment, Health, and Safety:

1. Providing immediate response of providing emergency services to the injured during evening events.
2. Ensuring that all activities which the paramedics perform are risk free, and attempting to avoid risks which these activities involve.
3. Notifying paramedics of the team through registering all treatments that occurred in evening events in the record of first-aid accidents.
4. Taking into consideration their safety and safety of others before providing first-aid treatments.

10.3.6 Human Rights

The government of Abu Dhabi has a number of policies that protect human rights and FDF fully complies with the government policies and regulation. FDF does not tolerate child labor and as such does not hire anyone under the age of 18. It also prohibits forced or compulsory labor in its operations or any operations performed on its behalf. Based on our Risk Assessment process, no operations with significant risk of forced or compulsory labor have been identified.

Additionally, it must be noted that there is not a minimum notice period for organizational changes and there is no Human rights Grievance mechanism.



H.E Ali Al Kaabi and H.E GM Mariam Al Rumaithi at the Annual Party 2014

OBJECTIVES 2015- HUMAN CAPITAL

- INCREASE EMPLOYEES SATISFACTION
- EMPLOYEES HAPPINESS

10.4 Responsible Buying

Ensure responsible acquisition of resources from suppliers, while influencing the supply chain to operate more responsibly.

In accordance with procurement laws and regulations for Abu Dhabi government entities, FDF procurement activities are conducted exclusively with local suppliers and contractors; local suppliers and contractors are defined as organizations and entities that are registered as businesses in the Emirate of Abu Dhabi and have operating offices in it. Through these laws and regulations, FDF supports the local economy through local purchasing and contracting. During the reporting period, FDF has purchased and contracted its needs only through local suppliers. In 2014, the total amount paid to local suppliers (suppliers based on the U.A.E.) was 95,022,343 AED compared to 174,245,224 AED in 2013.

In 2014, FDF had organized for the first time a training workshop to raise the supplier's awareness in sustainability and business continuity standards and mandatory and their satisfaction rate was 77%.

In 2013, FDF initiated a program to request certificates on non-violations from Abu Dhabi Chamber of Commerce and Industry, regarding its suppliers, as within 2013 no suppliers screening on human rights was conducted.

There is no new suppliers with labor practices criteria screening.



Dr. Jamila Khanji conducting awareness workshop for suppliers

OBJECTIVES 2015- RESPONSIBLE BUYING

- APPLY E-TENDERING.
- APPLICATION OF ELECTRONIC SUPPLIER RECORDING.
- APPLY BUSINESS CONTINUITY WITH SUPPLIERS.

10.5 Financial Robustness

Ensuring the sustainable use of financial resources to enhance society-wide impact and achieve institutional goals.

As an independent non-profit organization that works under the Crown Prince's Court and has its full legal capacity, FDF approves and receives its yearly budget from the government. Beside the government funding, FDF makes revenues from other financial resources such as investment activities and subscriptions, as explained in the next page.

In 2014, the second vase of implementing the Enterprise Resources planning (ERP) project in compliance with government instructions, specifically Department of Finance – Abu Dhabi (DOF).

The Finance Department at FDF implemented the financial module, and all the Manager Divisions and Departments in FDF have been given access to issue report from the system, which related to their fields. The aim is to give them control and to monitor their budget. In addition, the Finance Department in FDF issues monthly performance report to the senior management.



The Annual Party 2014

According to FDF policy, the financial statement of FDF is audited every year by a third party

Social Development Impact Level	Indicator	2012	2013	2014
Financial Robustness	Total annual budget (AED)	272,914,835	347,228,000	281,107,000
	Annual budget received from the government (AED)	215,389,000	289,786,325	277,607,508
	Revenues from investment activities (AED)	11,612,204	13,345,882	6,943,028
	Revenues from subscriptions (AED)	42,442,631	39,728,922	37,459,101
	Revenues from strategic funds (AED)	3,471,000	1,750,061	3,142,168

1. From total trainees in 2012 (not total employee population).
2. Includes program cost, per diem and provision of hospitality.
3. From total employees eligible for performance review.

FDF annual budget decrease in 2014 to 281,107,000 AED compared to 347,228,000 AED in 2013 due to Abu Dhabi's government direction in 2013 to adopt the policy of rationalization of expenditures by the Department of Finance when discussing the proposed budget for 2014.

Direct Economic Value Generated and Distributed

Indicator	2012	2013	2014
Direct economic value generated (AED)*			
Total budget (AED)	272,914,835	347,228,000	281,107,000
Direct economic value distributed (AED)			
Amount paid to employees	166,871,990	178,584,288	188,790,851
Amount paid to locally-based suppliers (all suppliers are locally-based)	114,290,819	174,245,224	95,022,343
Amount paid to government	264,152	111,864	58,386

*The Foundation does not have any profit as it is not intended for profit

FDF direct and indirect economic impact has improved in 2014 through improved programs results – which were explained in the relevant sections previously – and through an increase of the total amount paid to employees by 6% to 188,790,851 AED, compared to 178,584,288 AED in 2013. In addition, the amount paid to Local suppliers decrease by 49% in 2014 compared to 2013.

FDF obtains its financial resources from the following:

1. Annual budget received from the government of Abu Dhabi
2. Other financial resources:
 - a. Investments (bank deposits and assets rental)
 - b. Subscriptions
3. Strategic funds

Annual Budget Received from the Government: The annual budget of FDF is based on its annual strategic plan. The annual FDF budget from the government is based on the total forecasted expenditure of the year minus the total forecasted revenues from other financial resources.

The annual budget received from the Department of Finance Abu Dhabi (DOF) increased by 35% in 2013 compared with 2012, due to increase in the number of FDF programs directed towards the core business of the entity where in 2014, the annual budget decreased by 4% compared to 2013.

Budget Received from Government

Indicator	2012	2013	2014
Annual budget received from the government (AED)	215,389,000	289,786,325	277,607,508

Other Financial Resources

Investments (Bank Deposits and Assets Rental): FDF investment activities include its assets rental and bank deposits. FDF assets comprise two buildings and four villas. In 2013, FDF revenues from its investment activities were 13,345,882 AED. In 2014 the investment activities was 6,943,028 AED and decrease by 48% because all bank deposits transfer directly to Department of Finance – Abu Dhabi (DOF) by (TSA) program and from 2014 FDF don't have bank deposits

FDF investment activities has increased by 15% in 2013 compared with 2012, due to efficient utilization for the asset investment.

Investment Activities

Indicator	2012	2013	2014
Investment Activities (AED)	11,612,204	13,345,882	6,943,028

Subscriptions: As FDF is keen to make the best use of its assets and facilities while sustaining its long term services and programs; FDF charges people benefiting from its schools and health clubs. This has made important and sustainable revenue resource for FDF over the past years and we aim to sustain this financial resource in the future. In 2014, FDF made 37,459,101 AED from Subscriptions.

Subscriptions

Indicator	2012	2013	2014
Subscriptions (AED)	42,442,631	39,728,922	37,459,101

Strategic Funds: FDF works with several partners to enhance and support its programs development and implementation. Beside the technical side of the partnerships where FDF works mutually with its partners to deliver successful programs and services to the community, these partners also supports FDF programs and services financially – which is what FDF call strategic funds - and all strategic funds should be approved by the Board of Trustees. In 2014, the Strategic Funds increase to 3,142,168 AED

Strategic Funds

Indicator	2012	2013	2014
Strategic funds (AED)	3,471,000	1,750,061	3,142,168

Compliance with Laws and Regulations

In 2012 and 2013 there were two legal issues raised against FDF by a temporary employee intellectual Property rights (which is still pending after an appeal by the employee on the first court's decision) and about an administrative issue. No other legal issues have been raised in 2014.



H.E. Ali Bin Salim Al kaabi, Head of BOT Addressing the Staff

10.6 Internal Operations

Developing institutional capacities based on international best practices to enhance organizational performance.

We at FDF realize the importance of a strong institutional infrastructure that can support achieving our goals and ambitions, and the delivery of programs and services. For this reason, developing our institutional capacities, based on international best practices and standards, is one of our priorities. This includes increasing our technological capacities to aid in institutional expansion and performance excellence, and continually developing innovative initiatives through the development of strategic partnerships. In 2011, we have committed to embedding sustainability management into the core of our operations and have hence created an integrated sustainability strategy that guides our future goals and efforts, measures our triple bottom line performance and incorporates the views of our stakeholders.

Management System

FDF's Quality Management System

In 2014, FDF made every positive contribution to ensure that its social services are executed in accordance with required specifications and quality in an effective manner complying with the client's needs and expectations and to the complete satisfaction of all clients.

Continual improvement in quality of our services is the responsibility of every employee of FDF. Therefore, we have established objectives that are in line with our Quality Policy.

We at Family Development Foundation strived to:

- Enhance the skills and knowledge of an employee to perform to the expectation of FDF Management by providing suitable training.
- Continually improve the effectiveness of QMS that complies with ISO 9001: 2008, ISO 14001 and OHSAS 18001 Standards.
- Provide the best possible social services for our clients.

This may require a change in existing attitudes and ways of working. This type of organizational change needs have been introduced in a planned and considered manner that:

- Identifies existing attitudes and perceptions.
- Challenges old ways of thinking.
- Provides good reasons for a different way of thinking and working.
- Ensures that resistance is addressed through people becoming engaged in the change process.



Visit to Abu Dhabi Systems and Information Center (ADSIC)



GM in Moltgana event with H.E. Rashed Lahej Al Mansoori
Director General, Abu Dhabi Systems & Information Centre

Increasing Technological Capacities

We are glad to introduce the status, progress and milestones of the Information technology department (IT) of FDF; the IT department has started building infrastructure in 2011 to accommodate and meet the business requirements of FDF.

In 2014, FDF continue in improving and increase the average of training the ERP system that was implemented in 2013; in order to increase efficiency or resource use. The IT system "ERP" is intended also to be used for the measurement and tracking of our sustainability performance, linking our economic, social and environmental performance. A training session was held for all staff in order to train them how to use the system.

In 2014, IT department started to train employee how to use the (CRM) Customer Relations management system to start using it and applying it in FDF also started to use the information kiosks to provide some services.

Moreover, FDF had replaced all the old computers with new and latest ones for all headquarters staff and centers and that was to respond to the requirements of the volume of work in addition to keep pace with the technological development and based to that the followed steps was taken:

- Old data was been formatted from all old devices belong to headquarters and centers.
- Recreate operating system and programs needed and installing it in classrooms and laboratories where old hardware specification are very good to be used in FDF's schools.
- Set up a number of old computers after data was clear and formatted to donate them to FDF'S stuff or to other charity organization.



The IT Manager Mr. Shukri Yaghi presenting about the IT projects

OBJECTIVES 2015- INTERNAL OPERATIONS

- PREPARE FDF 'S SITE WITH THE LATEST TECHNOLOGY EQUIPMENT TO RECOVER AND AVOID DAMAGES FROM DISASTERS, AS PLANNED IN BUSINESS CONTINUITY STRATEGY.
- PROVIDE A SYSTEM OF CORRESPONDENCE AND ELECTRONIC ARCHIVE.
- USE SMART DEVICES.

11. APPENDIXES

11.1 Report Content

Materiality - We have undertaken a systematic approach to identify and prioritize the material issues relevant to our economic, environmental, and social impacts which are captured in our sustainability framework. This approach included the strategic research FDF does and the community study conducted in 2010 which assessed our stakeholders, their needs, and the root causes for their priority issues. We have also taken the best practices in the sector into consideration when identifying and prioritizing the material issues in this report. In 2014, we have conducted a survey to assess our suppliers, employee and society needs and opinion in regards the materiality issues and we believe that we have captured all of our stakeholders' material issues in our sustainability framework, and have covered those areas throughout the report.

The report has been developed internally by the FDF, utilizing ADSC's Capacity Building Program. As part of this Program, the team leader Dr. Jamila Suliman Khanji, Fatima Alhammadi sustainability coordinator and Mr. Ahmad Elfangary took part in a 4 day Sustainability Training Course to familiarize with reporting practices, assessed on-line the Foundation's Sustainability Maturity Level (using the ADSC Maturity Assessment Tool) 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.

Sustainability Context – We considered the sustainability context of this report and our sustainability framework taking into account local and regional realities, while considering global and international trends. In some instances, we draw attention to the more specific sustainability context of Abu Dhabi.

Stakeholder Inclusiveness – The 2014 study we conducted for the community we serve included assessing our stakeholders, their needs, and the root causes for their priority issues. This study is planned to be repeated every three years. We have identified as stakeholders any individual, group, or organization that affect or could be affected by our operations. We believe that we have identified all of our key stakeholders, and the sector specific stakeholders that we deal with as a provider of social services in the Emirate of Abu Dhabi. We have also outlined our stakeholders' expectations of us, the communications channels that we have with them, and our response to their expectations. We have also identified our direct and indirect stakeholders as in page 27. We think all the identified stakeholders would be interested to read our sustainability report and we encourage them to provide feedback through our sustainability email as mentioned in page 6.

Completeness - We have presented as much data, information and KPIs as possible to reflect our significant economic, environment and social impact.

11.2 Ensuring Quality

Balance - We believe that the information and data provided in this report represent a balanced account of the positives of our performance, and the negatives that require improvement in the future.

Reliability - All the information in this report has been compiled, validated and signed off by the original source. This report has been reviewed and assured by an independent third party.

Comparability - Wherever applicable, we have provided KPIs and data from 2012 – 2014 (each year ending 31st Dec) to aid the year-on-year comparison of our performance. However, most relevant data was not available as we established our data tracking and monitoring systems in 2010. We have also attempted to adhere to the GRI G4 reporting guidelines to facilitate the comparison of our performance with sector peers and other organizations engaging in sustainability reporting.

Timeliness - FDF is keen to report on an annual basis through the Annual Sustainability Report that provides our external and internal stakeholder with the necessary data and information to make the appropriate decisions.

Accuracy - We strived to ensure the most accurate collection and presentation of our performance data in the report. We have clearly indicated within the report wherever any assumptions or estimations have been made.

Clarity - Every effort has been made to present the information in this report in a clear and concise manner that highlights sustainability impacts and issues. Section cover sheets, the table of contents, the GRI index, glossary and acronyms lists provide further direction for mapping out information.

11.3 Reporting Boundaries and Limitations

Scope: The data in this report corresponds to the year 2014 ending on the 31st of December, 2014. We believe the information presented in this report covers the range of economic, environmental, and social impacts relevant to the Family Development Foundation.

Boundary: This report represents the baseline report of the sustainability performance for all activities of the Family Development Foundation, in Abu Dhabi, UAE.

Data: Data within this report are outcomes of measurements. In cases where estimates or average numbers are used, this is clearly indicated. In case data of previous years is re-stated this is also clearly stated in the corresponding section of the report.

Limitations – We recognize that this report has limitations, and we have set out a number of commitments throughout the report to help overcome those limitations for our report. Current limitations of the report include:

Data: All information included in the report represents the data currently available at the Family Development Foundation. Our tracking systems are newly established and FDF is reforming many of its department as a developing process.

11.4 GRI Materiality Disclosures Service



11.5 GRI G4 Content Index

The correspondence between the content of this Report and the Global Reporting Initiative's (GRI G4 version 2013) General and Specific Standard Disclosures in accordance with the option "Core", is presented in the following table.

- Coverage of Indicators is characterized as Full (F), Partial (P), Not Reported (NR) or Not Applicable (NA).
- General Standard Disclosures of GRI required for the "Core" option are indicated in grey background.
- Material Aspects of GRI for the organization (based on the Materiality Analysis conducted), are indicated in grey background.
- Boundaries of GRI indicators are indicated on the Table.
- No Assurance has been conducted.

General Standard Disclosures					
General Standard Disclosures	Summary	Section/page (s)	Coverage/Omission	Assurance	Boundary of Material Aspects
Strategy and Analysis					FDF
G4-1	Most senior executive statement.	3,4,5, (pages 9-13)	F	-	
G4-2	Description of key impacts, risks and opportunities.	6.1-6.7,7.8.1,8.2 (pages 16-30)	F	-	
Organizational Profile					FDF
G4-3	Name of organization.	6 (page 14)	F	-	
G4-4	Primary brands, products, and/or services.	6.2, 6.3 (pages 18-21)	F	-	
G4-5	Location of headquarters.	6.4 (page 22)	F	-	
G4-6	Number of countries organization operates (major operations or relevant to TBL).	6.1 (page 16)	F	-	

G4-7	Nature of ownership and legal form.	6 (page 14)	F	-	
G4-8	Markets served (geographic breakdown, sectors served, and types of customers).	6.2, 6.3 (pages 18-21)	F	-	
G4-9	Scale of the reporting organization.	8.4, 10.3, 10.4 (pages 39, 40,88,97)	F	-	
G4-10	Total workforce by type, contract, region, broken down by gender.	10.3.1, 10.3.2 (pages 88-91)	F	-	
G4-11	Employees with collective agreements (by percentage).	10.3.2 (pages 89-90)	F	-	
G4-12	Organization's supply chain.	8.2, 8.4 (pages 27-29-40)	F	-	
G4-13	Significant changes in report period (size, structure, ownership, supply chain).	6.7 (pages 23-24)	F	-	
G4-14	Whether and how precautionary approach addressed.	10.1.3, 10.1.4 (pages 75, 77,79-80)	F	-	
G4-15	TBL principles and initiatives the organization subscribes.	6.5,1 (pages 22-6)	F	-	
G4-16	Membership in associations (industry, national/international, governance bodies, projects, committees, substantive funding beyond membership, strategic membership).	6.5 (pages 22)	F	-	
Identified Material Aspects and Boundaries					FDF
G4-17	Entities included in consolidated financial statements or equivalent documents.	10.5 (pages 98)	F	-	
G4-18	Process for defining report content and Aspect Boundaries.	11.5, 8.3 (pages 30-31,107)	F	-	
G4-19	Materials Aspects identified in the process for defining report content.	11.5, 8.3 (pages 108, 30-31)	F	-	
G4-20	Aspect Boundary for each material Aspect within the organization.	8.3, 11.5 (pages 30-31, 107)	F	-	
G4-21	Aspect Boundary for each material Aspect outside the organization.	8.3, 11.5 (pages 30,31, 107)	F	-	
G4-22	Effect and reasons of information re-statements (mergers/acquisitions, base years, methods).	11.2, 11.3, 11.4 (pages 105, 106,107)	F	-	
G4-23	Significant changes (scope, Aspect Boundaries).	6.7, 11.3, 11.4 (pages 23, 24,106,107)	F	-	
Stakeholder Engagement					FDF
G4-24	Stakeholder groups engaged by the organization.	8.2 (pages 27-30)	F	-	

G4-32, G4-33

G4-25	Basis for identification and selection of stakeholders.	8.2 (pages 27-30)	F	-	
G4-26	Stakeholder engagement approach (frequency, type, and group).	8.2 (pages 27-30)	F	-	
G4-27	Concerns raised by stakeholders and responds.	8.2 (pages 27-30)	F	-	
Report Profile					FDF
G4-28	Reporting period (e.g. fiscal/ calendar year).	1, 11.3	F	-	
G4-29	Date of previous report.	1, 11.3	F	-	
G4-30	Reporting cycle.	1, 11.3	F	-	
G4-31	Contact point.	1	F	-	
G4-32	Table for location of General Standard Disclosures.	11.5	F	-	
G4-33	Policy and practice for external assurance.	11.5	F	-	
Governance					FDF
G4-34	Governance structure (e.g. BoD committees' strategy or oversight).	6.1, 10.1	F	-	
G4-35	Process for delegating authority for TBL from BoD to senior executives and other employees.	10.1	P	-	
G4-36	BoD procedures for overseeing management of TBL (risks, opportunities, compliance with standards, codes, principles).	6.1, 10.1, 10.1.2	F	-	
G4-37	Processes for consultation between stakeholders and the BoD on TBL topics.	7, 10.1.3	F	-	
G4-38	Composition of the BoD and committees.	10.1, 8.3	F	-	
G4-39	BoD Chair also executive officer.	10.1.3	F	-	
G4-40	Determining qualifications of BoD for guiding TBL strategy.	-	-	-	
G4-41	Processes for BoD to ensure conflicts of interest avoided.	10.1.2, 10.1.3	F	-	
G4-42	BoD's and senior executives' roles in development, approval, updating of purpose, value or mission statements, strategies, policies, and goals related to TBL impacts.	6	F	-	
G4-43	Measures to enhance BoD's collective knowledge of TBL topics.	10.1	P	-	
G4-44	Processes for evaluating BoD performance on TBL topics.	10.1	F	-	

G4-45	BoD's role in identifying and managing TBL impacts, risks, and opportunities.	6.1, 10.1, 10.1.2	P	-	
G4-46	BoD's role in reviewing the effectiveness of risk management processes for TBL topics.	6.1, 10.1, 10.1.2	P	-	
G4-47	Frequency of the BoD's review of TBL impacts, risks, and opportunities.	6.1, 10.1, 10.1.2	F	-	
G4-48	Highest committee/position formally reviews and approves Report, ensures all material Aspects are covered.	1	F	-	
G4-49	Process for communicating critical concerns to BoD.	10.1	F	-	
G4-50	Nature and number of critical concerns communicated to the BoD and the mechanism(s) to address and resolve.	-	F	-	
G4-51	Link of BoD members, senior managers, executives' compensation (incl. departure) with TBL.	10.1	F	-	
G4-52	Process for determining remuneration.	10.1	F	-	
G4-53	How stakeholders' views are taken into account regarding remuneration, including vote results on remuneration policies and proposals, if applicable.	8.2	P	-	
G4-54	Ratio of the annual total compensation for the organization's highest-paid individual in each country of significant operations to the median annual total compensation for all employees (excluding the highest-paid individual) in the same country.	-	-	-	
G4-55	Ratio of percentage increase in annual total compensation for the organization's highest-paid individual in each country of significant operations to the median percentage increase in annual total compensation for all employees (excluding the highest-paid individual) in the same country.	-	-	-	
Ethics and Integrity					FDF
G4-56	Mission, values, codes of conduct, principles relevant to TBL.	6.	F	-	
G4-57	Internal and external mechanisms for advice on ethical and lawful behavior and integrity (e.g. helplines, advice lines).	-	-	-	
G4-58	Internal and external mechanisms for reporting concerns about unethical or unlawful behavior and integrity (e.g. escalation, whistleblowing, hotlines).	-	-	-	

Specific Standard Disclosures					
DMA and Indicators	Summary	Section	Coverage/ Omission	Assurance	Boundary of Material Aspects
ECONOMIC	Economic performance, market presence, indirect economic impacts, procurement practices				FDF
Economic Performance					
G4-DMA		10.5		-	
G4-EC1	Direct economic value.	10.5		-	
G4-EC2	Financial implications due to Climate Change.	10.2.1, 10.5	F	-	
G4-EC3	Benefit plan coverage.	10.5	F	-	
G4-EC4	Financing assistance from Government.	10.5	F	-	
Market Presence					FDF
G4-DMA		10.3		-	
G4-EC5	Ratios of entry wage to minimum wage.	There is no entry level or minimum wage defined in U.A.E.	F	-	
G4-EC6	Proportion of senior management hired from the local community.	10.3.2	F	-	
Indirect Economic Impacts			F	-	FDF
G4-DMA		10.5	F	-	
G4-EC7	Impact of infrastructure investments and services.	8.3,8.4,9 ,9.1	F	-	
G4-EC8	Upstream and downstream impact.	10.5	P	-	
Procurement Practices				-	FDF
G4-DMA		10.4		-	
G4-EC9	Spending on locally based suppliers.	10.4	F	-	
ENVIRONMENTAL	Materials, energy, water, biodiversity etc.			-	FDF
Materials					
G4-DMA		10.2		-	
G4-EN1	Materials used (weight or volume).	10.2.5	F	-	
G4-EN2	Recycled materials used (percentage).	10.2.5	F	-	

Energy				-	
G4-DMA		10.2		-	
G4-EN3	Direct energy consumption (by source).	10.2.2	F	-	
G4-EN4	Indirect energy consumption (by source).	10.2.2	F	-	
G4-EN5	Energy intensity ratio.				
G4-EN6	Energy saved due to improvements.	10.2.2	P	-	
G4-EN7	Reductions in energy requirements of sold products and services.	10.2.2	F	-	
Water					
G4-DMA		10.2		-	
G4-EN8	Water withdrawal.	10.2.4	F	-	
G4-EN9	Water sources affected.	10.2.4	F	-	
G4-EN10	Water recycled (percentage, volume).	10.2.4	F	-	
Biodiversity					
G4-DMA		10.2		-	
G4-EN11	Areas of high biodiversity value.	10.2.6	F	-	
G4-EN12	Impact on biodiversity.	10.2.5	F	-	
G4-EN13	Habitats protected or restored.	10.2.4, 10.2.5	F	-	
G4-EN14	Red List of IUCN species (by number).	10.2.6	F	-	
Emissions					
G4-DMA		10.2		-	
G4-EN15	Direct GHG emissions (by weight).	10.2.3	F	-	
G4-EN16	Indirect GHG emissions (by weight).	10.2.3			
G4-EN17	Other indirect GHG emissions (by weight).	10.2.3	F	-	
G4-EN18	GHG emissions intensity ratio.		F	-	
G4-EN19	Initiatives and achievements on GHG (by weight).	10.2.4	F	-	
G4-EN20	Emission of ODS (by weight).	10.2.4	F	-	

G4-EN21	Emission of NOx, SOx (by type, weight).	N/A (Not relevant to our operation. NOx, SOx, and other significant air emissions are not material to FDF due to the nature of our business as a social organization.)	N/A	-	
Effluents and Waste				-	
G4-DMA		10.2		-	
G4-EN22	Water discharge (by quality, destination).	10.2.4	F	-	
G4-EN23	Waste (by type, disposal method).	10.2.5	F	-	
G4-EN24	Significant spills (by type, volume).	10.2.4	F	-	
G4-EN25	Hazardous waste handling (by weight, percentage).	10.2.5	F	-	
G4-EN26	Water discharge impact on biodiversity.	10.2.6	F	-	
Products and Services				-	
G4-DMA		10.2		-	
G4-EN27	Extend of impact mitigation of environmental impacts of products and services.	10.2.5	F	-	
G4-EN28	Products sold vs. reclaimed (by percentage, category).	N/A	N/A (Not relevant to our operation. This is not applicable to FDF as we provide programs and services to customers. For these products, we have appropriate product and service information, (In program cycle section page (25 ,24).	-	

Compliance (Material)				-	FDF, Suppliers
G4-DMA				-	
G4-EN29	Fines and sanctions of non-compliance (by value, number).	10.2.1	F	-	
Transport					
G4-DMA		10.2		-	
G4-EN30	Impact of people and product transportation.	10.2.2, 10.2.3	P	-	
Overall					
G4-DMA		10.2		-	
G4-EN31	Investment for environmental protection (by value, type).	10.2.1, 10.2.2	P	-	
		objectives			
Supplier Environmental Assessment				-	
G4-DMA				-	
G4-EN32	New suppliers that were screened using environmental criteria (percentage).	-	-	-	
G4-EN33	Significant actual and potential negative environmental impacts in the supply chain and actions taken.	-	-	-	
Environmental Grievance Mechanisms				-	
G4-DMA				-	
G4-EN34	Grievances about environmental impacts filed, addressed, and resolved through formal grievance mechanisms (number).	-	-	-	
SOCIAL	Labor Practices and Decent Work, Human Rights, Society, Product Responsibility		F		
LABOR PRACTICES AND DECENT WORK	Employment, labor/management relations, occupational health and safety etc.				FDF
Employment					FDF
G4-DMA					
G4-LA1	Turnover of personnel (by age group, gender region).	10.3.3	F	-	

G4-LA2	Benefits of full time vs part time employees (by operation).	10.3.2, 10.3.3	F	-	
G4-LA3	Return to work and retention rates after parental leave (by gender).	10.3.2		-	
Labor/Management Relations (Material)				-	FDF
G4-DMA		10.3.2,		-	
G4-LA4	Minimum notice period for operational changes.	10.3.6 10.3.2	F	-	
Occupational Health and Safety (Material)					FDF, Customer
G4-DMA					
G4-LA5	Employees represented by HS committees (percentage).	10.3.5	P	-	
G4-LA6	Injury, disease, lost days, absenteeism, fatalities (rates).	10.3.5	F	-	
G4-LA7	Employees with high incidence or high risk of diseases related to their occupation.	-	-	-	
G4-LA8	Health and Safety issues in collective agreements.	10.3.2	F	-	
Training and Education (Material)					FDF, Customer
G4-DMA					
G4-LA9	Training (by average hour, employee category).	10.3.4	F	-	
G4-LA10	Programs for lifelong learning and career.	10.3.4	P	-	
G4-LA11	Employees with appraisals (by percentage).	10.3.4	F	-	
Diversity and Equal Opportunity (Material)					FDF
G4-DMA		10.3		-	
G4-LA12	Breakdown of employees (by category, gender etc.).	10.3.2	F	-	
G4-LA12	Breakdown of employees (by category, gender etc.).	10.3.2	F	-	

Equal Remuneration for Women and Men (Material)					FDF
G4-DMA		10.3.2	F	-	
G4-LA13	Ratio of basic salary of men of/ women (by type).	10.3.2	F	-	
Supplier Assessment for Labor Practices (Material)					FDF, Supplier
G4-DMA		10.4		-	
G4-LA14	New suppliers with labor practices criteria screening (percentage).	10.4	F		
G4-LA15	Significant actual and potential negative impacts for labor practices in the supply chain and actions taken.	10.4	F	-	
Labor Practices Grievance Mechanisms (Material)					FDF
G4-DMA				-	
G4-LA16	Grievances about labor practices filed, addressed, and resolved through formal grievance mechanisms (number).	10.4	F	-	
HUMAN RIGHTS	Investment, non-discrimination, child labor etc.				FDF
Investment (Material)				-	FDF
G4-DMA				-	
G4-HR1	Investments with human rights screening (by percentage, number).	10.3.4	F	-	
G4-HR2	Employee training on human rights policies or procedures concerning aspects of human rights (hours, percentage).	10.3.4	F	-	
Non-discrimination (Material)					FDF
G4-DMA		10.3		-	
G4-HR3	Discrimination incidents (number).	10.3.2, 10.5	F	-	
Freedom of Association and Collective Bargaining		N/A	Not applicable to our mandate or to Abudhabi government policies or regulations	-	FDF

G4-DMA		10.3		-	
G4-HR4	Operations identified with freedom in risk and actions.	10.3.2	F	-	
Child Labor (Material)					FDF, Supplier
G4-DMA		10.3		-	
G4-HR5	Operations identified with child labour risk and actions.	10.3.6	F	-	
Forced or Compulsory Labour				-	
G4-DMA				-	
G4-HR6	Operations identified with forced labour risk and actions.	10.3.2	F	-	
Security Practices				-	
G4-DMA				-	
G4-HR7	Security personnel training on human rights (percentage).	10.3.4	P	-	
Indigenous Rights (Material)				-	FDF
G4-DMA				-	
G4-HR8	Violations of indigenous rights and actions (number).	10.3.2	F	-	
Assessment				-	
G4-DMA				-	
G4-HR9	Operations that have been subject to human rights reviews or impact assessments (percentage, number).		F	-	
Supplier Human Rights Assessment (Material)					FDF, Supplier
G4-DMA		8.3		-	
G4-HR10	New suppliers that were screened using human rights criteria (percentage).	8.3	F	-	
G4-HR11	Significant actual and potential negative human rights impacts in the supply chain and actions taken.	10.3.6	F	-	
Human Rights Grievance Mechanisms (Material)					FDF
G4-DMA		10.3		-	
G4-HR12	Grievances about human rights impacts filed, addressed, and resolved through formal grievance mechanisms (number).	10.3.6	F	-	

SOCIETY	Local communities, anti-corruption, public policy etc.				
Local Communities (Material)					FDF, Customer
G4-DMA		10.1		-	
G4-SO1	Programs to manage impact on community (by stage).	8.3, 10.1	F	-	
G4-SO2	Operations with significant actual and potential negative impacts on local communities.	8.3, 10.1	F	-	
Anti-corruption (Material)				-	FDF
G4-DMA		10.1		-	
G4-SO3	Operations assessed for risks (percentage, number).	10.1.4	F	-	
G4-SO4	Communication and training on anti-corruption policies (percentage).	10.1.4	F	-	
G4-SO5	Actions taken on incidents.	10.1.4	F	-	
Public Policy				-	
G4-DMA				-	
G4-SO6	Contribution to political parties and institutions (value).	N/A	N/A(No political parties in UAE)	-	
Anti-competitive Behavior				-	
G4-DMA				-	
G4-SO7	Legal actions for anti-trust and monopoly practices (number, outcome).	10.5	F	-	
Compliance				-	
G4-DMA				-	
G4-SO8	Fines and sanctions for anti-tust and monopoly practices (value, number).	10.5	F	-	
Supplier Assessment for Impacts on Society					
G4-DMA				-	
G4-SO9	New suppliers screened using criteria for impacts on society (percentage).		F	-	
G4-SO10	Significant actual and potential negative impacts on society in the supply chain and actions taken.		F	-	
Grievance Mechanisms for Impacts on Society				-	

G4-DMA				-	
G4-SO11	Grievances about impacts on society filed, addressed, and resolved through formal grievance mechanisms (number).		F	-	
PRODUCT RESPONSIBILITY	Customer health and safety, product and service labeling, marketing communications etc.				
Customer Health and Safety (Material)				-	Customer
G4-DMA				-	
G4-PR1	Life cycle HS analysis of products (by stage, percentage).	8.3	F	-	
G4-PR2	Non-compliance with regulation and voluntary codes (by number, outcomes).	10.5	F	-	
Product and Service Labeling				-	
G4-DMA				-	
G4-PR3	Products with labeling requirement (by type, percentage).	8.3	F	-	
G4-PR4	Non-compliance incidents (by number, outcomes).	8.4	F	-	
G4-PR5	Practices of customer satisfaction (results).	8.3, 8.4	F	-	
Marketing Communications (Material)				-	FDF, Customer
G4-DMA				-	
G4-PR6	Sale of banned or disputed products.		F	-	
G4-PR7	Non-compliance incidents (by number, outcomes).	10.5	F	-	
Customer Privacy				-	
G4-PR8	Substantial complaints for privacy, lost data (by number).	8.4	P	-	
Compliance				-	
G4-DMA				-	
G4-PR9	Fines concerning use and provision (by value).	10.5	F	-	

11.6 Acronyms

Acronym	
ADAA	Abu Dhabi Accountability Authority
ADACH	Abu Dhabi Authority for Culture and Heritage
ADEC	Abu Dhabi Education Council
ADFCA	Abu Dhabi Food Control Authority
ADNOC	Abu Dhabi National Oil Company
ADSC	Abu Dhabi Sports Council
DOF	Department Of Finance
ADSG	Abu Dhabi Sustainability Group
ADCCI	Abu Dhabi Chamber of Commerce and Industry
AED	United Arab Emirate Dirham
CO2	Carbon dioxide
CSOs	Civil Society Organizations
EAD	Environment Agency – Abu Dhabi
EFQM	European Foundation for Quality Management
EHSMS	Environment, Health and Safety Management System
FDF	Family Development Foundation
GCC	Gulf Country Council
GDP	Gross Domestic Product
GJ	Gigajoules
GHG	Green House Gas
GM	General Manager
GRI	Global Reporting Initiative
GSEC	General Secretariat of the Executive Council
KG	Kindergarten
HAAD	Health Authority Abu Dhabi
HE	His Excellency
HQ	Head Quarter
IACC	International Arab Children Congress
IPCC	Intergovernmental Panel on Climate Change
ISO	International Organization for Standardization
ISO 14001 Organization for Standardization	Environmental Management that the International
ISO 9001:2008 Organization for Standardization	quality management system that the International
IT	Information Technology
Kg	Kilogram

kWh	kilowatt per hour
M 2	Square meter
M3	Cubic meter
MDGs	Millennium Development Goals
MOUs	Memorandums of Understanding
NGOs	Non-Governmental Organizations
OHSAS	Occupational Health and Safety Assessment Series
OHSAS 18001	Internationally Recognized Standard for Occupational Health and Safety (OHS) Management Systems
QMS	Quality Management System
KPI's	Key Performance Indicators
PMO	Project Management Office
SEHA	Abu Dhabi Health Services Company
SCAD	Statistics Centre of Abu Dhabi
SOP	Standard Operating Procedure
UAE	United Arab Emirates
UN	United Nations
UNIDO	United Nations Industrial Development Organization
ZHO	Zayed Higher Organization for Humanitarian Care
ERP	Enterprise Resource Planning
CRM	Customer Relation Management
LOSA	Line Operation Safety Audit
BSI	British Standardized Institution
SLA	Service Level Agreement
NBS	National Bureau of Statistics
HRMS	Human Recourse Management System

Units and Currencies	
GJ	Gigajoules
AED	Arab Emirates Dirham
L	Liters
Kg	Kilograms



11.7 Glossary

The Abu Dhabi Sustainability Group (ADSG): A membership organization whose mission is to promote sustainability management in Abu Dhabi. Established in 2008, the group provides learning and knowledge sharing opportunities for government, private companies and not-for-profit organizations in a spirit of cooperation and open dialogue. Membership is open to organizations willing to practice and champion sustainability in Abu Dhabi.

Abu Dhabi Economic Vision 2030: Based on the principles laid out in the Government's Policy Agenda published in August 2007, the Abu Dhabi Economic Vision 2030 is a roadmap for the emirate's socio-economic progress.

Emiratization: An initiative by the government of the UAE to employ its citizens in a meaningful and efficient manner in the public and private sector.

Sustainability: A state where current generation can meet their needs without comprising the ability of future generations to meet their own.

Sustainability Management: The integrated management of economic, social and environmental issues in a manner that maximizes value for all stakeholders.

Sustainability report: An organizational report that gives information about economic, environmental, social and governance performance.

Global Reporting Initiative (GRI): A network-based organization that produces a comprehensive sustainability reporting framework that is widely used around the world with the aim of the mainstreaming of disclosure on environmental, social and governance performance. GRI is committed to the Framework's continuous improvement and application worldwide.

GRI Reporting Guidelines: The most widely recognized and used framework internationally for sustainability reporting. The framework includes elements for reporting on an organization's economic, environmental, and social performance.