



مجلس تنمية المنطقة الغربية
WESTERN REGION DEVELOPMENT COUNCIL



Sustainability Report 2011-2012

Al Gharbia
Abu Dhabi الغربية





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President of the United Arab Emirates



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Crown Prince of Abu Dhabi
Deputy Supreme Commander of the UAE Armed Forces
Chairman of the Executive Council



H.H. Sheikh Hamdan bin Zayed Al Nahyan
Ruler's Representative for the Western Region

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SECTION 1.

TONE AT THE TOP





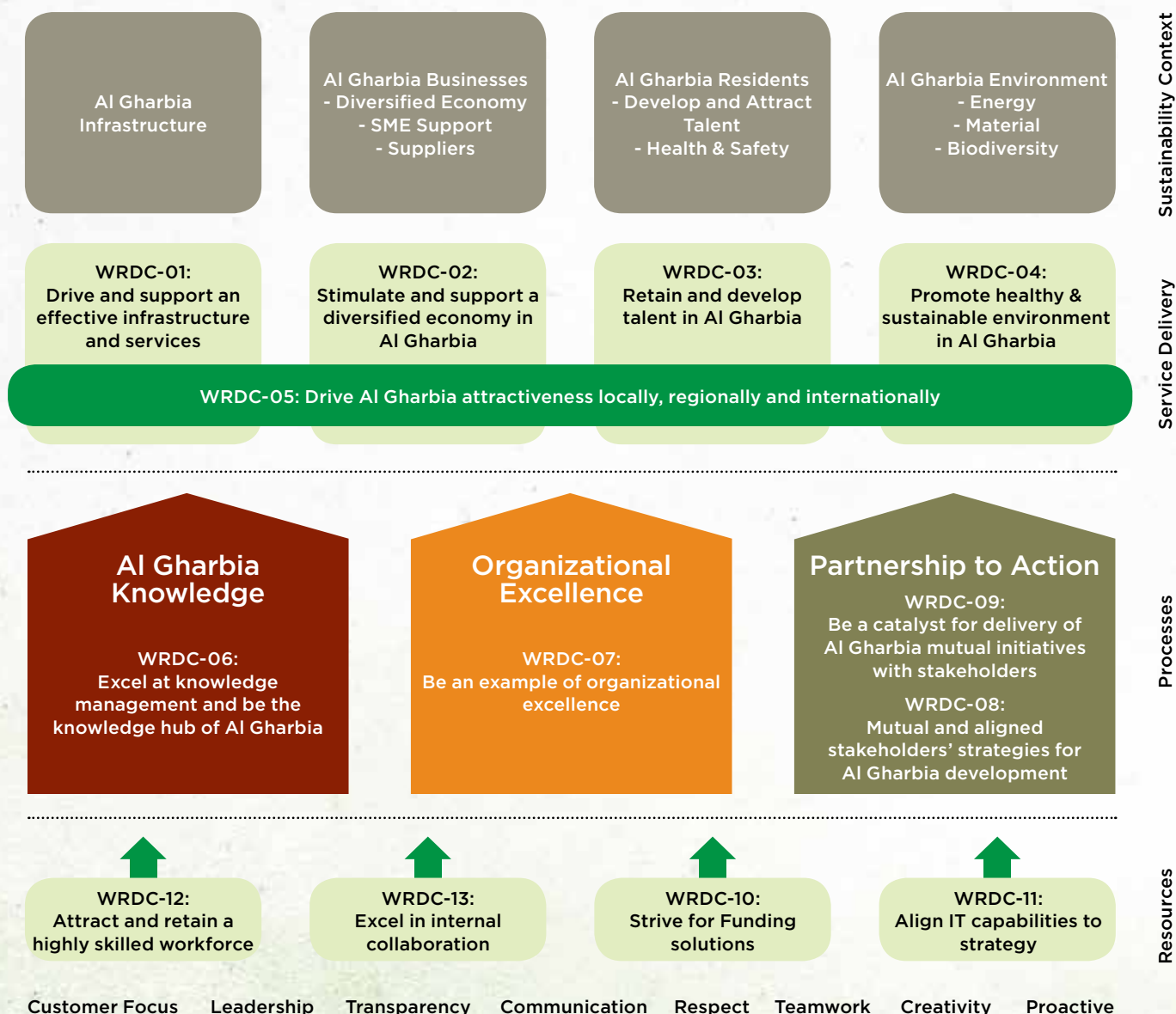
Message from the Director General

Welcome to our first Sustainability Report.

This report chronicles our economic, environmental and social performance since our inception. It is my immense pleasure to introduce the Council and its unwavering efforts towards sustainable development in Al Gharbia, the Western Region of Abu Dhabi Emirate.

The Western Region Development Council (WRDC) was established in 2006 with the vision to “lead the Western Region of Abu Dhabi into becoming a model of sustainable economic and social development, by setting the standard of excellence in the development of people, enhancement of infrastructure and improvement of enterprises”.

We aim to achieve this vision by providing the residents of Al Gharbia with a superior quality of life by promoting employment, improving regional infrastructure and increasing business efficiency and investments. Our strategic vision is aligned with Al Gharbia’s 2030 vision. Our strategic priorities, on the other hand, are depicted in the Council’s priority map for 2012 – 2016 shown below:



Our strategic priorities revolve around four key sectors: infrastructure, economy, education and environment. Our sustainability initiatives are embedded in these four priority areas and inculcated in the values and work ethics of WRDC employees. In order to facilitate development across these sectors in Al Gharbia, we conduct and participate in a number of programs that help us in promoting the region across the globe.

Through Estidama (the Arabic word for sustainability), Plan Abu Dhabi 2030 establishes a clear vision for sustainability, as the foundation of any new development occurring in the emirate, by creating a new sustainability framework. The guidelines of this framework are entrenched in the strategic initiatives related to all the development projects across the emirate, including Al Gharbia.

In August 2010, we set up an internal task force chaired by WRDC's leadership team to focus on areas not touched directly by our strategic initiatives. The task force, comprising WRDC employees from across the council, has a vision and strong desire to collectively contribute to the development of the society. Since then, the task force has carried out a number of activities through which we have tried to make a difference in the lives of the people in the region. These are described at length in this report.

Following the formation of the task force, we have managed to integrate sustainability in our processes. For example, one of the technical criteria in the tendering process is the involvement of prospective vendors in sustainability initiatives. For the benefit of our employees and to ensure that they enjoy the best quality of life while serving the people of Al Gharbia, we restructured our compensation package to be among the best in the emirate. This enabled us to attract the best talents for the Council. Furthermore, we have adopted an open door policy within the Council that gives all the employees equal opportunity to voice their opinions and concerns to the Senior Management and actively participate in the process of developing the region. These are reflected in our values which are respect, leadership, teamwork, creativity, transparency, communication, proactive, and customer focus.

We realize the importance of a healthy environment in our daily lives especially in Al Gharbia, which is home to the largest refinery, oil fields and reserves in the United Arab Emirates. And, whilst it contributes significantly to the economy of Abu Dhabi with its GDP exceeding more than AED 243 billion in 2010, it also impacts the environment in the region. Therefore, to combat this, WRDC has introduced some initiatives towards the protection of Al Gharbia's environment.

One of our priority areas for the Council's efficiency is Organization Excellence. In our pursuit of excellence, we have obtained the following quality certifications: ISO 9001:2008, ISO/IEC 27001:2005, ISO 14001:2004 and OHSAS 18001:2007. In 2011, our achievements gained global recognition when we received a Stevie Distinguished Honoree award for our sustainability initiatives. This was a part of 2011 International Business Awards.

Another significant development of 2012 was the further integration of the Council into regional development delivery structure through my appointment as Acting Under Secretary to the Rulers Representative Court in the Western Region, which further strengthened our governance structure.

We would like to thank our stakeholders who have always been very supportive of our sustainable development initiatives for the region. However, our journey thus far has not been without challenges. Some of these challenges are: influencing private sector participation in sustainability initiatives in Al Gharbia; influencing supplier chain; lack of adequate awareness about sustainability that required us to improve the sustainability capabilities of employees; change management capabilities, which are required while adopting sustainable practices within the Council and deploying environmental practices in the region.

Finally, I would like to thank the Abu Dhabi Sustainability Group for inducting WRDC as one of its members. I would also like to acknowledge their efforts towards enhancing sustainability initiatives across the Abu Dhabi government sector. This has provided an opportunity to learn from the experience of others in their journey to sustainability, improve our own sustainability initiatives and make a difference in the lives of the people of Al Gharbia.

H.E. Mohamed Hamad Bin Azzan Al Mazrouei
Director General



SECTION 2

ABOUT THIS REPORT





About this Report

This is the Western Region Development Council's first Sustainability Report. The information provided in this report mainly pertains to the calendar years 2011 and 2012 which correspond to the Council's fiscal years. Since it is the first sustainability report, it also includes information related to the Council's sustainability efforts of the period prior to the year 2011. It covers operations at offices in Madinat Zayed, Al Gharbia and Musaffah, Abu Dhabi. Wherever data refers to only some of the offices, it is explicitly mentioned.

Key aspects of this report are:

The Council intends to produce a Sustainability Report once every two years from 2013 onwards.

- Adequate steps have been taken to ensure the accuracy of information presented in this report. The Council uses the Great Plains ERP system where all its financial information, as well as a significant proportion of data presented within this report, is compiled and stored.
- Other data presented in this report has been taken from Human Resources records (Employee, Training, etc.) and regulatory reports (quarterly Health Safety & Environment reports for electricity, water, fuel and waste), which contain information from bills from the Abu Dhabi Distribution Company and receipts from the company engaged in collecting waste from the waste bins placed in the Council premises.
- Being the first report, there is neither re-statement of any information provided in earlier reports nor any changes from previous reporting periods applicable.
- This report is for the use of all current and future stakeholders who have an interest in sustainability and development projects in Al Gharbia, the Western Region of Abu Dhabi Emirate.
- This report has not been externally assured.
- The report has been developed internally by WRDC, utilizing the Abu Dhabi Sustainability Group's (ADSG) Capacity Building Program. As part of this program, members of WRDC took part in a four-day sustainability training course to familiarize themselves with reporting practices, assessed the Council's Sustainability Maturity Level online to identify material issues, conducted two workshops with peer organizations to utilize external feedback and dedicated four days for coaching sessions to review and streamline the report development.
- Internal workshops were held between the sustainability task force members to discuss its structure, content, prioritization and key stakeholders to be included in the report. A meeting was held with HE the Director General to obtain his message for the recipients of this report. Data and information required from other divisions, sections and units were identified and requested. Review sessions were then conducted to finalize the contents before publishing the report.
- To the best of our understanding, the report fulfills the requirements of GRI G3.1 Application Level C, as confirmed by the respective check conducted by GRI.

For any questions pertaining to the content of this report, you may contact one of the following personnel:

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This report takes into consideration GRI principles for ensuring report content and quality as summarized below:

Balance	Materiality	Comparability
Positive Performance: - Educational programs - Sustainability initiatives	Al Gharbia Residents: Attract Talent, Develop Talent, Health & Safety and Working Conditions	Wherever possible, comparative information is provided
Negative Performance: - High employee turnover in 2012 - Low employee satisfaction rate in 2012	Al Gharbia Business: Supplier Selection, SME Support & Diversified Economy, Investor Services and Infrastructure Development	Employee Information - Employee Details - Training
	Environment: Energy, Material & Water, Transportation, Waste Disposal and Biodiversity	Energy Consumption of water, electricity and fuel
	Western Region Development Council Employees: Positions, Emiratisation, Training & Development, Fairness, Volunteering and Health & Safety	Waste Disposal

Accuracy	Timelines	Reliability
Employee information based on HR records	Quarterly performance report is submitted to GSEC enabling them to assess the entity's performance	The information provided in this report is based on records and published reports, which are available at all times for review. Hence, information provided herein is fully reliable for making informed decisions.
Energy consumption information based on quarterly EHS reports	Quarterly EHS information is submitted to Abu Dhabi EHS Center	
Data on waste disposal based on receipts from waste collection company		



SECTION 3

INTRODUCTION





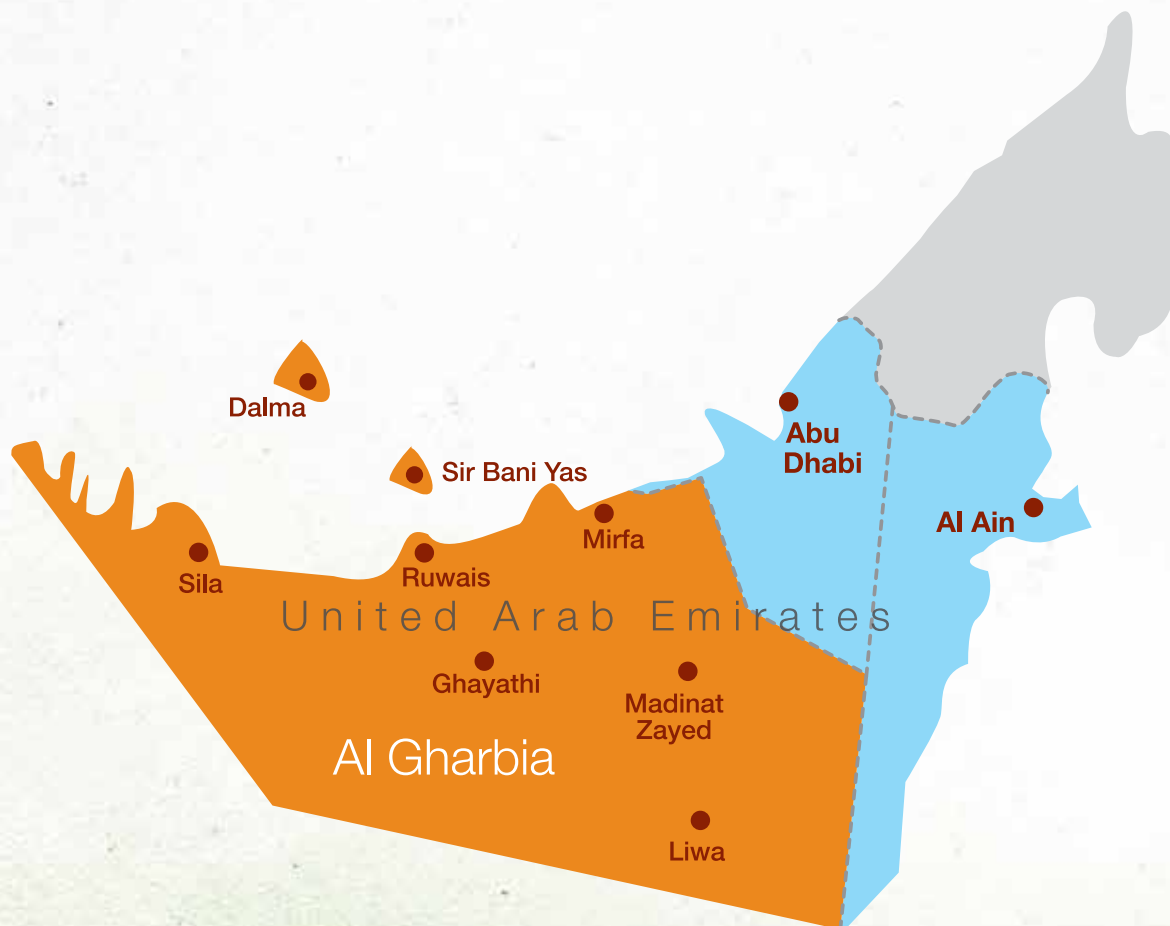


a) Western Region of Abu Dhabi Emirate (Al Gharbia)

Al Gharbia, also known as the Western Region of Abu Dhabi, is an oasis of stunning natural beauty with its vast edges extending between the desert and the sea. The region is home to seven major cities: Liwa, Madinat Zayed, Ghayathi, Ruwais, Mirfa, Sila and Delma Island. Al Gharbia occupies a vast area of 40,000 square kilometers and constitutes 60% of the total area of the emirate of Abu Dhabi. It is characterized by its natural resources and wealth, such as palm trees, pearls, oil, gas and solar energy. Al Gharbia's land mass represents 51% of the total area of the UAE, and it contributes to 45% of the country's GDP.

Al Gharbia is home to the world's highest sand dunes and natural shores extending along 350 kms, making it the meeting point of the desert and the sea. Moreover, it hosts the rarest wildlife in the UAE. It offers a variety of activities, such as water sports and desert camping under the light of glittering stars. Al Gharbia maintains the values of the Arabian traditional lifestyle and culture, while succeeding in integrating it into modern luxury and amenities. The region also offers opulent hotels and resorts overlooking the sea and the desert, thus turning it into a perfect tourist destination for visitors from inside and outside the UAE, especially due to its proximity to the borders of Saudi Arabia and Qatar.

In light of its plans to promote social and economic development, the Western Region Development Council has adopted an idea to develop the area that has become known today as "Al Gharbia" in both Arabic and English. Thanks to the efforts of the Ruler's Representative for the Western Region, HH Sheikh Hamdan bin Zayed Al Nahyan, Al Gharbia, in addition to its prominent position as an integral part of the emirate of Abu Dhabi, has become a place with its own unique identity and values. Its culture and heritage, as well as its Bedouin origins, blend seamlessly with the countless efforts to modernize Al Gharbia – making it a great place to visit, experience and explore for millions of tourists every year.





b) Western Region Development Council

The Western Region Development Council, an Abu Dhabi government entity, was established on 6th May 2006 by virtue of Law # 12 as an independent legal council called the “Western Region Development Council in the Emirate of Abu Dhabi”.

The role of the Western Region Development Council is to lead the social and economic development of the Western Region (Al Gharbia) by advising, coordinating, and facilitating development in strategic partnership with Abu Dhabi government entities, and by promoting the region to attract investments, enable economic growth and raise Al Gharbia residents’ standard of living.

Below are the Vision, Mission, Values and Strategic Goals of the Western Region Development Council.

Vision: To lead the Western Region of Abu Dhabi into becoming a model of sustainable economic and social development by setting the standard of excellence in the development of people, enhancement of infrastructure and improvement of enterprises.

Mission: To provide residents of the Western Region with a higher quality of life through promoting employment, improving regional infrastructure and increasing business efficiency and investments.

Values: Respect, Leadership, Teamwork, Creativity, Transparency, Communication, Proactive, and Customer Focus

Strategic Goals

- Drive and support effective infrastructure and services.
- Stimulate and support a diversified economy in Al Gharbia.
- Retain and develop talent in Al Gharbia.
- Promote and sustain a healthy environment in Al Gharbia.
- Drive Al Gharbia’s attractiveness locally, regionally and internationally.



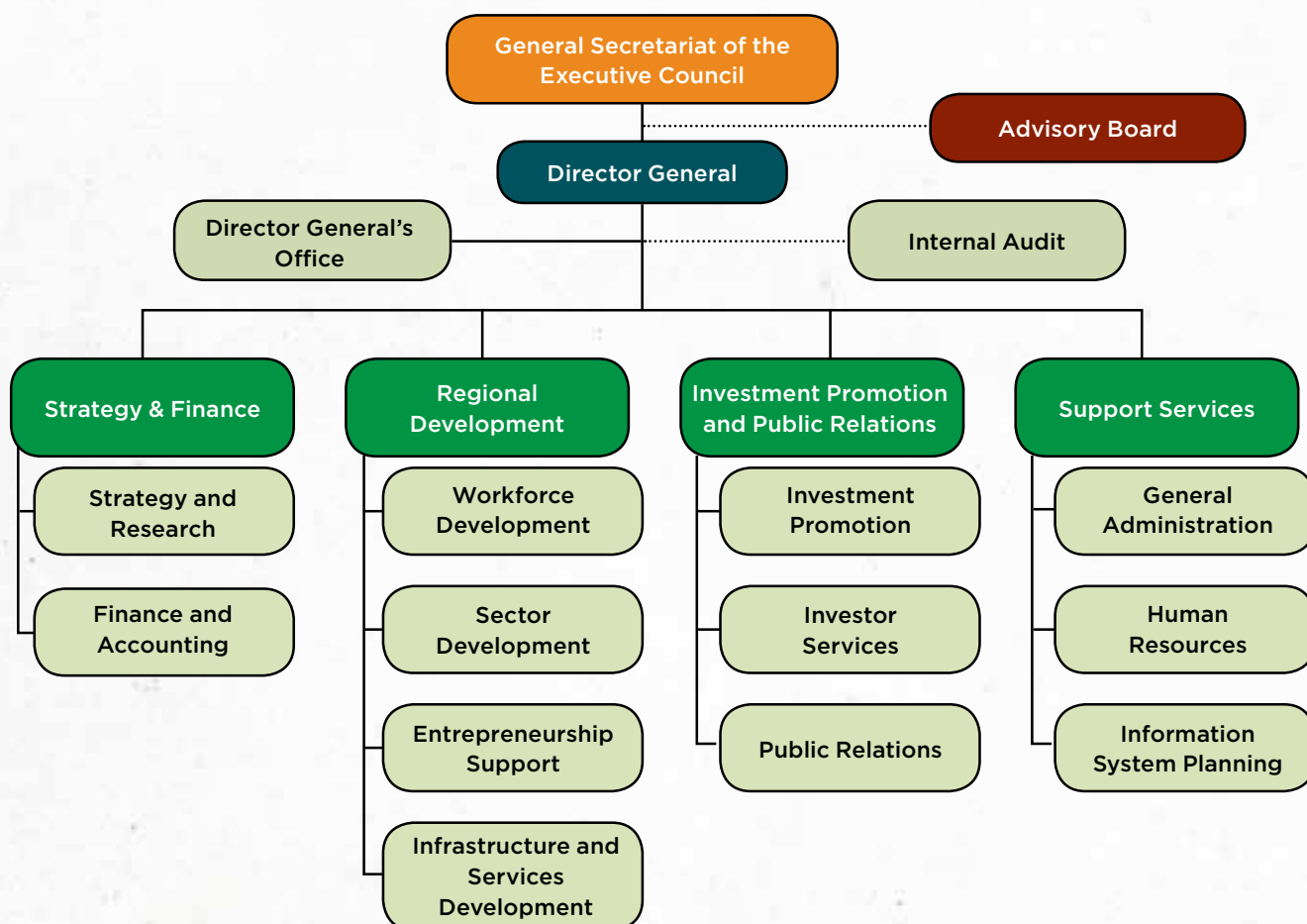
c)

Organization

Structure

WRDC has two offices: the main office is in Madinat Zayed in Al Gharbia and a branch office in Mussafah, the industrial city of Abu Dhabi. Our core functional representatives operate from Al Gharbia office so that they can be regularly in contact with the residents. WRDC does not have any other branch offices outside Abu Dhabi or the UAE.

The Council's core functions are represented by two divisions: Regional Development and Investment Promotion & Public Relations, which are guided by the Strategy & Finance division in implementing the Council's strategic initiatives. The Support Services division provides administrative and technical support to all the other divisions of the Council.



WRDC is an Abu Dhabi government entity and is fully funded by way of annual appropriations allocated by the government of Abu Dhabi. Our annual budget is approximately AED 85 million. WRDC aims to promote the quality of life of the region's population by upgrading the level of regional manpower, creating an appropriate business and investment climate, and proposing mechanisms and tools to develop the infrastructure in the region. As of 31st December 2012, WRDC has 62 employees.

Our Regional Development Division provides services in four distinct areas:

- Drive and support the development of effective infrastructure and services.
- Facilitate workforce development.
- Drive and support local entrepreneurs and SMEs.
- Facilitate the diversification of local economy through strategic planning.

Investment Promotion and Public Relations division provides services in the following areas:

- Promote and build awareness of Al Gharbia through events, festivals, participation in international exhibitions and a number of other activities.
- Attract UAE and international investors to Al Gharbia and support them once investment is done.
- Build up constant dialogue with local communities to understand their needs and get their feedbacks and suggestions.
- Our Public Relations has been pursuing the goal of creating greater awareness about Al Gharbia. In doing so, care has been taken to comply with all regulatory and voluntary codes concerning marketing communications, advertising, promotion and sponsorship. No incidence of non-compliance has been reported so far in this context.

Our Strategy and Finance division plays a crucial role in the following:

- Work closely with other entities of Abu Dhabi government to develop and align their strategies for development of Al Gharbia and ensure that they work closely and productively with WRDC.
- Collect primary information (conducting targeted surveys) and secondary information (statistics, analysis and reports related to Al Gharbia) from other entities. Ensure that WRDC serves as an information hub.

The Support Services division includes General Administration (Procurement and Facilities Management), Human Resources and Information Systems Planning. These three sections provide administrative support to the three core divisions of the Council.

Governance

His Excellency, the Director General of the Western Region Development Council, reports to the General Secretariat of the Executive Council.

As per the mandate, the governance structure of the Council includes an Advisory Board which constitutes the Director General of WRDC, five members representing the business and investment sector in the region, and seven members nominated by key stakeholders of the Council.

The tenure of the first Advisory Board started in September 2006 and ended in 2009. At the moment, there is no defined Advisory Board and its role is substituted by HE the Director General under the supervision of the General Secretariat of the Executive Council. The General Secretariat of the Executive Council is an administrative body entrusted to propose public policies and strategies to be decided on by the Executive Council. It also provides the Executive Council with support services, including drafting and scheduling resolutions, preparing minutes, issuing and following up the execution of the resolutions of the Executive Council.

Hence, in the absence of an Advisory Board, HE the Director General is the Chair of the highest governance body and is also the executive officer. As per the Council's by-laws, HE the Director General is also one of the members of the Advisory Board.

In September 2012, HE the Director General of WRDC was additionally appointed as Acting Under Secretary to the Rulers Representative Court in the Western Region.

A number of mechanisms have been put in place for the employees to provide recommendations to HE the Director General. Some of these mechanisms are:

- Annual employees satisfaction survey
- Complaints and suggestions system
- Weekly directors' meeting in which directors can highlight their division employees' concerns



c)

Organization

HE the Director General has established the following committees in the Council:

- **Human Resources Committee** – Responsible for issuing decisions, resolutions, standards, and instructions related to the appointment, and reviewing the workforce plan in the Council, etc. The committee is chaired by HE Director General and includes the Director Strategy & Finance, Director Regional Development and Manager Human Resources.
- **Tendering and Bids Committee** – Receive, open, evaluate, discuss and select tenders and proposals for major contracts. The committee holds a weekly meeting to open new tenders or to review the technical and commercial evaluation of a proposal and select the most viable option. The committee is chaired by the Director Support Services and includes the Director Strategy and Finance, Manager Finance and Accounting, Senior Financial Analyst, Manager General Administration and Senior Procurement Officer.
- **Administrative Offences Committee** – To consider administrative offences committed by the Council employees and discuss disciplinary actions against them.
- **Social Committee** – To plan, organize and conduct social activities for the welfare of the employees. This includes:
 - o Organizing social, cultural, sports and health activities for WRDC employees.
 - o Organizing activities related to enhancing collaboration and encouraging teamwork amongst the employees, and
 - o Enhancing internal communication by celebrating private occasions of employees such as graduation, wedding, etc.

The Committee has so far organized three annual team building events apart from regular in-house activities for the employees. The committee is chaired by HE the Director General, Manager General Administration, Internal Auditor, Accountant, Multimedia Officer and Investment Promotion Officer.



d) Services Provided by WRDC

The mandate given to WRDC by the Executive Council of Abu Dhabi in 2006 steers our organization towards the delivery of a higher quality of life to our customers, who are the residents of Al Gharbia. Extracts of the Council's mandate that reflect the nature of services provided are listed below.

WRDC's Mandate

Support, feasibly, the small and medium enterprises and corporations in the region, to increase the employment opportunities for its residents.

Review and assess, from time to time, the investment, economic and legal climate existing in the region, and propose plans, projects and legislations to develop this climate, in a manner ensuring that all causes and obstacles precluding the economic, business and investment growth in the region are cleared.

Activate the private sector's role in developing the economic projects in the region, in coordination with the relevant government entities.

Propose projects of development for the region's infrastructure and coordinate with stakeholders involved in implementing these projects.

Provide the General Secretariat with proposals on how to support and stimulate the investment and economic climate, attracting investors and businessmen to invest in the region, and contribute to overall development.

Propose and present to the General Secretariat the general rules for supporting and developing the various economic sectors in the region.

Communicate with investors and businessmen interested in investing in the region, receive their feedback and suggestions, prepare studies and recommendations in this regard, and submit them to the General Secretariat.

Coordinate with the relevant departments and entities in the State to facilitate the procedures of licensing for the investors.

Develop and diversify local income sources in the region by supporting and developing new industrial and economic projects.

Propose education and training programs to enable the region's workforce to meet the requirements of the available jobs, and reduce the barriers they might face.

Advise on region-related projects and issues referred to it by the government entities in the emirate.

Plan Abu Dhabi 2030, which also includes Plan Al Gharbia 2030 urban master plan, addresses sustainability as a core principle. The ultimate goal of Estidama (the Arabic word for sustainability) is to preserve and enrich Abu Dhabi's physical and cultural identity, while creating a constantly improving quality of life for its residents on four equal pillars of sustainability: environmental, economic, social, and cultural. This touches all aspects of life in Abu Dhabi – the way we build, the way we resource, the way we live, and the choices we make – all in an effort to attain a sustainable state of living.

These "Estidama" guidelines are embedded in all our strategic initiatives related to developmental projects. Moreover, our vision and mission statements (refer to section 3b) focus entirely on community development by way of promoting employment, improving regional infrastructure and developing the economy. Hence, our operations have a consistent positive impact on the development of the community in Al Gharbia. Our operations do not encompass any activity that would directly or indirectly have any significant negative impact on local communities.



SECTION 4

SUSTAINABILITY





a) About Sustainability

To “sustain” is to “endure”. Sustainability is defined as “practices that meet the needs of the present, without compromising the ability of future generations to meet their own needs”, according to the Brundtland Commission of the United Nations (March 20, 1987).

Today, sustainable economic, environment and social development is the basis for planning and implementing initiatives across the globe. International forums, governments, local NGOs, global corporations and SMEs – all of them are trying to embed sustainability into their operations.

For the emirate of Abu Dhabi, including Al Gharbia, sustainability is the key for its future generations. High population growth among Emiratis, a continued influx of guest labor, rapidly developing economy, high profile investments in heavy industry and infrastructure, impact on the fragile ecosystems of the desert and Arabian Gulf are factors that require WRDC to pay close attention to sustainable development on all fronts.

WRDC covers sustainability in two broad perspectives: External and Internal.

External Perspective: For Al Gharbia

- **Residents:** The long-term sustainable future of Al Gharbia's youth by attracting and developing talent, residents' health and safety and improving the working conditions of the labor force.
- **Environment:** The preservation of the delicate natural biodiverse environment. Details are provided under the “Environment” section.
- **Businesses:** Sustainable economy through the provision of SME support, diversification in non-oil and gas sector, infrastructure development and investor services.



Internal Perspective: For Employees

- **Employees:** Through Emiratization, training and development, fairness, encouraging the spirit of volunteerism and their related Health and Safety.



b) Sustainability Organization

In August 2010, the Council formed its first Sustainability task force. The task force was established under the directives of HE the Director General of the Council and included the following members.

Year 2011	Year 2012
HE Director General - Chairman	HE Director General - Chairman
Director Strategy and Finance - Vice Chairman and Facilitator	Manager Internal Audit - Vice Chairman and Social Responsibility Initiative Owner
Manager Internal Audit - Initiative Owner	Manager Strategy and Research - Task Force Member
Advisor to Director General - Task Force Member	Manager General Administration - Task Force Member
Manager Sector Development - Task Force Member	Internal Auditor - Task Force Member
Business Development Analyst - Task Force Member	Government Relations Officer - Task Force Member
Financing Specialist - Task Force Member	Financing Specialist - Task Force Member
Strategic Planning Supervisor - Task Force Member	Social Development Officer - Task Force Member

This way, the Council not only ensures the involvement of all the divisions across the entity, but also encourages the participation of all its employees in the Sustainability initiative(s). HE the Director General as Chairman provided direction and support to the task force in its sustainability endeavors. There are established terms of reference for each member of the task force.



Key extracts of the terms of reference that the Sustainability task force practices are:

- Participation in various Sustainability activities, fortnightly attendance in Sustainability meetings, proposal of new Sustainability activities and discussion with the Chairman of the task force.
- Coordination with divisions and sections working on environmental, health and safety protection, worker relations, supplier relations, community relations, and customer relations to ensure that there is no duplication of efforts.
- Making a list of action steps for each initiative. Each action step is detailed in the business plan and presented to the Chairman of Sustainability Task force for his approval. The business plan includes the schedule, resource required and potential challenges of implementing the initiative.

In May 2011, WRDC became a member of the Abu Dhabi Sustainability Group (ADSG), 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 in a spirit of cooperation and open dialogue.



c) Mission, Values, Scope and Objective of the Sustainability Task Force

Mission

The mission of the Sustainability task force is to participate in various social, environmental and community initiatives in Al Gharbia that not only contributes to the sustainable social, environmental and economic development in the region but also fulfills the sustainable development agenda of Abu Dhabi Emirate.

Values

In addition to the Council's values as stated in section 3b, the Sustainability task force is required to adhere to the following:

- **Commitment:** The Sustainability task force shall be committed to all the sustainability initiatives by allocating their time and sharing their ideas and experiences.
- **Participation:** The Sustainability task force shall collectively participate in various sustainability initiatives with their physical presence and contribute to the implementation of the activities.

Scope

Sustainability in WRDC shall address various internal and external social, environmental, economic and employee issues. Some of the internal issues focused on employees are their training, health, safety, welfare and business conduct. External issues cover Al Gharbia residents, businesses and environment.

Objective

Our journey towards sustainability began when our operations started in September 2006. This was complemented with the setting up of a Sustainability task force in August 2010, comprising employees from all the divisions.



d)

Compliance

Internal Audit

In April 2010, the Council set up an Internal Audit function by appointing a Section Manager and an Internal Auditor. The internal audit team was supported by one of the big four accounting firms that provided their expertise and know-how of Government Audit methodology. In 2010, the Internal Audit function carried out a comprehensive Risk Assessment covering the entire Council. Based on the outcome of risk assessment, the audit plan was prepared and executed.

Twelve audits were conducted covering all the functional areas of the Council from February 2011 until November 2012. A total of 121 findings across 12 auditable areas were identified for which suitable audit recommendations were made. During the course of risk assessment and audit execution, processes and practices were analyzed for any red flags indicating fraud or corrupt practices. Based on our risk assessment process, no operations with significant risk of forced or compulsory labor have been identified.

Code of Conduct

The Council has developed a Code of Conduct. This code is approved by HE the Director General and provided to all the Council's employees for their reference and adherence.

- The code covers Values, Work Relations, Personal Liability, Compliance with Personnel Policy, Information Disclosure, Council Properties, Customer Relations, Gifts and Bribes, Political Activity, Conflict of Interest, Internal and External Communications and Administration of the Code.
- The Code provides information about our standards of integrity and explains our legal and ethical responsibilities and is intended to provide guidance on our responsibilities and to assist in making correct business decisions.
- The Code and the Employee Handbook ("HR Policy Book") are complementary documents that describe the Council's objectives and explain the responsibilities to the company, people, customers and communities.
- Any employee or representative of WRDC who violates the stated legal or ethical responsibilities is subject to appropriate disciplinary action, which may include dismissal. If any employee or representative comes across any unethical practice taking place around him or her, he/she shall report it to his/her immediate supervisor, or Human Resources section. Identity of such an individual is kept confidential and strict action is taken against offenders.

The code is required to be strictly followed by the employees and any person or entity who represents WRDC or any part of the council, including suppliers, consultants, and third-party representatives.

Fraud Policy

The Council has also developed a fraud policy. Under this fraud policy, the Council established a Complaints & Suggestions System (reporting directly to the Audit Committee) that allows employees to share information about any fraudulent practices that they become aware of. Internal Audit, being an independent activity, manages the complaint system. This policy was established so that it acts as a deterrent to any fraudulent activity that may be contemplated within the Council. However, no case of fraud has been reported through this system so far.

As a result of the compliance practices that are followed at WRDC, there were no incidents of non-compliance with internal and external regulations that could be deemed as a fraudulent practice during 2011 and 2012. No financial or in-kind contribution to governmental entities was conducted, while political parties do not exist in the UAE.



e)

Stakeholders

The list of Council Stakeholders include government entities, Al Gharbia residents, suppliers, employees, environment, and private sector developers, defined based on who we work for or with, in order to fulfill our mandate and objectives, as further detailed during stakeholders workshops.

Government Entities

The Council reviews its five-year strategic and business plans on an annual basis through workshops. During these workshops, stakeholders are identified and included in the Strategic Plans. The mechanism of identifying and selecting this category of stakeholders is done through workshops attended by all the Strategic Initiative owners of the Council:



In these workshops:

- The current status on implementation of existing strategic initiatives is discussed.
- New strategic initiatives are identified to meet future strategic goals and objectives.
- Sectors to which these strategic initiatives pertain are identified. For example: education, health, infrastructure, etc.
- Entities that play a lead or partnership role in these sectors are identified as key stakeholders of WRDC for each of these initiatives.
- WRDC obtains strategic plans from these stakeholders and align them with their own plan in the region pertaining to that sector. This is to ensure sustainable development in the region across different sectors.
- The needs and expectations of each of these government entities, with respect to the sustainability context, are established through “Estidama”. In addition, all other policies and regulatory requirements pertaining to these projects are required to be reviewed and approved by a number of other government entities such as Environment Agency, Center of Waste Management, Municipality, etc. to ensure that these are in conformance with the sustainability requirements of each of these entities. Hence, WRDC engages these entities from the project initiation stage so that sustainability requirements are adequately fulfilled for all the developmental projects in the region.
- The table below lists names of government entities with whom WRDC collaborates at different times.

Abu Dhabi Government and Advisory Entities	
ADGSEC – Abu Dhabi General Secretariat of Executive Council	DOF – Department of Finance
ADSIC – Abu Dhabi Systems and Information Center	ADAA – Abu Dhabi Accountability Authority
Other Key Entities for Joint Delivery of Strategic Initiatives for AI Gharbia	
The Ruler Representative Court in the Western Region	Western Region Municipality
Abu Dhabi National Oil Company	Critical National Infrastructure Authority
Abu Dhabi Health Services Authority	Abu Dhabi Tourism and Cultural Authority
Tawteen	Abu Dhabi Ports Company
Abu Dhabi Airports Company	Abu Dhabi Water and Electricity Authority
Environment Agency Abu Dhabi	Masdar
Tourism Development and Investment Company	Abu Dhabi Basic Industries Corporation
Abu Dhabi Chamber of Commerce and Industry	Urban Planning Council
Abu Dhabi Education Council	Department of Economic Development
Abu Dhabi Council for Economic Development	Department of Transport
Abu Dhabi Farmers Service Center	Abu Dhabi Waste Management Center
Khalifa Fund	Zones Corporation
Department of Municipal Affairs	Emirates Nuclear Energy Corporation
Mubadala	Zayed Higher Organization for Humanitarian Care
Abu Dhabi Food Control Authority	

- Our approach to engage with government entities is through MOUs signed between the two parties to ensure implementation of their respective initiatives for the region. Stakeholder satisfaction survey is conducted to obtain their feedback and improve collaboration efforts with them in the future.
- Our approach as mentioned above is dependent upon the supporting, partnership or leading role played by these entities in our strategic initiative which is summarized in the table below:

	Agreed Delivery by Stakeholder	Agreed Joint Delivery Between Stakeholder(s) and WRDC	Agreed Delivery by WRDC
Discription	Other agencies than WRDC have primary responsibility for delivering on targets	WRDC has joint responsibility with other agencies on target delivery	Based on AI Gharbia gap analysis, WRDC has primary responsibility for delivering on identified initiatives and targets
	S Supporting Role - Provides information knowledge and advice - Provides logistic support - Facilitates and eases collaboration among entities	P Partnership Role - Provides information, knowledge and advice - Shared effort and financial expenses to execute initiative	L Leadership Role - Main sponsor and responsible for delivery of the initiative - Drives and coordinates other entities' delivery contribution
	L Leadership Role - Main sponsor and responsible for delivery of the initiative - Drives and coordinates other entities' delivery contribution	P Partnership Role Shared effort and financial expenses to execute initiative	S Supporting Role - Provides support according to partner's mandate: - Data - Logistic - Sponsorship, etc.
Partner			



e)

Stakeholders



Residents

- All those people who reside in Al Gharbia are considered as stakeholders of WRDC.
- These stakeholders include elderly citizens, students, businesses, etc.
- Based on the sector to which the strategic initiative belongs, respective resident stakeholders are identified and selected. For example, the initiative under “Education” sector would include students and the youth of Al Gharbia, whereas initiatives under “Health” sector would include “Hospitals” (Business) and also “Elderly Citizens” to create awareness about living a stable and healthy life.
- Annual customer satisfaction survey is carried out to assess the needs of the people of the region.
- Info email is another forum which residents use to get information from the Council or provide us with their requirements. These emails are received by our PR section which responds to the residents after obtaining the required information.
- In addition, the Council’s Senior Management regularly meets with residents to understand their needs and expectations.
- Information gathered through surveys, info emails and meetings with residents are used to develop sustainable social and economic development plans for the region.
- The council has successfully implemented a number of programs for each category of the resident stakeholders. Some of these sustainable initiatives include diabetes awareness sessions (elderly citizens), Al Gharbia Career Fair (students) and SME awareness sessions (businesses).

Suppliers

- Suppliers are identified based on the nature of goods and services required by the Council.
- Suppliers with whom the Council has engaged in the past and who have managed to deliver quality goods and services are preferred.
- Suppliers who have registered themselves online through a vendor registration process are given preference.
- Suppliers expect the Council to provide all the technical information about the required goods and services which is duly provided to them.
- In the Request for Proposal (RFP) sent to the suppliers, technical criteria are stipulated based on which proposals are evaluated. One of the technical criteria for selection of suppliers is their efforts towards sustainability initiatives in the UAE, preferably in Al Gharbia.
- Selection of suppliers is done in accordance with approved tendering and procurement process and procedures.
- Preference is given to suppliers who are based in Al Gharbia.
- Prior to submitting the proposal, the supplier sends an email or meets with the procurement team to clarify the nature and extent of disclosure to be made in the proposal with regard to their sustainability initiative.
- Communication with the supplier is done through General Administration section by email (for quotations and enquiries), official letter (award letter), or Purchase Order (for order placement).
- In case of outsourced services such as catering service, security service, etc., care is taken to ensure that our contract with the suppliers includes a clause about the provision of personnel under these contracts as per UAE Laws, which prohibit forced or compulsory labor.
- The Council does not engage with suppliers who have been blacklisted.
- Through the above process of interacting with and selecting the suppliers, the Council contributes to the sustainable economic development of the region and also ensures sustainable practices by its suppliers.



e)

Stakeholders

Environment

- Al Gharbia is home to 350 km-long coastline. One fourth of Al Gharbia population lives along the coast of Al Mirfa, Delma Island and Sila.
- New developments taking place in these areas affect marine habitats, as well as people living in the vicinity.
- Al Gharbia possesses the largest oil fields and refinery in the United Arab Emirates which affect the environment.
- WRDC, in coordination with Environment Agency, Center of Waste Management and Abu Dhabi Marine Conservation Society, identifies key sustainable environmental issues in Al Gharbia.
- The Council shares and aligns its environmental strategic initiatives with key stakeholders, such as the Environment Agency and Center of Waste Management, develops and implements these initiatives for a sustainable environment in Al Gharbia.
- The Council has undertaken initiatives like planting mangroves near the coasts, as well as desert and beach cleaning. Through these initiatives, the Council has made an attempt to create awareness among residents and the business community about the need to protect the environment of Al Gharbia.



Employees

- WRDC employees include a mix of UAE Nationals and expatriates. A significant number of our staff are Emirati who were born and grew up in Al Gharbia. They possess an in-depth knowledge of the local culture. They are part of the community and are deeply passionate about contributing to its development. Expatriates from different corners of the world bring their experience and expertise in specific fields.
- Employees are selected through a comprehensive recruitment process that involves evaluating their technical competency, behavioral competency and interview jointly conducted by technical and HR sections.
- Upon joining the Council, new recruits are provided with an employee handbook and undergo orientation across the divisions. This allows them to understand the business of the Council and also the code of conduct which they are expected to follow to sustain a long-term career with the Council.
- An annual survey is carried out to assess the satisfaction levels of the employees, their needs and expectations.
- Upon review of the survey results, a task force (below Manager rank) is formed to assess the results and make recommendations for improvements.
- HE the Director General who then takes necessary action to implement the task force recommendations.
- Emails and internal memos are frequent means of communication among employees.
- A Social Committee has been formed in the Council to take care of employee morale. This Committee organizes annual staff team building sessions and regular internal activities to celebrate the UAE National Day, etc. Annual team building events were held in November 2011 and December 2012.
- Employees also actively participated in various sustainability initiatives such as blood donation campaign, mangrove planting, Iftar food distribution, etc.



Private Sector Developers

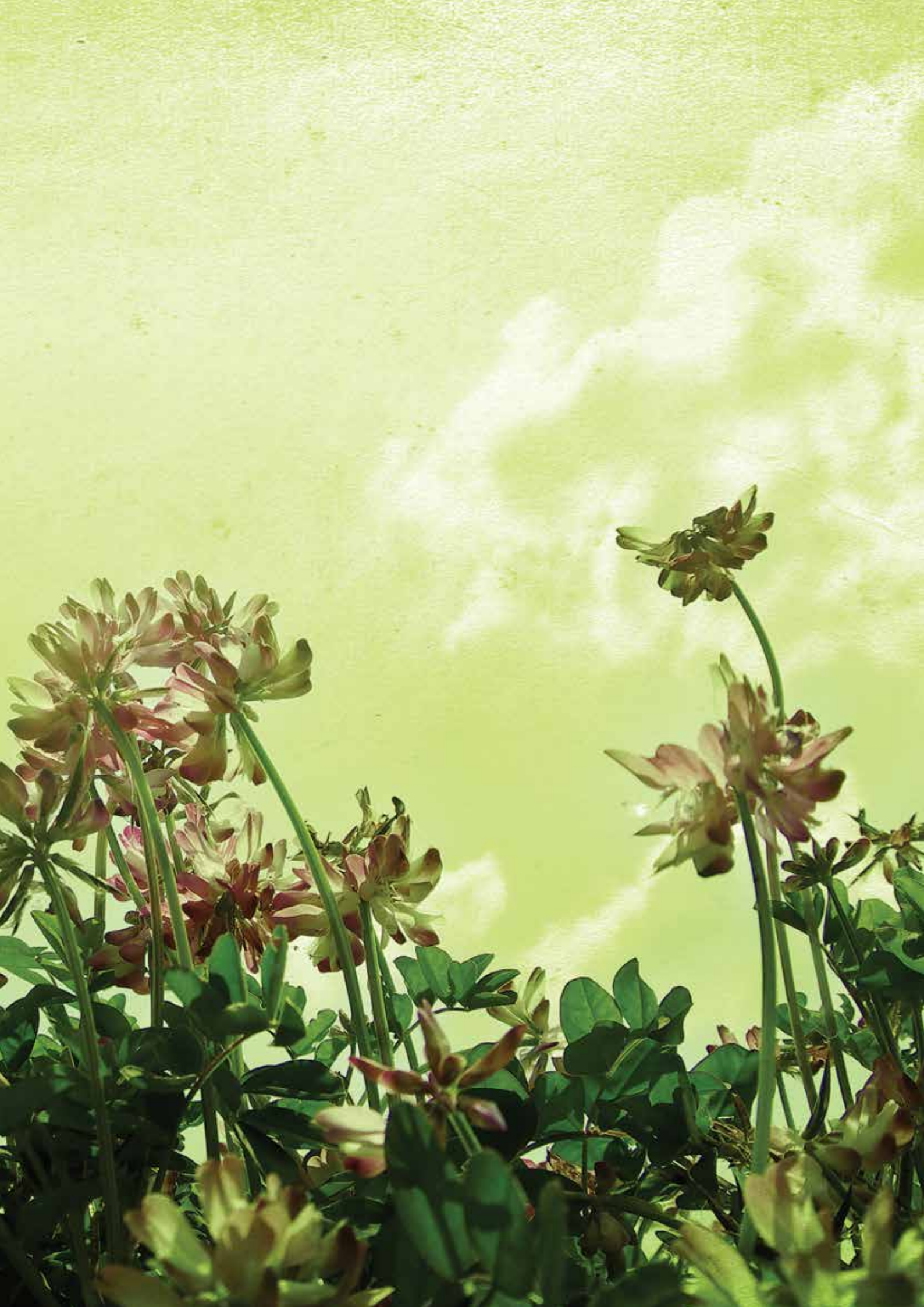
- WRDC has engaged with private sector developers for its mixed use infrastructure projects. We reach out to the developers through the region's Investment Roadmap and Estishara Programme.
- Investment Roadmap: The Investment Roadmap is a proactive step designed by the Council and includes Ready-to-Go Investment packages that list potential investment opportunities in the region in which developers can engage.
- Estishara Programme: In this case, private sector developers approach WRDC with their own investment proposals for the region and seek WRDC's technical help, either by way of land allocation recommendation or by providing support, in obtaining feedback/clearance regarding permits required from other government entities.
- Through the involvement of private sector developers, the Council aims to utilize Abu Dhabi government's financial resources prudently.



SECTION 5

AL GHARBIA RESIDENTS







a)

Attract Talent

WRDC is conducting multiple initiatives and activities to ensure several critical aspects of sustainable demographic and social structure. This aims to link the younger generation to potential jobs and, at the same time, encourage employers to engage the local youth in their future plans.

Among key initiatives are:

- Annual Career Fair where existing and new employers advertise their opportunities. Many potential employers are doing it up-front, allowing high school children time to make intelligent choices about their career.
- Scholarship programs sponsored by large corporations active in Al Gharbia. For example, ADNOC sponsors 20+ students every year. WRDC helps to design the program, define evaluation criteria and evaluate the students.
- Programs to support school dropouts and inactive youth and bridge the gap in their academic results and motivation to allow them to become part of Al Gharbia's labor force.

Challenges exist in Al Gharbia with regards to employability and will be addressed in due course. The biggest is finding appropriate jobs for educated, young females who belong to a very capable and hard working group, but face job challenges due to the current structure of the economy. In addition are challenges such as inadequate schools, hospitals and community enablers. As a result of which, people are reluctant to reside and work in Al Gharbia. Currently, fifty-three (53) schools are operating in Al Gharbia to fulfill the educational and learning needs of the region's students and residents, of which 45 are public schools and 8 are private.

Description	Unit	2011	2012
Students Scholarship: Number of beneficiaries	No.	19	19
Al Gharbia Career Fair: Number of attendees	No.	1,500	1,756



b)

Developing Talent

The Western Region Development Council has a “Regional Development” division. One of the sections of this division is called “Workforce Development” section. As the title suggests, the primary goal of this section is to design and launch programs in Al Gharbia that support the development of talent in the region. Some of the programs successfully implemented by the Council are listed below.

Students Scholarship Program - In 2008, WRDC started a student scholarship program. Under this, the Council inducts 25 students into the program each year based on merit and their performance in high school. The selected students are enrolled in reputed universities in the UAE and provided a monthly stipend/allowance. In addition, these students are given a performance-linked bonus once every six months. On its part, the Council obtained their attendance and performance reports from the university and monitored the progress of the students. Once graduated, students are placed in the public sector entities. In 2011, 19 students enrolled in this program which was run jointly with ADNOC.





b)

Developing Talent





MOU Signing with ADCO



b)

Developing Talent

Students Scholarship Agreement with Abu Dhabi Authority for Culture and Heritage

In March 2008, an agreement was signed between Abu Dhabi Authority for Culture and Heritage and the Western Region Development Council to launch the first joint initiative program of scholarships for students in the Western Region.

The initiative aimed to benefit outstanding students from schools in the Western Region by providing them scholarship program. This program covered all tuition costs, in addition to granting a monthly allowance, and create awareness about the importance of higher education and its role in social development and economic development.

The objectives of this agreement was:

- To strengthen joint efforts for the development of the Western Region by enhancing the capabilities and potential of the students, and help them complete their university studies in the disciplines associated with areas of work of the Abu Dhabi Authority for Culture and Heritage, including the management of heritage and museums, arts, history, archeology, sociology, civil engineering, and architecture.
- Advancement of human potential and graduation of citizens, making them eligible to contribute to the Authority's strategy to maintain the cultural heritage of the Emirate of Abu Dhabi. This would eventually be among the most important future investments.
- To provide an opportunity to the students of the Western Region, giving them opportunities to excel academically and professionally without any need to worry about the costs. This program further ensured that our students are not deprived of outstanding opportunities to continue their university studies.

MOU with ADCO

In 2011, the Council extended a similar program jointly with Abu Dhabi Company for Onshore Oil Operations (ADCO) under an MOU signed with ADCO.

The council has concluded a memorandum of understanding with Abu Dhabi Company for Onshore Oil Operations (ADCO) at the ADCO headquarters in Abu Dhabi. This is in light of their joint collaboration to achieve mutual goals towards a more sustainable development in the Western Region through implementing a Corporate Social Responsibility model. Their firm belief is in the paramount importance of higher education and its pivotal role in enhancing socio-economic sustainable development and implementing the leadership vision to ensure a decent life for the region's residents, and provide them with promising opportunities to carry out their studies in line with their ambition and academic orientation.

ADCO allocates 25 scholarships to Western Region students to complete their higher studies in required disciplines while WRDC selects candidates and announces requirements set for these scholarships. Part of these is to obtain a secondary school certificate with an average not lower than 70% (science branch) and get accepted at a recognized higher education institution within the country. The scholarships will be allocated to areas needed by the labor markets in Abu Dhabi and especially in the Western Region, such as mechanical engineering, electrical engineering, chemical engineering, and petroleum engineering which is related to the nature of work in ADCO.

Women in Technology (WIT)

The “Women in Technology” program for Al Gharbia residents are offered to provide proper training and the necessary courses to enhance women’s skills in the field of IT, and to help them find proper job opportunities.

730 participants were surveyed on the last day of the training program. Here are some of the results:

- 50% already felt the program had helped advance their professional career.
- Almost 80% of participants cited that there has been an increase in their level of confidence when it comes to using the computer.
- More than 55% of the women cited that there has been an increase in their self-confidence after attending the training program.
- Close to 80% of the women found the IT training very useful.
- 99.8% of the women would highly recommend this program to others.

The WIT Program is very diverse and caters to women across different backgrounds. With a sizeable number of women belonging to the 19-35 age brackets, participants range from the ages of 18 to 65. The program has graduated 5,752 students and has 615 students currently enrolled.

The UAE center is one of our most recent ones. The first batch of graduates had 21 women. Seventeen (17) of them were surveyed on the last day of training and this is what they had to say:

- 14 women stated that there has been an increase in their confidence with respect to using a computer.
- 11 women stated that there has been an increase in their level of self-confidence.
- 7 women stated that the training had already started helping them in their professional careers.
- 15 women would highly recommend this program to others.



b) Developing Talent



Adult Learning Program

WRDC, in partnership with Abu Dhabi Education Council, introduced an adult learning program to improve literacy rates and bring it closer to the Abu Dhabi average. A pilot program for illiteracy has been conducted by the team two years ago and the team shared the study with ADEC to apply it in all the Adult Literacy Centers in Al Gharbia. Fifty (50) candidates benefited from the program when it was run by WRDC.

Vocational Training Program

WRDC, in partnership with Abu Dhabi Vocational Education Center and other Vocational Institutes, established vocational education in Al Gharbia that responded to the needs of sectors such as energy, petroleum, tourism and others. Currently, Baynounah Institute of Science and Technology offers six (6) vocational majors. It aims to respond to the need for vocational projects in the region in the coming years. An advanced integrated system was conducted in two training sessions attended by a total of 64 students.

Career Fair

WRDC and HCT worked closely to organize the Al Gharbia Career Fair – the first of its kind in the region. This is an annual event and is held at the HCT campuses in Madinat Zayed and Ruwais. The fair highlighted the various career opportunities for high school students and job-seekers in Al Gharbia. Over 30 participants from various educational institutions, governmental and private entities took part in the fair in November 2012.



c)

Health and Safety

WRDC pays significant attention to the health and safety of Al Gharbia residents. One of the key initiatives is to stimulate private sector investment in hospitals and clinics, and the advancement of road infrastructure to improve the safety of drivers on Al Gharbia's roads. In addition, the Sustainability task force conducts a number of events aimed at safeguarding the health and safety of residents and workers in Al Gharbia.

Three initiatives have been conducted this year.

Iftar

WRDC volunteers distributed 1,000 meals to laborers working in Liwa farms. Many organizations support disadvantaged groups of people during the holy month of Ramadan. WRDC identified a group of people that were historically supported less due to the remote location of Liwa, as well as the fact that laborers working in the farms are dispersed, less organized and more difficult to reach. WRDC employed a local catering company based in Madinat Zayed to prepare packaged meals, and several volunteers used their cars to go to remote villages within Liwa and distribute meals either directly at the farms or in front of local mosques.

Diabetes Awareness

Gulf countries have one of the highest diabetes rates in the world, driven by climate, diet and inactive lifestyle. This problem is also acute in Al Gharbia where people spend too much time in their cars, less opportunities for exercise, and fewer options to manage their diet. In order to address this healthcare challenge, WRDC launched a diabetes awareness campaign by organizing a lecture on healthy eating for Al Gharbia ladies who cook for their families. More than 40 ladies attended the lecture at the meeting hall of the Family Development Foundation in Madinat Zayed. The presenters from Imperial College London Diabetes Center (ICLDC) shared their extensive knowledge on the subject over a two-hour session and answered many interesting questions from the audience. As part of the campaign, WRDC and ICLDC are planning to conduct similar sessions in other cities of Al Gharbia as well as build awareness on the dangers of diabetes through the International Diabetes Day event and campaigning at schools.





c) Health and Safety

Traffic Safety

One of the main issues in Al Gharbia is road safety. Road accidents still remain as one of the main causes of death and injury in the region. There are many reasons for this: narrow central highways, poor lighting at night, hazards such as sand covering the road during desert storms, camels crossing the road, and irresponsible driving. In order to address it, WRDC conducted a “Drive Safe” campaign during the Liwa International Festival in Tel Mureeb. The volunteers distributed 2013 calendars with a slogan “Drive Safely” explaining the challenges of driving in high temperatures, avoiding fatigue and ensuring other safety measures to reduce road accidents. The campaign targeted the youth who tend to ignore safety precautions while driving and often become casualties of fatal accidents.

Description	Unit	2011	2012
Number of road accidents in Al Gharbia	No.	604	498





d)

Working Conditions

The Council recognizes the need to improve the current working conditions of the labor force assigned in various projects in Al Gharbia. Some of the measures under contemplation are as follows:

- Provide recreational facilities for the workforce by organizing sporting events like cricket and football tournaments.
- Improve toilet facilities in labor camps.
- Provide blankets during winter to beat the extremely cold weather.

One of our main activities planned for 2013 targets the labor force in the region. The objective of this activity is to hold awareness sessions for workers who work outdoors during the peak of summer, when temperatures exceed 40 degrees Celsius. During these sessions, workers will be made aware of the precautions to take while working outdoors, such as drinking enough water, taking regular breaks in the shade and eating food on time.



SECTION 6

AL GHARBIA BUSINESSES





a) Supplier Selection

WRDC ensures that environmental and social issues form part of the decision-making process in procurement as detailed in WRDC's procurement manual. This core operational activity is aligned with WRDC's sustainability goals to contribute to local economic, social and environmental well-being, whilst minimizing negative impacts.

The approach to sustainable procurement includes:

Economic considerations – best value for money, price, quality, availability, and functionality.

Environmental aspects – the impacts on the environment that the products and/or services have over their whole lifecycle, from cradle to grave.

Social aspects – effects of purchasing decisions on issues such as poverty eradication, international equity in the distribution of resources, labor conditions and human rights.

Support local vendors – wherever possible, the Council will procure from local vendors in Al Gharbia.

Consideration is given to vendors' approach to ethical issues and corporate social responsibility concerns to the extent that is lawful within the Abu Dhabi civil code. Vendors should have a process in place to integrate social, environmental, ethical and human rights concerns into their business operations and core strategy.

- Procurement section reviews their application and, if required, asks for additional information.
- WRDC ensures that all suppliers applying for registration are evaluated impartially against published criteria.
- If found in order, and they are of a satisfactory standard, these suppliers are added in approved vendors list.
- Upon receiving an approved internal request, email enquiries are sent to potential suppliers who are asked to submit their quotation.
- While doing so, vendors expect the Council to provide technical details of the required product/service.
- Once received, the quotations are evaluated as per the provisions of approved tendering and procurement policy.
- One of the technical evaluation criteria is suppliers' engagement in sustainability initiatives in the UAE, and preferably in Al Gharbia.
- Once selected, a formal purchase order is sent to the most viable option, both technically and commercially.

We have 40 active supplier contracts and 500 suppliers who have registered through our online registration system, with 400 of these in the approved vendors' list.



b) SME Support and Diversified Economy



One of the five strategic priorities of WRDC is to support the diversification of Al Gharbia's economy. The major driver of this is the Council's support to local SMEs.

WRDC's support entails ongoing guidance and feedback to entrepreneurs on their business ideas, feasibility studies, land applications and other aspects of starting and growing businesses. Through our involvement with regional master planners, as well as by understanding the residents' needs, we possess proprietary information about future developments in the region. This information serves as a useful platform for new business ideas that are developed by our team and shared with prospective entrepreneurs, including Small and Medium Enterprises (SME's) from Al Gharbia.

WRDC also prepares and conducts seminars between representatives of large investors such as ADNOC, ENEC, Etihad Rail, ADWEA and local SMEs. These seminars identify potential areas where local entrepreneurs can be integrated into the economy. The last seminar of this nature took place in May 2012, where representatives of more than 10 companies and entrepreneurs shared their views about vendor registration and short listing processes.

WRDC is also responsible in supporting the development of entrepreneurs in Al Gharbia. Some of the projects that we have facilitated in the region are a mixed-use development project in Madinat Zayed and a poultry farm in Liwa.

In addition, WRDC has championed several initiatives to see local small enterprises flourish.

- We provided counseling to local entrepreneurs who are either on a startup project or have an existing business and require additional support. Most of the advices relate to business ideas, business plan development, concept master plan, land application and guidance on financing options. In the last two years, WRDC has supported more than 150 entrepreneurs and business applicants.



b) SME Support and Diversified Economy

- A critical element of WRDC's support is the help in communication with other government entities especially in relation to land approvals. As Al Gharbia does not currently have dedicated investment/industrial zones and most of the lands are assigned on a temporary basis for a number of reasons, every application is dealt with separately and, therefore, takes significant amount of effort and time. In order to succeed in getting the required land plot, every applicant needs to present clear business plans, proof of sources of funding as well as a master plan of future land use. WRDC helps these applicants with all aspects of documentation preparation as well as supporting applicants in their meetings with executive authorities like the Urban Planning Council and Western Region Municipality.
- As some of Al Gharbia entrepreneurs lack skills and experience, training is an essential part of our support. Among key skills that need enhancing are sales and client management, quality control, financing and financial control and people management. Every year, WRDC runs several training sessions in different cities within Al Gharbia by engaging dedicated UAE training institutions or encouraging corporations to provide training as part of their corporate responsibilities towards the community. An example of successful cooperation was a financial skills training that was organized by WRDC and conducted by the National Bank of Abu Dhabi Academy in 2011. We have also engaged PETC – a small training provider in Madinat Zayed, owned by a local entrepreneur, to provide some of the 2012 training seminars in conjunction with the more experienced UAE Academy.
- We have created an Al Gharbia SME development task force that includes DED, Khalifa Fund and ADCED. This task force has worked on a number of joint activities, notably workshops between large corporations and Al Gharbia SME owners in addition to a Sharaka event. The workshop was conducted in May 2012 at Tilal Liwa Hotel and was attended by representatives from ADNOC, ENEC, Etihad Rail, Musanada, and local entrepreneurs. Among the issues discussed were the stringent requirements of registration, lack of support towards Al Gharbia SMEs from large operators, disconnect between claimed intent of large companies to engage local suppliers and current practices of their major contractors.
- Support for Locals – WRDC, the Western Region Municipality and Urban Planning Council have collaborated in formulating the Estishara program, which assists startups and entrepreneurs with creating preliminary project concept, developing project designs, helping to produce feasibility studies, exploring funding possibilities, sourcing demand, and obtaining approvals from relevant agencies. WRDC initiated a mixed-use project in Madinat Zayed and helped several startups including a desert hospitality attraction, a poultry farm and a building components manufacturing facility in Al Gharbia. In 2012, 28 applications were received by WRDC for setting up various projects in Al Gharbia. Out of these, 12 applications have been successfully reviewed and recommended by WRDC and are awaiting final approval.



c)

Investor Services

WRDC acts as the front office for all business inquiries and services in Al Gharbia.

The investor services, efforts and activities are segregated into three main sections:

- **Information Provision** – Information required by investors include site and property availability, local competition and market analysis, statutory startup procedures, transport and communication infrastructure, energy resources, labor costs and availability, etc. Requirement varies between investors depending on the size and type of investment.
- **Facilitation and Liaison** – This involves offering a “one-stop-shop” service to facilitate the investors. The range of services offered includes business consulting, expediting applications and permit processing, screening or evaluating the project and liaising with the relevant government entities to speed up the registration process.
- **Aftercare and Support** – This section focuses on developing and maintaining effective long-term business relationships with investors. This includes ensuring that the services provided by WRDC are delivered in the most effective manner, obtaining feedback on difficulties faced by current investors and addressing these through WRDC initiatives or by communicating feedback reports to concerned public sector representatives.

In the past, WRDC has mainly focused on the information provision and facilitation services, where it has introduced projects and business support activities such as:

- **Al Gharbia Investors Toolkit** – This is a detailed guidance document which includes all economic activities' forms, procedures and detailed guidelines on related steps, costs and timing to invest in Al Gharbia.
- **Al Gharbia Investors Guidebook** – An overview document that provides a summarized insight into Al Gharbia's business environment, prioritized sectors, promising business opportunities, main business startup steps and the government entities of relevance.
- **Al Gharbia Portal** – Invest in Al Gharbia Section: WRDC has been working on enriching the region's electronic portal's “Invest in” section, where it includes easily accessible information about the region's investment climate and services that government entities provide to entice investment and ease the startup process. In addition, it also includes downloadable guides.
- **Investors Assistance Program** – WRDC has liaised with public and private sector representatives in order to provide facilitation services to investors.
- **Al Gharbia Investor Relationship Management** – WRDC has communicated with key public sector entities in the investment support and policy-setting field and identified focal points in each of these entities. This is to improve coordination with prospective entrepreneurs and investors who are keen to invest in Al Gharbia. We have so far communicated this to the Department of Economic Development, Abu Dhabi Chamber of Commerce and Industry, Abu Dhabi Tourism and Culture Authority, Western Region Municipality and Abu Dhabi Food Control Authority.



d) Infrastructure Development



The image shows a large, modern building with a distinctive grid-like facade. The ground floor features a retail strip with several shops, including 'cherry fields', 'THE CORNER SHOP', and 'pink clover and green honey'. Several cars are parked in front of the building, and there are some green bushes in the foreground. The building has a mix of white and orange-brown panels. A dotted green line is visible at the top of the page.

WRDC, in conjunction with Urban Planning Council and Western Region Municipality, has identified potential mixed-use sites and prepared Ready-to-Go investment packages aligned with physical framework master plans, which respond to current market conditions. Highlights of these projects include:

- Share of revenue re-invested in the community, securing a share of annual income for the community's benefit
- Funded by the private sector; no public sector funding is involved
- Responding to local needs
- 4,750 m² hypermarket and flexible retail
- 4,000 m² health clinic
- 110 apartments, gymnasium and pool facilities providing land at no cost to local developers and investors
- Retaining public sector ownership
- Park, tennis court, playground and café

Similar projects are planned in other cities of Al Gharbia, such as Ghayathi, Sila and Mirfa.



SECTION 7

ENVIRONMENT





a)

Energy

Although our operations do not have a significant impact on the environment, as we are an office-operated entity, we do recognize our responsibility in reducing potential operational impacts. For this reason, in March 2011, the Council was ISO 14001-certified for its Environmental Management System. As a result of the compliance practices followed at WRDC in 2011 and 2012, there were no fines or non-monetary sanctions for non-compliance with environmental laws.

Indirect Contribution

Catch them young is the motto here when dealing with issues related to energy saving. WRDC, in coordination with the Civil Defense and Abu Dhabi Education Council, held an awareness campaign in July 2011. The campaign covered two major cities in Al Gharbia: Mirfa and Ghayathi. The campaign was part of WRDC's sustainability initiative which reflects the Council's commitment to protecting our environment and working for the benefit of the society.

The campaign was titled "Energy Efficiency and Fire Safety Awareness" which targeted school students of Al Gharbia aged 7-12, via the annual summer camp "Saifona Al Momayaz".

Students were briefed on the basic principles of energy efficiency, fire safety and other environment conservation issues. Civil Defense personnel also participated in this event and gave practical fire safety tips and demonstration to the students.

More than 500 participants found the campaign very informative over the course of four days. There were two competitions: (1) students were given a list of questions to answer after reading through all the panels with energy efficiency and fire safety guidelines in Arabic and English; and (2) students were asked to draw or paint their understanding of these subjects.

The students showed tremendous enthusiasm in these activities and in appreciation for their participation, WRDC handed out gifts to each of them and special prizes to the competition winners. In addition, WRDC prepared appreciation certificates to all members of the stakeholders who contributed to this event.

WRDC aims to conduct similar events in the future that will directly benefit the community. The Council endeavors to reach out to the society in Al Gharbia through various initiatives related to the community and its environment.

Own Impact

All the power consumed by WRDC is from Abu Dhabi Distribution Company and no other energy sources are used, besides car fuel consumption, which is described further in this report.

Description	Unit	2011	2012
Power Consumption (Electricity)	Total KWh	211,435	320,223
	KWh/Employee	806	1,224

Source: WRDC Quarterly EHS Report



b) Material and Water

Materials

Paper – One of the potential sources of minimizing our impact in offices is through paper consumption control. WRDC has installed employee ID scanners in all its printers so that it is easier to control printing. This will not only enable us to identify the employees who are printing the document(s) but also make all the employees conscious of the fact that they are being monitored. This, together with the information security policy undertaking signed by all the employees, has significantly reduced paper consumption.



Description	Unit	2011	2012
Paper Consumption	Average Paper Consumed/Employee	590	322
	Total Paper Consumption	38,940	19,964

In addition, WRDC employees' business cards, pens and USBs are made from recycled material.

Plastics – Plastic forms a good chunk of land and marine waste dump. This in turn harms the environment considerably. We, at WRDC, have decided to use eco-friendly reusable water bottles instead of the plastic bottles (Masafi) for our in-house water consumption. Two water dispensers, one each in the two dining areas have been placed especially for this purpose. A saving of approximately 24,000 plastic bottles per annum has resulted from this initiative.



Eco-friendly Shopping Bags – Just like all kinds of plastic, plastic bags are difficult and costly to recycle, and most end up on landfill sites where they take around 300 years to photodegrade. They break down into tiny toxic particles that contaminate the soil and waterways and enter the food chain when animals accidentally ingest them. WRDC encourages all its employees to avoid using these plastic carry bags and instead use eco-friendly shopping bags for all their shopping needs. We have distributed two such shopping bags of different sizes to all our employees in an effort to contribute our bit to environmental protection.

Water – Water is provided by Abu Dhabi Distribution Company; therefore, no other water sources are significantly affected. During the reported period, no significant water spills were detected. Currently, we do not follow any water recycling process.

Discharged water, which corresponds approximately to our consumption, goes directly to the public sewage system.

Description	Unit	2011*	2012
Water Consumption	Total m ³	686.1	812.9
	m ³ /Employee	3.5	3.3

*Note: Data does not include Q1 2011.



c) Transportation

Working in WRDC requires a lot of driving. Some of our employees, including Senior Management, are often on the road commuting between offices and visiting stakeholders across the region. In addition, some employees commute from their residence in Dubai and Abu Dhabi on a daily basis. We encouraged them to arrange car pools to help decrease the number of cars on the road, to reduce their stress, save on fuel, and reduce gas emissions.

For employees who commute between Abu Dhabi and Al Gharbia, the Council has rented cars. On a daily basis, some employees commute between Abu Dhabi and Al Gharbia covering a distance of at least 120 kms one way. The Council encourages them to use the office transportation in order to travel safely and also to save on fuel.

Description	Unit	2011	2012
Fuel Consumption	Average fuel consumed /100km	10	9.0



d) Waste Disposal

Apart from consumption, the Council has also taken measures to channelize disposal of waste. Be it paper, plastic or cans, waste disposal bins have been placed at the two ends of the corridor outside the office. Employees are instructed to use these respective bins to dispose different types of wastes. A company collects these wastes at regular intervals and delivers them to recycling plants. Upon collection of the waste, a receipt is issued by the company which shows the quantity of waste collected for recycling. These receipts are the source of the data given below.



Description	Unit	2011*	2012
Non-hazardous waste disposed	Kg	NA	7,738
Non-hazardous waste recycling: Amount of non-hazardous waste collected by environmental service providers for recycling/reuse/further processing	Kg	776	1,229

*Note: Data does not include Q1 2011.



e)

Biodiversity

In 2011, WRDC identified the need to preserve natural biodiversity and nurture the mangrove forests range along the coasts of Al Gharbia. Mangroves play an important role in protecting beaches from erosion caused by tide and ebb movements. In addition, mangroves are considered a rich sustenance to different species of fish and a stopover to rest and forage for migratory birds, including Ospreys and Socotra Cormorants during their migration route from central Asia to the African continent. In 2011, around 50 employees from WRDC planted over 1,000 mangrove saplings on the coasts of Marawah, a protected area in Al Mirfa.

In 2012, this initiative was carried out on a bigger scale where all the employees of the Council, along with school children and employees of the Rulers Representative Court for the Western Region, were involved in planting 8,000 mangrove saplings around the same location.





SECTION 8

EMPLOYEES







a) Positions

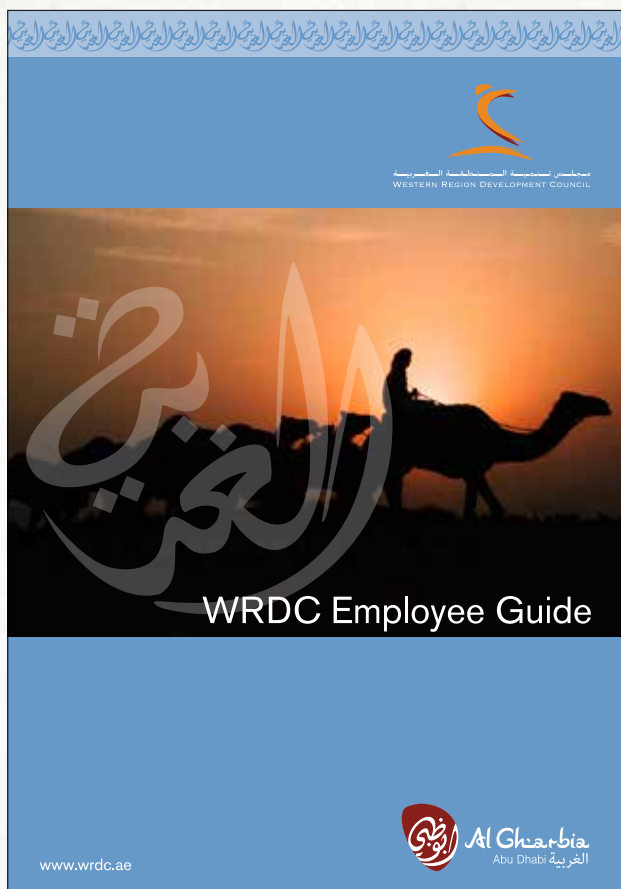


WRDC has developed an employee handbook that encapsulates the contents of the HR policy manual. The handbook is provided to all the employees of the Council. The handbook includes key extracts of HR policies and procedures. Orientation sessions are conducted for new recruits in order to familiarize them with policies and procedures, as well as key personnel within the Council.





a) Positions



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MESSAGE DIRECTOR GENERAL



Whether you have worked at WRDC for years, months or weeks - or have just joined the council, I would like to take this opportunity to welcome you to the Western Region Development Council on behalf of WRDC's Senior Management team. This Employee Handbook is a resource for you to read and refer back to during your time at WRDC in order for you to understand all the human resource information that relates to you, your entitlements and rules in which to adhere to.

Following our establishment under a royal decree issued by His Highness Sheikh Khalifa Bin Zayed Al-Nahyan, President of the UAE in May 2006 and the vision of His Highness Sheikh Mohammed Bin Zayed Al Nahyan, Crown Prince of Abu Dhabi and Deputy Supreme Commander of the UAE Armed Forces, WRDC started work in September 2006. Our main priority is to reach out to Al Gharbia's residents; to listen to their concerns and build their trust in our ability to create positive. Through close co-operation with our Government and business partners we are already making significant progress for our region's people. Working together, we will be judged by our performance.

Our plan consists of four main targets; improving the quality of life for residents, creating better infrastructure, increasing business efficiency and investment in both the private and public sectors, in addition to promoting and marketing Al Gharbia on a local, regional and international scale.

Already, with various initiatives and projects we are demonstrating the strong and proven determination that we have for our region and our commitment to achieve the vision expressed by our Leadership. Side-by-side, we are taking bold steps towards our goal.

Everyone within WRDC are required to work closely together in order to make a positive difference to the lives of the people living, working and visiting our region; Al Gharbia, the Western Region of Abu Dhabi Emirates. Here at WRDC, we also care deeply about our employees, our working environment, and your development. We prosper through the quality of talent that we attract, develop, and retain and our policies are geared towards that goal.

We believe strongly in our main vision, which includes 'People development' in order to develop an entire region is it vitally important that our people feel developed and fulfilled in the environment we work in. In all this growth and diversification we have a strong tradition of 'growing our own' people wherever possible, so talent management and succession planning are also high on our agenda.

I wish you every success for the future working with us.

H.E. Mohamed Hamad Bin Azzan Al Mazrouei
Director General of WRDC

Employees Composition

Description	Unit	31/12/2011	31/12/2012
Total Number of Employees	No.	66	62
Permanent	No.	66	62
Full Time		66	62
Part Time		0	0
Females		31	29
Males		35	33
Temporary / Contract	No.	0	0
Full Time		0	0
Part Time		0	0
Females		0	0
Males		0	0
Number of UAE Nationals	No.	43	39
Composition of Expatriates:			
Total Number of Expatriates	No.	23	23
GCC Nationals	No.	1	1
Other Middle Eastern Countries	No.	10	9
Western Expatriates	No.	7	8
Sub-Continent	No.	5	5
Far East	No.	0	0
Number of Special Needs Employees	No.	1	0

Total Number of New Hires

Description	Unit	31/12/2011	31/12/2012
Age Group 20 - 30			
Females	No.	4	2
	Rate (%)	6%	3%
Males	No.	2	0
	Rate (%)	3%	0%
Age Group 30 - 40			
Females	No.	0	2
	Rate (%)	0%	3%
Males	No.	2	3
	Rate (%)	3%	5%
Age Group 40 - 50			
Females	No.	0	0
	Rate (%)	0%	0%
Males	No.	2	0
	Rate (%)	3%	0%



b)

Emiratisation

WRDC actively participates in Abu Dhabi government's major initiative to employ Emirati nationals. WRDC has managed to increase the percentage of Emiratis in the workforce from 59% in 2009 to 63% in 2012. Apart from experienced UAE National employees, the Council also recruits fresh graduates from universities who accomplish a year of on-the-job training. Depending on their skills and capabilities, they are placed in regular positions after training. Expatriates come from cross-sectional background with knowledge and experience in their respective fields, which they pass on to their UAE National colleagues, who will take up key positions and responsibilities in the future.

WRDC is also very keen to address the employment of Emirati women, a challenging subject in Al Gharbia. Today, 27% of our employees are Emirati women working in a variety of positions in our Madinat Zayed and Abu Dhabi offices. Many of our female colleagues work in workforce development, investment promotion and Public Relations and support services that provide diverse opportunities for them to utilize their talents and pursue their aspirations in the service of Al Gharbia community.

Being a development entity for Al Gharbia, WRDC pays specific attention to employing people who were born, currently live or continue to maintain close ties with the region. We have a number of Emirati trainees who graduated from Al Gharbia colleges and, after trial periods, have joined WRDC as full-time employees. Today, many of them work in our Regional Development Division, where their knowledge of Al Gharbia and commitment to developing the region to the benefit of the community play an important role.

Description	2011	2012
% of Nationals in the Workforce	64%	63%
% of National Women in the Workforce	30%	27%
% of Nationals in Senior Management Positions	100%	100%



c) Training and Development

Being an advisory and coordinating body, our biggest asset is our employees. Hence, we place a lot of emphasis on enhancing the skill levels of our employees. Each year, every employee is required to undergo at least two training programs. The training programs are identified based on the outcome of annual performance appraisal carried out for each of our employees.

The Council has appointed a Training and Career Development Officer whose primary job is to ensure that training and development programs are planned for all the employees and implemented as per schedule. In addition, the section also coordinates with training providers and makes arrangements for the employees to attend the training.

Description	Unit	2011	2012
Number of employees who attended trainings - Total	No.	53	59
Female	No.	26	28
Male	No.	27	31
Actual Training Man Days - Total	Days	368	508
Female	Days	177	249
Male	Days	191	259
Actual Training Hours	Hours	2,944	4,064
Female	Hours	1,416	1,992
Male	Hours	1,528	2,072
Average Training Days/Employee/Year	Days	7	9
Average Training Hours/Employee/Year - Permanent	Hours	55	69
Female	Hours	53	71
Male	Hours	58	67
Average Training Hours/Employee/Year - Temporary/Contract *	Hours	0	0
% of employees who received a minimum acceptable level of training (3 days)		80%	95%

* Note: There are no temporary/contract employees in the Council in the years 2011 and 2012.
The above information is based on an average of 8 hours of training per day.



d) Fairness

The Council adopts a fair policy towards all its employees. Every employee, upon joining the Council, is given an orientation whereby he/she is required to spend at least a day in each functional area. This is to facilitate better understanding of the Council's business and its policies and procedures before assuming one's own duties and responsibilities.

The Council has a standard annual performance appraisal system for all its employees. Through this system, employees have an equal opportunity to be assessed in a fair and transparent manner. The employees also get an opportunity to share their concerns and discuss every element of the outcome of the performance appraisal with their managers and directors.

In order to ensure that all the employees' concerns are adequately captured and addressed, the management implemented an employee satisfaction survey, which is an annual exercise. Through this survey, employees do not only get to provide feedback on certain pre-determined criteria (questionnaire), they are also encouraged to highlight their concerns and provide suggestions. The system is designed in such a manner that while doing so, utmost care is taken to keep the identity of the employees confidential.

تحية طيبة وبعد،،،

انطلاقاً من إيمان مجلس تنمية المنطقة الغربية بأهمية توفير بيئة عمل نموذجية تتتيح للموظفين تأدية المهام الموكلة إليهم على أفضل وجه، نود أن نعلمكم بأننا - وعلى غرار العاملين المنصرمين - بصدد قياس مستوى رضى الموظفين عن مختلف نواحي العمل في المجلس لعام 2010.

سيتم مقارنة نتائج هذه الإحصائية بنتائج إحصائيات السنتين السابقتين وذلك لنتمكن من مراقبة مدى تقدمنا في عملية تحسين الأداء، وعليه فإننا نؤكد على ضرورة مشاركتكم جميعاً في التعبير عن آرائكم بمنتهى الصدق والشفافية من خلال الضغط على الرابط التالي:

[استبيان مستوى رضى الموظفين](#)

وذلك في موعد أقصاه يوم الثلاثاء الموافق 7 ديسمبر 2010 علماً بأنه سيتم التعامل مع كافة المعلومات بسرية مطلقة ولن يتم استخدامها إلا في إعداد التقرير النهائي لهذا الاستبيان.

شاكرين لكم جهودكم في إنجاح هذه الدراسة وتحقيق التقدم المستمر للمجلس.

وتفضلوا بقبول الفائق الاحترام والتقدير،،،

Dear WRDC family,

Based on WRDC's commitment to ensure providing a model work environment that enables each member of WRD family to perform the assigned tasks efficiently, we would like to inform you that we are conducting a survey about employees' satisfaction for the year 2010.

The results of this survey will be compared against previous surveys so that we can monitor our progress in the performance improvement process. Hence, we emphasize on your participation by expressing your opinions without restraint through the following link:

[Employees Satisfaction Survey](#)

No later than Tuesday 7th December 2010, assuring that all provided information will remain confidential and will only be used as part of an overall summary report.

Your contribution will have a great impact on the success of this study and the continuous improvement of WRDC.

Mohamed Hamad bin Azzan Al Mazrouei
Director General
Western Region Development Council "WRDC"

محمد حمد بن عزان المزروعى
المدير العام
مجلس تنمية المنطقة الغربية

To give more voice to the employees, the Council also established a Complaints and Suggestions system that allows employees to lodge a written complaint or make a suggestion without disclosing their identity.

Since starting the complaints and suggestions system in Q1 2011, the Council has received 3 complaints and 12 suggestions. Upon receipt of the complaints/suggestions, these are recorded and discussed with the Audit Committee/HE the Director General, and necessary action is taken to implement the suggestion or resolve the complaint. If it relates to HR issue, it is discussed in the HR Committee meeting and the outcome of the meeting is conveyed to the employee. On an average, it takes anywhere between 1 week to 2 months for the suggestion/complaint to be addressed.

WRDC follows the federal law, which prohibits the establishment of labor unions and collective bargaining. As a result of the compliance practices that are followed at WRDC during 2011 and 2012, there were no incidents of violations of rights for indigenous people and no instances of employee discrimination.

Complaint Form

For Customer Use

Name (Optional): _____ Submitted date: _____
Email (Optional): _____ Tel. (Optional): _____
Complaint Details: _____

Attachments (if any): _____

For Western Region Development Councils Use

Receiving Complaints through: ☐ Council's reviewer / By hand ☐ Message / Fax ☐ Website / Email
☐ Complaints Box ☐ Others: _____

Complaint Classification: ☐ HR ☐ Services ☐ Procedures ☐ Completion Time ☐ Service Post
☐ Finance & Accounting ☐ Audit & Internal Control ☐ Violations
☐ Others: _____

Received By: _____ Signature: _____ date: _____
Study & Evaluation of Reasons: _____

Prepared By: _____ Signature: _____ date: _____
Suggested Actions: ☐ Corrective Actions ☐ Preventive Actions
Execution Time: _____

Recommended By: _____ Signature: _____ Date: _____
Evaluation of Effectiveness of Executed Actions and Closing Complaint: ☐ Closed ☐ Not Closed (With monitoring reason and required actions and execution time)

Recommended By: _____ Signature: _____ Date: _____

Suggestion Form

For Customer Use

Name: _____ Submitted date: _____
Email: _____ Entity / Organisation: _____
Tel: _____

Suggestion type: ☐ Idea & Clear goals ☐ Idea & Goals & Mode of Action
☐ Idea & Goals & Mode of Action & Feasibility Study & results & Complete Project

Suggestion details: _____

Attachments (if any): _____

For Western Region Development Councils Use

Receiving Suggestions through: ☐ Council's reviewer / By hand ☐ Message / Fax ☐ Website / Email
☐ Complaints Box ☐ Others: _____

Complaint Classification: ☐ HR ☐ Services ☐ Procedures ☐ Completion Time ☐ Service Post
☐ Finance & Accounting ☐ Audit & Internal Control ☐ Violations
☐ Others: _____

Received By: _____ Signature: _____ date: _____
Result of Suggestion Evaluation: ☐ Approved ☐ Not approved or refer to other channels and mention reason

Prepared By: _____ Signature: _____ date: _____
Suggestion: Means point of view / new idea submitted by a customer / External customer from Council's employees or customer that is related to business processes, services submitted at improving existing processes

Number and Rate of Employees Leaving

Description	Unit	2011	2012
Age Group 20 - 30			
Females	No.	0	5
	Rate (%)	0.0%	7.6%
Males	No.	0	1
	Rate (%)	0.0%	1.5%
Age Group 30 - 40			
Females	No.	2	1
	Rate (%)	3.3%	1.5%
Males	No.	2	2
	Rate (%)	3.3%	3.0%
Age Group 30 - 40			
Females	No.	0	1
	Rate (%)	0.0%	1.5%
Males	No.	0	1
	Rate (%)	0.0%	1.5%

Description	2011	2012
Turnover Ratio	7%	17%
Employees Satisfaction (%)	81%	65%
Employees Appraised (%)	100%	46%
Female	100%	22%
Male	100%	24%



e) Volunteering

As Al Gharbia is on the brink of major urban and industrial development and its population is forecasted to triple in the next 10-15 years, it is a specific challenge and objective for WRDC to preserve the region's unique desert and marine environment. This is often achieved through volunteerism.

Over the last two years, many WRDC employees were engaged in volunteering activities within WRDC and externally.

Blood Donations - 12 employees donated blood during a campaign run by the Council in 2012.

Mangrove Planting - 50 employees participated in this event in 2011. In 2012, apart from WRDC employees, volunteers from The Rulers Representative Court in Western Region, Al Gharbia School and the Western Region Municipality also participated in the event. A total of 150 volunteers were involved in the event in 2012.

Diabetes Awareness - Two WRDC employees based in our Madinat Zayed office volunteered in this event.

Health Briefing - Briefings to elderly women of the region was conducted on the ground by WRDC volunteers.

One specific initiative that is important to highlight in this report is WRDC volunteers' participation in the desert cleaning campaign, championed by HH Sheikh Abdulla bin Zayed Al Nahyan, the UAE Minister of Foreign Affairs. Our colleagues participated in the event organized in the pristine desert area close to Mazeira in Liwa. Garbage, in the form of plastic, cans, bottles and wood, litter the desert. Some are not biodegradable and stay in the ecosystem for hundreds of years. Camels, which find shelter in this desert area, fall prey to these harmful wastes that end up killing them.





f)

Health and Safety



A number of health and safety measures have been taken by the Council for the benefit of its employees. These are listed below:

Health

- Four first aid kits are placed all over the premises.
- Save Our Spine (Chiropractic) session was conducted for all employees to build awareness on good sitting posture. Employees who spend the entire day sitting at one place and doing their work were informed about precautions to take against potential back spasms or other back problems.
- A briefing session for employees was conducted by a specialist to create awareness about the perils of diabetes and heart diseases that are becoming common among the present generation.
- All the employees were provided with raisers on which they could place their laptops. This puts their screen at eye level, preventing employees from bending their backs.

Safety

- Employees were provided with Fire Safety and Accident Response training.
- 13 fire extinguishers are spread all over the office premises.
- Fire safety alarms are installed inside the office.
- Fire drills are conducted at regular intervals (once in 6 months) to create awareness about escape routes and assembly points.

An EHS Committee has been formed, which includes the Director Support Services, Acting General Administration Manager, Senior Procurement Officer and 7 employees who are OHSAS18001:2007-certified (Occupation Health and Safety Assessment Series for Health and Safety Management Systems). That is 16% of the total employees. Each member of the Committee has been assigned specific duties and responsibilities to ensure implementation of EHS guidelines, policies and procedures and their compliance. This Committee operates at the level of Director Support Services who is the Management Representative for this Committee.

There have been no serious/fatal accidents suffered by employees and reported at the workplace so far. No accidents, regardless of magnitude, have either been reported thus far.

Since WRDC adheres to the federal law which prohibits the establishment of labor unions, there are no formal agreements with any trade union covering health and safety topics.



SECTION 9

FUTURE INITIATIVES





Year 2013 Initiatives Plan

.....

In 2013, the Council has developed business plans to implement a number of sustainable initiatives that will further serve various Al Gharbia stakeholders.

Residents Initiatives

Water Saving Campaign in Al Gharbia – Per capita consumption of water in Al Gharbia is among the highest in the country. WRDC, in conjunction with Environment Agency, will create awareness about the optimum use of water, being a scarce resource. In addition, wherever possible, water saving devices would be installed in residential and commercial establishments in order to ensure proper use of water resource.

Awareness session for labor force in Al Gharbia – A number of outdoor development projects are in progress in Al Gharbia, where thousands of laborers are employed. During the summer months, they are required to work in extremely hot weather conditions which pose serious health hazards. Every year, the government, on its part, takes a series of steps to create awareness on this issue across the country. WRDC aims to create awareness among the labor force on the precautions to be taken while working outdoors during the summer season in Al Gharbia.

Youth Awareness Session – The youth are the future of the country. WRDC aims to conduct counseling sessions for the youth and to talk to them about the need to have a balanced lifestyle. The Council's focus will be on the youth of Al Gharbia to remind them about values, the need for responsible spending and lifestyle and putting focus on their career to contribute towards the overall economic development of the country.

Business Initiatives

Investors

WRDC is mainly focusing on liaison and aftercare services to assist current and prospective investors. The main activities planned include:

- Introducing an electronic database to include all current investors/businesses and prospective investors interested in Al Gharbia to send out unified messages and updates relating to the region's business climate, and enhance partnering potential.
- Identify and utilize the unused amenities in Al Gharbia as facilitation options for potential investors. WRDC will study the availability of unused buildings, offices, apartments, etc. which can be used for commercial purposes or to help startups with temporary location in Al Gharbia, which will act as incentive and influence their decision to invest in Al Gharbia.
- Liaise with SCAD (Statistics Center – Abu Dhabi) to run Al Gharbia-specific economic survey and analysis. Through this survey, WRDC aims to identify incentives and corrective actions, which could enhance the business environment in Al Gharbia and boost diversified economic activities throughout its cities.

SME

- Develop funding solutions for startups through collaboration with financial institutions (Banks, Khalifa Fund, Zones Corporation Fund) and private investors.
- Al Gharbia Business Center – Establish a business incubator/center in Al Gharbia.
- Al Gharbia SME task force delivery for new SMEs – Two workshops for new SME creation.
- SME awareness sessions – Conduct SME awareness sessions in Delma, Sila and Mirfa in Al Gharbia.
- Provide support to startup entrepreneurs – SME registration hotline, profiling of five investment opportunities, and two sessions for creating awareness about vendor registrations.
- Implementation of SME back office kit.

Infrastructure Development

- Commence the mixed-use development project in Ghayathi City of Al Gharbia.
- Facilitate the creation of the Light Industrial Enterprise Park in Madinat Zayed, Al Gharbia, which will support the development of new businesses within focused clusters and provide “ready to build” land plots or new business premises to rent.

Environment Initiatives

Mangrove Planting – WRDC has successfully carried out this activity twice in 2011 and 2012, planting 1,000 and 8,000 trees respectively during these years. We aim to continue our efforts towards biodiversity by planting an equal or greater number of mangrove saplings that would provide more balance to the ecosystem of the country.

Employees' Initiatives

- Establishment of a comprehensive succession plan framework.
- Development of career paths for all the employees.
- Implement a 360-degree feedback and appraisal system.
- Annual team building event to improve teamwork and collaboration among employees.



SECTION 10

GRI TABLES





List of Global Reporting Initiative Guidelines

Main Category	Sub-Category	GRI Code	Description	Section
STANDARD DISCLOSURE				
Strategy and Analysis		1.1	Statement from the most senior decision maker	1
Organizational Profile		2.1	Name of the organization	3b
		2.2	Primary services	3d
		2.3	Operational structure of the organization	3c
		2.4	Location of the organization's headquarters	3c
		2.5	Number of countries where the organization operates	3c
		2.6	Nature of ownership and legal form	3b
		2.7	Markets served (including geographic breakdown, sectors served, and types of customers/beneficiaries)	3d
		2.8	Scale of the reporting organization	3c, 3d and 8a
		2.9	Significant changes during the reporting period	1 and 3c
		2.10	Awards received in the reporting period	1
Report Parameters	Report Profile	3.1	Reporting period	2
		3.2	Date of most recent previous report (if any)	2
		3.3	Reporting cycle	2
		3.4	Contact point for questions regarding the report and its contents	2
		3.5	Process for defining report content, including: • Determining materiality; • Prioritizing topics within the report; and • Identifying stakeholders whom the organization expects to make use of the report.	2
	Report Scope and Boundary	3.6	Boundary of the report	2
		3.7	State any specific limitations on the scope or boundary of the report.	2
		3.8	Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities that can significantly affect comparability from period to period and/or between organizations. - First Report	2

Main Category	Sub-Category	GRI Code	Description	Section
STANDARD DISCLOSURE				
		3.9	Data measurement techniques and the bases of calculations, including assumptions and techniques underlying estimations applied to the compilation of the indicators and other information in the report.	2
		3.10	Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such re-statement (e.g. mergers/ acquisitions, change of base years/periods, nature of business, measurement methods). – First Report	2
		3.11	Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report. – First Report	2
		3.12	Table identifying the location of the Standard Disclosures in the report.	10
Governance, Commitments and Engagements	Governance	4.1	Governance structure of the organization	3c
		4.2	Indicate whether the Chair of the highest governance body is also an executive officer.	3c
		4.4	Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body. Include reference to processes regarding: • The use of shareholder resolutions or other mechanisms for enabling minority shareholders to express opinions to the highest governance body; and • Inform and consult employees about the working relationships with formal representation bodies such as organization level ‘work councils’, and representation of employees in the highest governance body.	3c
		4.8	Internally developed statements of mission or values and code of conduct	3b
	Commitments to External Initiatives	4.13	Membership in associations	4b
	Stakeholder Engagement	4.14	List of stakeholder groups engaged by the organization	4e



List of Global Reporting Initiative Guidelines

Main Category	Sub-Category	GRI Code	Description	Section
PERFORMANCE INDICATORS				
		4.15	Basis for identification and selection of stakeholders with whom to engage	4e
		4.16	Approaches to stakeholder engagements	4e
PERFORMANCE INDICATORS				
Environmental	Materials	EN1	Materials used by weight or volume	7b
	Energy	EN4	Indirect energy consumption by primary energy source	7a
	Water	EN8	Total water withdrawal by source	7b
		EN9	Water sources significantly affected by withdrawal of water	7b
		EN10	Percentage and total volume of water recycled and reused	7b
	Biodiversity	EN12	Description of significant impact of activities, products and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas	7e
	Emissions, Effluents and Waste	EN21	Total water discharge by quality and destination	7b
		EN22	Total weight of waste by type and disposal method	7d
		EN23	Total number and volume of significant spills	7b
		EN28	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations	7a
Human Rights	Non-Discrimination	HR4	Total number of incidents of discrimination and corrective actions taken	8d
		HR7	Operations and significant suppliers identified as having significant risk for incidents of forced or compulsory labor and measures to contribute to the elimination of all forms of forced or compulsory labor	4e
		HR9	Total number of incidents of violations involving rights of indigenous people and actions taken	8d
Labor Practices and Decent Work	Employment	LA1	Total workforce by employment type	8a
		LA2	Total number and rate of new employee hires and employee turnover by age group, gender and region	8a and 8d

Main Category	Sub-Category	GRI Code	Description	Section
PERFORMANCE INDICATORS				
	Labor/ Management Relations	LA4	Percentage of employees covered by collective bargaining agreements	8d
	Occupational Health and Safety	LA6	Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programs	8f
	Occupational Health and Safety	LA7	Rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities by region and by gender	8f
		LA8	Education, training, counseling, prevention and risk control programs in place to assist community members regarding serious diseases	5c
		LA9	Health and Safety topics covered in formal agreements with trade unions	8f
	Training and Education	LA10	Average hours of training per employee and by employee category	8c
		LA12	Percentage of employees receiving regular performance and career development reviews by gender	8d
Society	Corruption	S02	Percentage and total number of business units analyzed for risks related to corruption	4d
		S06	Total value of financial and in-kind contributions to political parties, politicians and related institutions by country	4d
	Local Community	S09	Operations with significant potential or actual negative impacts on local communities	3d
Product Responsibility	Marketing Communications	PR7	Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship by type of outcomes	3c
Economic	Economic Performance	EC4	Significant financial assistance received from the government	3c
	Market Presence	EC7	Procedure for local hiring and proportion of Senior Management hired from local community at locations of significant operation	8a and 8b
	Indirect Economic Impact	EC8	Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind or pro-bono engagement	5a, 5b, 6b and 6d



G3.1 Content Index - GRI Application Level C

G3.1 Content Index - GRI Application Level C					
Application Level C				Assured by	
STANDARD DISCLOSURES PART I : Profile Disclosures					
REPORT FULLY ON THE BELOW SELECTION OF PROFILE DISCLOSURES OR PROVIDE A REASON FOR OMISSION					
1. Strategy and Analysis					
Profile Disclosure	Disclosure	Level of Reporting	Location of Disclosure	Reason for Omission	Explanation for the Reason for Omission
1.1	Statement from the most senior decision-maker of the organization.	Fully	Section 1 (Pages 3 - 4)		
2. Organizational Profile					
Profile Disclosure	Disclosure	Level of Reporting	Location of Disclosure	Reason for Omission	Explanation for the Reason for Omission
2.1	Name of the organization.	Fully	Section 3b (Page 12)		
2.2	Primary brands, products, and/or services.	Fully	Section 3d (Page 16)		
2.3	Operational structure of the organization, including main divisions, operating companies, subsidiaries, and joint ventures.	Fully	Section 3c (Page 13)		
2.4	Location of organization's headquarters.	Fully	Section 3c (Page 13)		
2.5	Number of countries where the organization operates, and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report.	Fully	Section 3c (Page 13)		
2.6	Nature of ownership and legal form.	Fully	Section 3b (Page 12)		
2.7	Markets served (including geographic breakdown, sectors served, and types of customers/beneficiaries).	Fully	Section 3d (Page 16)		
2.8	Scale of the reporting organization.	Partially	Section 3c (Page 13), Section 3d (Page 16) and Section 8a (Page 60)	Does not exist	Quantity of Products or Services provided: Due to nature of our services, these cannot be quantified.
2.9	Significant changes during the reporting period regarding size, structure, or ownership.	Fully	Section 1 (Page 4) and Section 3c (Page 14)		
2.10	Awards received in the reporting period.	Fully	Section 1 (Page 4)		

3. Report Parameters					
Profile Disclosure	Disclosure	Level of Reporting	Location of Disclosure	Reason for Omission	Explanation for the Reason for Omission
3.1	Reporting period (e.g. fiscal/calendar year) for information provided.	Fully	Section 2 (Page 7)		
3.2	Date of most recent previous report (if any).	Fully	Section 2 (Page 7)		
3.3	Reporting cycle (annual, biennial, etc.)	Fully	Section 2 (Page 7)		
3.4	Contact point for questions regarding the report or its contents.	Fully	Section 2 (Page 7)		
3.5	Process for defining report content.	Fully	Section 2 (Page 7)		
3.6	Boundary of the report (e.g. countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers). See GRI Boundary Protocol for further guidance.	Fully	Section 2 (Page 7)		
3.7	State any specific limitations on the scope or boundary of the report (see completeness principle for explanation of scope).	Fully	Section 2 (Pages 7)		
3.8	Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities that can significantly affect comparability from period to period and/or between organizations.	Fully	Section 2 (Page 7) The Council does not have any Joint Ventures, Subsidiaries, Leased Facilities, Outsourced Operations or any other entity whose information could be included in this report.		
3.9	Data measurement technique and the basis of calculations, including assumptions and techniques underlying estimations applied to the compilation of the indicators and other information in the report.	Partially	Section 2 (Page 7)		
3.10	Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such re-statement (e.g. mergers/acquisitions, change of base years/periods, nature of business, measurement methods).	Fully	Section 2 (Page 7) This is the Council's first Sustainability Report		
3.11	Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report.	Fully	Section 2 (Page 7) This is the Council's first Sustainability Report		
3.12	Table identifying the location of the Standard Disclosures in the report.	Fully	Section 10 (Pages 73 and 74)		



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4. Governance, Commitments, and Engagement					
Profile Disclosure	Disclosure	Level of Reporting	Location of Disclosure	Reason for Omission	Explanation for the Reason for Omission
4.1	Governance structure of the organization, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organizational oversight. The percentage of individuals by gender within the organization's highest governance body.	Fully	Section 3c (Pages 14 and 15) Since the Council does not have an Advisory Board in place, HE the Director General assumes the responsibilities of the Advisory Board.		
4.2	Indicate whether the Chair of the highest governance body is also an executive officer.	Fully	Section 3c (Page 14)		
4.3	For organizations that have a unitary board structure, state the number and gender of members of the highest governance body that are independent and/or non-executive members.	Fully	Section 3c (Page 14) Advisory Board does not exist		
4.4	Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body.	Fully	Section 3c (Page 14 - 15) Being an Abu Dhabi government entity, there are no shareholders.		
4.8	Internally developed statements of mission or values, code of conduct	Partially	Section 4c (Page 21)		
4.13	Membership in associations	Partially	Section 1 (Page 4)		
4.14	List of stakeholder groups engaged by the organization.	Fully	Section 4e (Page 23)		
4.15	Basis for identification and selection of stakeholders with whom to engage.	Fully	Section 4e (Pages 23 - 28)		
4.16	Approaches to stakeholder engagements	Partially	Section 4e (Pages 23 - 28)		

STANDARD DISCLOSURES PART III: Performance Indicators

REPORT FULLY ON 10 CORE OR ADDITIONAL PERFORMANCE INDICATORS -
AT LEAST 1 FROM EACH DIMENSION (ECONOMIC, ENVIRONMENTAL SOCIAL)

Economic			
Indicator	Disclosure	Level of Reporting	Location of Disclosure
Economic performance			
EC1	Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments.	Not	
EC2	Financial implications and other risks and opportunities for the organization's activities due to climate change.	Not	
EC3	Coverage of the organization's defined benefit plan obligations.	Not	
EC4	Significant financial assistance received from government.	Fully	Section 3c (Page 13)
Market presence			
EC5	Range of ratios of standard entry level wage by gender compared to local minimum wage at significant locations of operation.	Not	
EC6	Policy, practices, and proportion of spending on locally-based suppliers at significant locations of operation.	Not	
EC7	Procedures for local hiring and proportion of senior management hired from the local community at significant locations of operation.	Fully	Sections 8a and 8b (Page 60 - 61)
Indirect economic impacts			
EC8	Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind, or pro bono engagement.	Fully	Sections 5a & 5b (Pages 31 - 37), Section 6b (Pages 44 - 45) and Section 6d (Pages 47 - 48)
EC9	Understanding and describing significant indirect economic impacts, including the extent of impacts.	Not	
Environmental			
Indicator	Disclosure	Level of Reporting	Location of Disclosure
Materials			
EN1	Materials used by weight or volume.	Partially	Section 7b (Page 52)
EN2	Percentage of materials used that are recycled input materials.	Not	
Energy			
EN3	Direct energy consumption by primary energy source.	Not	
EN4	Indirect energy consumption by primary source.	Partially	Section 7a (Page 51)
EN5	Energy saved due to conservation and efficiency improvements.	Not	
EN6	Initiatives to provide energy-efficient or renewable energy based products and services, and reductions in energy requirements as a result of these initiatives.	Not	
EN7	Initiatives to reduce indirect energy consumption and reductions achieved.	Not	
Water			
EN8	Total water withdrawal by source.	Fully	Section 7b (Page 52)
EN9	Water sources significantly affected by withdrawal of water.	Fully	Section 7b (Page 52)
EN10	Percentage and total volume of water recycled and reused.	Fully	Section 7b (Page 52)



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Environmental			
Indicator	Disclosure	Level of Reporting	Location of Disclosure
Economic performance			
EN11	Location and size of land owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas.	Not	
EN12	Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas.	Partially	Section 7e (Page 54)
EN13	Habitats protected or restored.	Not	
EN14	Strategies, current actions, and future plans for managing impacts on biodiversity.	Not	
EN15	Number of IUCN Red List species and national conservation list species with habitats in areas affected by operations, by level of extinction risk.	Not	
Emissions, effluents and waste			
EN16	Total direct and indirect greenhouse gas emissions by weight.	Not	
EN17	Other relevant indirect greenhouse gas emissions by weight.	Not	
EN18	Initiatives to reduce greenhouse gas emissions and reductions achieved.	Not	
EN19	Emissions of ozone-depleting substances by weight.	Not	
EN20	NOx, SOx, and other significant air emissions by type and weight.	Not	
EN21	Total water discharge by quality and destination.	Fully	Section 7b (Page 52)
EN22	Total weight of waste by type and disposal method.	Partially	Section 7d (Page 53)
EN23	Total number and volume of significant spills.	Fully	Section 7b (Page 52)
EN24	Weight of transported, imported, exported, or treated waste deemed hazardous under the terms of the Basel Convention Annex I, II, III, and VIII, and percentage of transported waste shipped internationally.	Not	
EN25	Identity, size, protected status, and biodiversity value of water bodies and related habitats significantly affected by the reporting organization's discharges of water and runoff.	Not	
Products and services			
EN26	Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation.	Not	
EN27	Percentage of products sold and their packaging materials that are reclaimed by category.	Not	
Compliance			
EN28	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations.	Fully	Section 7a (Page 51)
Transport			
EN29	Significant environmental impacts of transporting products and other goods and materials used for the organization's operations, and transporting members of the workforce.	Not	
Overall			
EN30	Total environmental protection expenditures and investments by type.	Not	

Social: Labor Practices and Decent Work			
Indicator	Disclosure	Level of Reporting	Location of Disclosure
Employment			
LA1	Total workforce by employment type, employment contract, and region, broken down by gender.	Fully	Section 8a (Page 60)
LA2	Total number and rate of new employee hires and employee turnover by age group, gender, and region.	Fully	Section 8a (Page 60) and 8d (Page 64)
LA3	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by major operations.	Not	
LA15	Return to work and retention rates after parental leave, by gender.	Not	
Labor/management relations			
LA4	Percentage of employees covered by collective bargaining agreements.	Fully	Section 8d (Page 63)
LA5	Minimum notice period(s) regarding significant operational changes, including whether it is specified in collective agreements.	Not	
Occupational health and safety			
LA6	Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programs.	Fully	Section 8f (Pages 66)
LA7	Rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities by region and by gender.	Fully	Section 8f (Page 66)
LA8	Education, training, counseling, prevention, and risk-control programs in place to assist workforce members, their families, or community members regarding serious diseases.	Partially	Section 5c (Pages 38 - 40)
LA9	Health and safety topics covered in formal agreements with trade unions.	Fully	Section 8f (Page 66)
Training and education			
LA10	Average hours of training per year per employee by gender, and by employee category.	Partially	Section 8c (Page 62)
LA11	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings.	Not	
LA12	Percentage of employees receiving regular performance and career development reviews, by gender.	Fully	Section 8d (Page 64)
Diversity and equal opportunity			
LA13	Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity.	Not	
Equal remuneration for women and men			
LA14	Ratio of basic salary and remuneration of women to men by employee category, by significant locations of operation.	Not	



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Social: Human Rights			
Indicator	Disclosure	Level of Reporting	Location of Disclosure
Investment and procurement practices			
HR1	Percentage and total number of significant investment agreements and contracts that include clauses incorporating human rights concerns, or that have undergone human rights screening.	Not	
HR2	Percentage of significant suppliers, contractors and other business partners that have undergone human rights screening, and actions taken.	Not	
HR3	Total hours of employee training on policies and procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained.	Not	
Non-discrimination			
HR4	Total number of incidents of discrimination and actions taken.	Fully	Section 8d (Page 63)
Freedom of association and collective bargaining			
HR5	Operations and significant suppliers identified in which the right to exercise freedom of association and collective bargaining may be violated or at significant risk, and actions taken to support these rights.	Not	
Child labor			
HR6	Operations and significant suppliers identified as having significant risk for incidents of child labor, and measures taken to contribute to the effective abolition of child labor.	Not	
Forced and compulsory labor			
HR7	Operations and significant suppliers identified as having significant risk for incidents of forced or compulsory labor, and measures to contribute to the elimination of all forms of forced or compulsory labor.	Fully	Section 4e (Page 26)
Security practices			
HR8	Percentage of security personnel trained in the organization's policies or procedures concerning aspects of human rights that are relevant to operations.	Not	
Indigenous rights			
HR9	Total number of incidents of violations involving rights of indigenous people and actions taken.	Fully	Section 8d (Page 63)
Assessment			
HR10	Percentage and total number of operations that have been subject to human rights reviews and/or impact assessments.	Not	
Remediation			
HR11	Number of grievances related to human rights filed, addressed and resolved through formal grievance mechanisms.	Not	

Social: Society			
Indicator	Disclosure	Level of Reporting	Location of Disclosure
Local communities			
SO1	Percentage of operations with implemented local community engagement, impact assessments, and development programs.	Not	
SO9	Operations with significant potential or actual negative impacts on local communities.	Fully	Section 3d (Page 16)
SO10	Prevention and mitigation measures implemented in operations with significant potential or actual negative impacts on local communities.	Not	
Corruption			
SO2	Percentage and total number of business units analyzed for risks related to corruption.	Fully	Section 4d (Page 22)
SO3	Percentage of employees trained in organization's anti-corruption policies and procedures.	Not	
SO4	Actions taken in response to incidents of corruption.	Not	
Public policy			
SO5	Public policy positions and participation in public policy development and lobbying.	Not	
SO6	Total value of financial and in-kind contributions to political parties, politicians, and related institutions by country.	Fully	Section 4d (Page 22)
Anti-competitive behavior			
SO7	Total number of legal actions for anti-competitive behavior, anti-trust, and monopoly practices and their outcomes.	Not	
Compliance			
SO8	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations.	Not	



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Social: Product Responsibility			
Indicator	Disclosure	Level of Reporting	Location of Disclosure
Customer health and safety			
PR1	Life cycle stages in which health and safety impacts of products and services are assessed for improvement, and percentage of significant products and services categories subject to such procedures.	Not	
PR2	Total number of incidents of non-compliance with regulations and voluntary codes concerning health and safety impacts of products and services during their life cycle, by type of outcomes.	Not	
Product and service labelling			
PR3	Type of product and service information required by procedures, and percentage of significant products and services subject to such information requirements.	Not	
PR4	Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labeling, by type of outcomes.	Not	
PR5	Practices related to customer satisfaction, including results of surveys measuring customer satisfaction.	Not	
Marketing communications			
PR6	Programs for adherence to laws, standards, and voluntary codes related to marketing communications, including advertising, promotion, and sponsorship.	Not	
PR7	Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship by type of outcomes.	Fully	Section 3c (Page 14)
Customer privacy			
PR8	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data.	Not	
Compliance			
PR9	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services.	Not	



Statement GRI Application Level Check

GRI hereby states that **Western Region Development Council** has presented its report "Sustainability Report 2011 - 2012" to GRI's Report Services which have concluded that the report fulfills the requirement of Application Level C.

GRI Application Levels communicate the extent to which the content of the G3.1 Guidelines has been used in the submitted sustainability reporting. The Check confirms that the required set and number of disclosures for that Application Level have been addressed in the reporting and that the GRI Content Index demonstrates a valid representation of the required disclosures, as described in the GRI G3.1 Guidelines. For methodology, see www.globalreporting.org/SiteCollectionDocuments/ALC-Methodology.pdf

Application Levels do not provide an opinion on the sustainability performance of the reporter nor the quality of the information in the report.

Amsterdam, 1 May 2013

A handwritten signature in blue ink, appearing to read "Nelmara Arbex", is written over a faint, large, stylized "G" watermark.

Nelmara Arbex
Deputy Chief Executive
Global Reporting Initiative



The Global Reporting Initiative (GRI) is a network-based organization that has pioneered the development of the world's most widely used sustainability reporting framework and is committed to its continuous improvement and application worldwide. The GRI Guidelines set out the principles and indicators that organizations can use to measure and report their economic, environmental, and social performance. www.globalreporting.org

Disclaimer: Where the relevant sustainability reporting includes external links, including to audio visual material, this statement only concerns material submitted to GRI at the time of the Check on 20 April 2013. GRI explicitly excludes the statement being applied to any later changes to such material.

