

Sustainability Report 2018





OUR VISION

**Statistics that support
creating happiness
and sustainable
development.**

“Our ultimate goal is to make the United Arab Emirates a successful example to be followed by the whole world around; to combine continues economic growth together with available and sustainable energy resources and safe and clean environment”



H.H. Sheikh Mohammed bin Rashid Al Maktoum,
Vice President and Prime Minister of the United Arab Emirates (UAE)
and ruler of the Emirate of Dubai.



H.H. Sheikh Hamdan bin Mohammed bin Rashid Al Maktoum
Crown Prince of Dubai, United Arab Emirates



The Executive Director Message:

Dubai Statistics Center is keen on its commitment to achieve the principles of sustainability, taking into account, while developing its strategic plan, to ensure that all goals, projects, processes and practices are in line with such principles and to achieve the best sustainability results through.

This report demonstrates the progress we have achieved towards fulfilling the Center's Vision of developing "a statistic supporting happiness and sustainable development industry". where the Center devotes all its capabilities and resources to achieve the ambitious development and growth goals of the Emirate as well as the objectives of Dubai 2021 Plan through the statistical information and indicators it provides to cover all strategic sectors in the Emirate.

2018 has witnessed our launch of many creative initiatives and projects to support social, economic and environmental sustainability. In addition, we have achieved outstanding results as shown by our annual performance indicators, which have positively reflected on all the groups of our relevant customers. Such results have also made a quantum leap towards enhancing our role in such field. Our 2018 report demonstrates and portrays our most important achievements in such arena.

Arif Obaid Al Mheiri
Executive Director

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About the Report

This is the second edition of the Sustainability Report issued by Dubai Statistics Center (DSC), through which we publish the performance data of the Center as well as other information covering the period as from January 1st, 2018 to the December 31st, 2018 while providing comparisons from previous years when possible. The Center publishes the Sustainability Report on periodical basis (yearly) highlighting the social, economic and environmental impacts relevant to the works executed by the Center. The report voluntarily discloses basic data and information; as we respect and support the principle of enterprise transparency and open communication as a pillar of our corporate values. All the details mentioned in this report- issued by the Dubai Statistics Center located in Dubai- cover the United Arab Emirates, as the Center has no operations conducted outside the United Arab Emirates.

The Center implemented the guidelines of the Global Reporting Initiative (GRI) to define the contents of this report as well as the information contained , using the “core disclosure” option as it contains the basic elements of sustainability reports and provides a background that highlights the Center’s role in relation to its economic, environmental and social impact and its governance performance. The index of the Global Reporting Initiative is an integral part of this report. We have tried to accomplish this report at the best possible levels in terms of comprehensiveness, accuracy, quality assurance, standardization and transparent disclosure. Because it is a governmental department, Dubai Statistics Center shall not publish data and information of certain significance, except in accordance with the law.

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About Dubai Statistics Center (DSC)

The Dubai Statistics Center was established back in 2006 to be the official source of statistics at the level of the Emirate of Dubai to collect and classify statistical data and information, analyze such, prepare and publish statistical indicators and reports and organize statistical work and surveys.

The most important goals of establishing the Center are contributing to advancing economic and social development in the Emirate, providing statistical requirements for Dubai strategic plan in addition to building a sophisticated and effective smart statistical system in the Emirate that contributes to providing statistical support to decision makers and development policy makers, planning processes in addition to measuring strategic performance.

Dubai Statistics Center is committed to making available a renewable resource of demographic, social and economic statistical information at the highest levels of transparency and credibility to all customers (government, business sector, individuals) by providing 21 services; as providing reliable and high-quality data has always been and shall always be the goal of the Center. Hence, the Center has set the level of quality of statistical outputs and data to meet internationally approved standards via managing the quality of statistical data for various sectors in full compliance with the Charter of Quality of Statistical Data and the Charter of Service and Transparency. The number of employees working for the Dubai Statistics Center in 2018 reached 184 employees.

Dubai Statistics Center applies the unified complaints system of Dubai Government; which is an interactive platform for customers, suppliers, society or partners. The system provides an opportunity to come up with observations that are taken into consideration and studying, analyzing, limitation and followed-up to their solutions within 3 working days in order to fulfill the complainant's satisfaction with the mechanism followed by the Center.



Dubai Statistics Center's Missions and Roles:

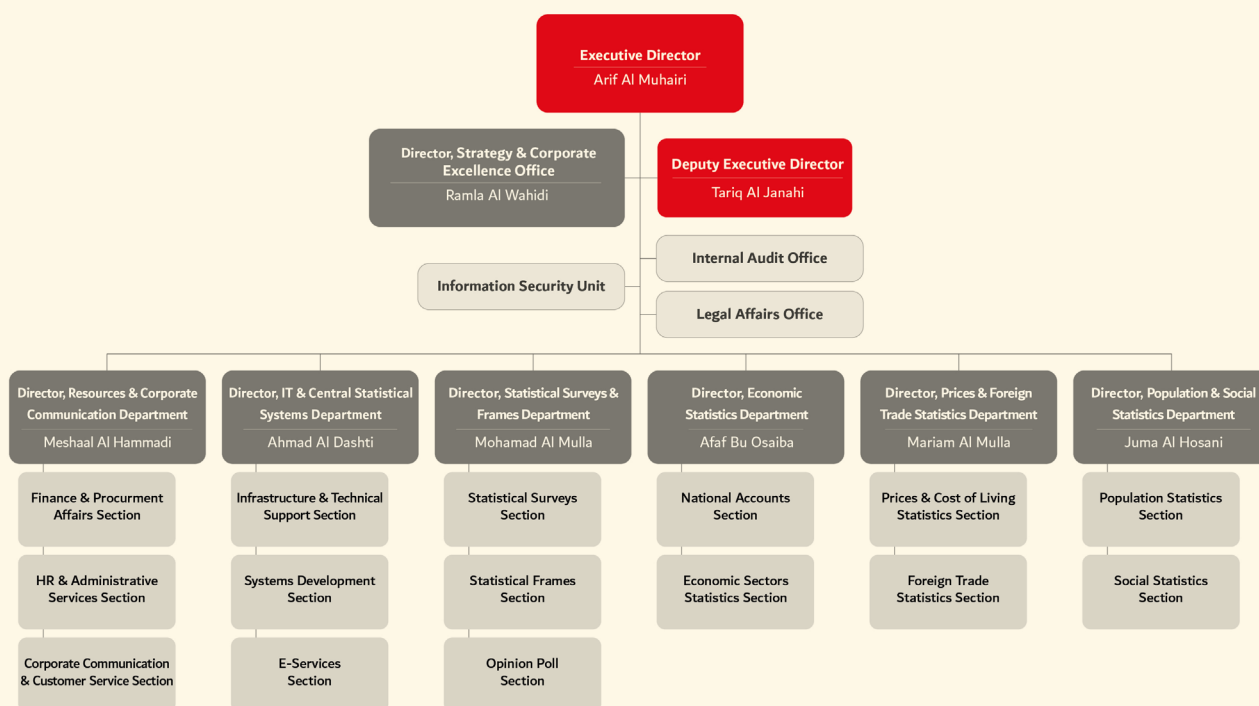
Dubai Statistics Center was established under Law No. 28/2015, which defines the Center's specialties as follows:

The Center specializes in the construction of a modern and comprehensive statistical system and shall be the only official source for the collection, analysis and publication of Statistical information and data in the Emirate adopting harmonized methodological international standards in the collection, analysis, and dissemination of statistical data according to the following:

- 1- The collection, updating, maintenance, and protection of statistical data and information on the Emirate from all sources of data.
- 2- The conduct of the population census, and economic and social statistical surveys either by total size or through sampling on a periodic basis and in cooperation with the Federal Ministry of Planning.
- 3- The design and execution of studies and surveys based on the requirements of local and other departments and agencies, and based on what has been agreed upon with these agencies and departments.
- 4- The provision of advice and statistical consultations to local government departments and institutions.
- 5- The provision of data and statistical information to government institutions and departments, to the business community, and to individuals within its mandate.
- 6- Work to standardize statistical concepts and definitions which are applied in the Emirate in conformity with international standards and classifications, and with coordination with Federal entities in the country.
- 7- Preparation and publication of statistical booklets and material at the Emirate level.
- 8- Preparation of population, economic, and social statistical indicators based on best practices as reference indicators at the level of the Emirate.
9. Laying the foundations and rules regulating statistical work and unifying methods, standards, definitions and classifications related to statistical work in the Emirate in accordance with local, regional and international methodologies and requirements of statistical work.
10. Designing and implementing the general census of population, housing and facilities based in the Emirate.
11. Representing the Emirate before local, regional and international agencies in relation to the statistical field and participating in projects, programs and statistical surveys at the State level.
12. Spreading the statistical culture and awareness amongst all segments of statistical work community.
13. Organizing and participating in conferences, seminars, workshops, scientific statistical programs and statistical activities inside and outside the State.
14. Providing statistical advice and technical assistance to government agencies in all matters related to statistical work.
15. Conducting exploratory studies on population, society, economy, health, education and other phenomena.
16. Organizing the work of non-governmental agencies functioning in the field of exploratory studies in the Emirate; and issuing the necessary permits in the light of the regulations and requirements applied in such respect.
17. Monitoring the bodies authorized to conduct exploratory studies and taking measures against such in the light of the legislation applied in such respect.
18. Carrying out any other missions that may be necessary to achieve the Center's goals.

The Organizational Structure of Dubai Statistics Center

Organization Chart



From the perspective of the Center's keenness highlighting the significance of the principle of sustainability, this aspect has been included within the vision and mission of the Center as well as within its values.



Our Vision:

Statistics that support creating happiness and **sustainable development**.

Our Mission:

Become a pioneer in statistical work to **support sustainable development**, happiness creation and future foreseeing in the Emirate of Dubai, through an innovative statistical suite characterized by the highest standards in trustworthiness and transparency, based on the latest technologies and standards, and enabled through a happy and creative work environment.

Our Values:

Happiness & Positivity: Organizational thinking, leadership work-styl & commitment to all stakeholders.

Innovation: Main driver for continuous development processes, change management and future foreseeing.

Credibility: Delivering high quality and trustworthy statistical outputs.

Transparency: Granting the right for the community to view our statistical outputs and providing all relevant information, standards and methodologies.

Confidentiality: Maintaining the confidentiality of personal and organizational information.

Missions of DSC's Organizational Units:

Resources and Corporate Communication Department:

Proposing, developing and implementing policies and strategies as well as systems and methodologies of corporate communication, customer service, corporate partnership, statistical publishing, social responsibility, media releases and relationship with the local, regional and international media platforms, Public Relations holding and organizing Center's various events and activities (e.g. exhibitions, conferences, etc.), Corporate Identity, strengthening the national identity of the Center via the promotion of such at the level of operations, activities and staff of the Center while conducting the required studies for such aspects to guarantee its application in the light of best practices and in line with the ongoing development of these operations, conducting periodic surveys to measure the opinion of the concerned customers, partners and community while providing accurate data regarding such audience on the performance of the Center as well as tackling their opinion of the data provided and used as inputs for planning and improving the Center's performance regarding customer service and submitting recommendations for such, planning, managing and developing human resources while handling and executing relevant operations such as preparation of recruitment plans, Emiratization, organizational structure, job description, employees performance management, healthcare system, execution of human resources operations (self-standing procedures and issuance of legal certificates), cashing out salaries and allowances, incentives, determining training programs and requirements and applying a training plan in addition to proposing and improving systems, strategies and methods of financial resources management, preparing annual budget, carrying out receipt and payment of revenues, supervising contractual operations and procurement department, warehouses department, supervising annual inventory, preparing Center's final accounts, coordinating with competent authorities e.g. Dubai government Department of Finance and Human Resources as well as Dubai E-government regarding the Departments' powers to guarantee the implication of unified systems, legislations and policies imposed by Dubai government in addition to providing logistics support to hold brainstorming workshops (innovation laboratories), awareness workshops, events of innovation and creativity for employees, partners and customers, providing the opportunity to employees and encouraging them to participate in courses and workshops for innovation and creativity inside or outside the State. In addition to providing financial support to register intellectual property before the competent bodies in coordination with the strategy and corporate excellence office (innovation and creativity unit), applying standards relevant to corporate innovation in the governmental fourth generation system, following up potential work updates while limiting the challenges faced, developing innovative plans and sharing the findings with other employees, providing support required for evaluating employees and relevant customers' thoughts and experiences (partners and customers) on the missions carried out by the department to be implemented in cooperation with the relevant customers and in coordination with the strategy and corporate excellence office (innovation and creativity unit).

IT and Central Statistical Systems Department:

Proposing, developing and implementing policies and strategies as well as systems and methodologies of electronic linking systems of statistics and central statistics, as well as applying the best technical solutions to develop the technical statistical system in the Emirate, ensuring the speed and accuracy of data flow from their various centralized sources to the Center's database making it available to the various categories of users in accordance with their needs and via the application of the latest and most proper statistical software. The department provides technical and professional support for governmental bodies in the Emirate to enable them to carry out their missions within the Emirate's technical statistical system, it also develops the systems and software relevant to the conduct of polls and surveys carried out by the Center, it also develops smart and electronic services provided for various categories of customers, in addition to its training programs required for the Center's employees as well as for the users of the statistical systems developed by the Department, to qualify them in the best way possible. Establishing, managing and developing the technical infrastructure of the Center, providing maintenance works for such and guaranteeing the safety of databases, conducting regular backup copying and providing required technical support, applying standards of corporate innovation in the governmental fourth generation system, applying standards relevant to corporate innovation in the governmental fourth generation system, following up potential work updates while limiting the challenges faced, developing innovative plans and sharing the findings with other employees, providing support required for evaluating employees and relevant customers' thoughts and experiences (partners and customers) on the missions carried out by the department to be implemented in cooperation with the relevant customers and in coordination with the strategy and corporate excellence office (innovation and creativity unit).

Statistical Surveys and Frames Department:

Proposing, developing and implementing policies and strategies as well as systems and methodologies of census and economic, social and demographic statistical surveys and polls while updating the statistical frames of families, facilities and housing units, designing statistical samples for such economic, social and demographic statistical surveys and polls in accordance with the internationally recognized and approved scientific methods and standards. The Department conducts various statistical surveys and polls in field, online or over the phone in the light of the requirements of each survey. It also conducts trainings for field teams, field and office auditing of the data as well as guaranteeing the provision of a database for the statistical surveys enabling the production of accurate findings. It provides polls results that meet all scientific and technical requirements in addition to applying standards relevant to corporate innovation in the governmental fourth generation system, following up potential work updates while limiting the challenges faced, developing innovative plans and sharing the findings with other employees, providing support required for evaluating employees and relevant customers' thoughts and experiences (partners and customers) on the missions carried out by the department to be implemented in cooperation with the relevant customers and in coordination with the strategy and corporate excellence office (innovation and creativity unit).

Economic Statistics Department:

Proposing, developing and implementing policies and strategies as well as systems and methodologies of assessing macroeconomic indicators e.g. the gross domestic production, total economic indicators, application of the national accounts system, the analysis of balance of payments to fulfill the requirements of national accounts, assessment of foreign investment balance and calculating the indicators of various economic sectors in accordance with the internationally recognized technical standards, preparing inputs and outputs schedules, coordinating with the registered data sources to fulfill the inputs of operations of calculating the economic indicators, coordinating with Statistical Surveys and Frames Department to guarantee the fulfillment of the field data required for such purpose. The Department also audits and issues findings for all statistical field projects relevant to economic statistics. It also provides technical and statistical consultations for governmental bodies regarding the macroeconomic indicators. It also develops statistical work in all departments in a manner that fulfills the requirements of national accounts in addition to applying standards relevant to corporate innovation in the governmental fourth generation system, following up potential work updates while limiting the challenges faced, developing innovative plans and sharing the findings with other employees, providing support required for evaluating employees and relevant customers' thoughts and experiences (partners and customers) on the missions carried out by the department to be implemented in cooperation with the relevant customers and in coordination with the strategy and corporate excellence office (innovation and creativity unit).

Prices and Foreign Trade Statistics Department:

Proposing, developing and implementing policies and strategies as well as systems and methodologies of prices statistics and standardized numerical figures of all types, foreign trade statistics of goods in addition to international services trade. The Department monitors the prices of goods on daily basis in field while coordinating with the registered data sources to provide inputs indicators and to set standards and technical basis for the surveys conducted by the Department in addition to coordinating with competent authorities and the Statistical Surveys and Frames Department auditing and issuing findings in accordance with the internationally recognized standards and categories. It also provides technical and statistical consultations for governmental bodies and others regarding the fields it covers. It also develops statistical work in all departments in addition to applying standards relevant to corporate innovation in the governmental fourth generation system, following up potential work updates while limiting the challenges faced, developing innovative plans and sharing the findings with other employees, providing support required for evaluating employees and relevant customers' thoughts and experiences (partners and customers) on the missions carried out by the department to be implemented in cooperation with the relevant customers and in coordination with the strategy and corporate excellence office (innovation and creativity unit).

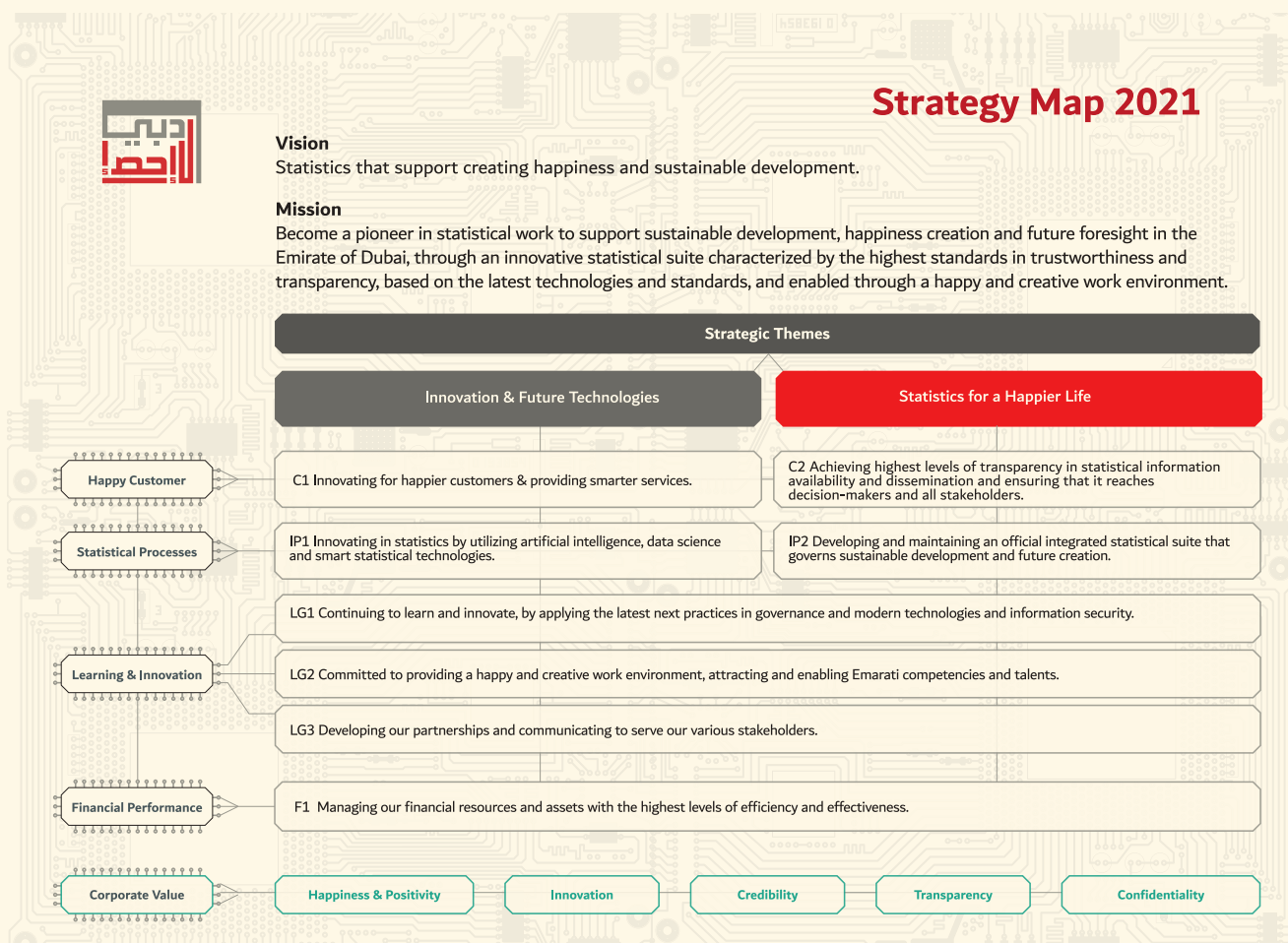
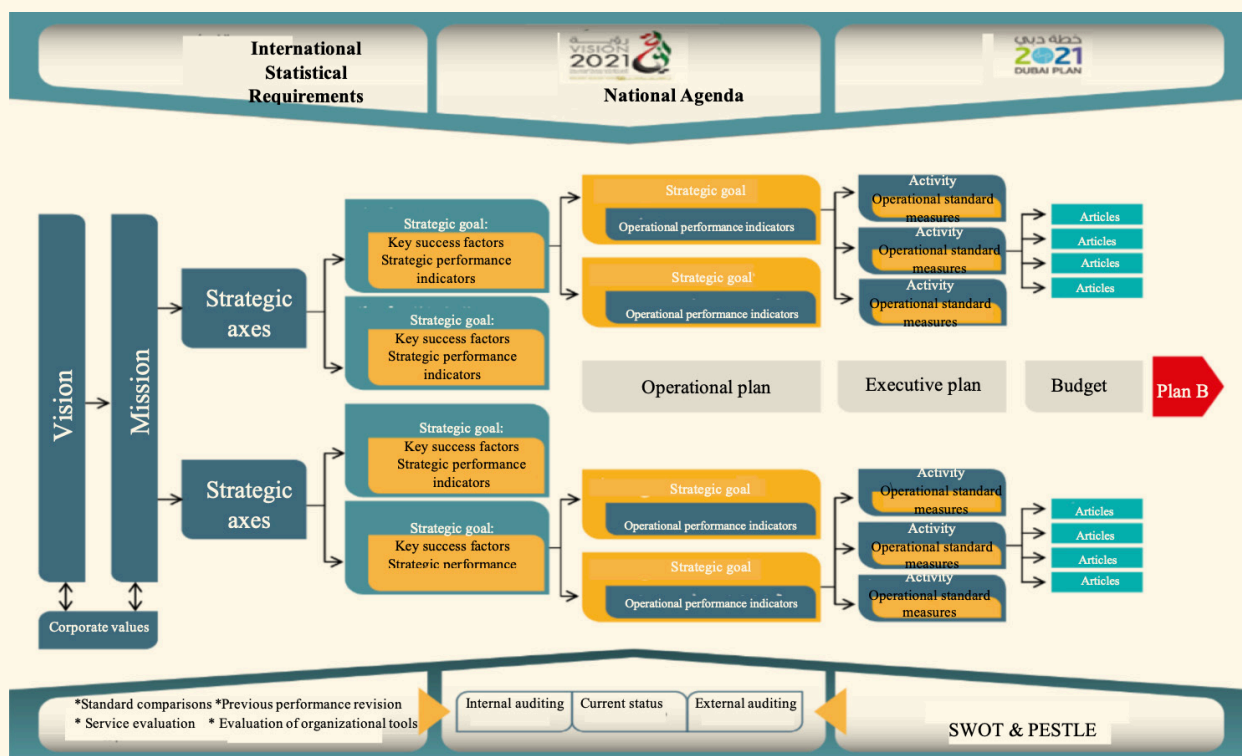
Population and Social Statistics Department:

Proposing, developing and implementing policies and strategies as well as systems and methodologies of preparation and issuance of vital, population, workforce, social patterns, buildings, housing units and population growth indicators as well as preparing and issuing various indicators and social statistics. The Department works in coordination with the competent registered data sources to obtain statistics for social, buildings, housing and population growth assessment indicators applied to fulfill the data required in accordance with approved and periodic standards and methods. In addition, the Department provides technical consultations for governmental bodies and others regarding the fields it covers as well as its methodology.

Moreover, the Department coordinates with the competent authorities to determine the field surveys and the required statistical records in addition to developing its methodologies, coordinating with the Surveys Department to execute such, audit its data and issue its findings, applying standards relevant to corporate innovation in the governmental fourth generation system, following up potential work updates while limiting the challenges faced, developing innovative plans and sharing the findings with other employees, providing support required for evaluating employees and relevant customers' thoughts and experiences (partners and customers) on the missions carried out by the department to be implemented in cooperation with the relevant customers and in coordination with the strategy and corporate excellence office (innovation and creativity unit).

Strategy and Corporate Excellence Office:

Proposing, developing and implementing policies and strategies as well as systems and methodologies of strategy management, quality management systems, environment management systems, operations management system, standards of Dubai program for excellence in governmental performance and conducting studies required to guarantee the best implementation of such standards in accordance with the updates of Dubai Plan 2021 and to guarantee ongoing development of all operations carried out in the Center in addition to determining the performance indicators of the Plan as well as of the Center's various operations while following up their fulfillment to ensure the achievement of its goals. The Department refers the findings of such follow up operations in addition to its strategic recommendations for executive and operational levels to the Director General and the leadership team for them to make the required decisions. The Department also provides support for all organizational units implementing the Plan while applying standards of excellence, quality management and environment management in a manner that leads to a harmonious and comprehensive corporate action fulfilling the goals of the Center.



Strategic map:

After H.H. Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of the United Arab Emirates (UAE) and ruler of the Emirate of Dubai, has launched Dubai Plan 2021, Dubai Statistics Center developed its statistical plan 2021, which meets the requirements of Dubai Plan 2021 in terms of data, indicators, information, economic, social and demographic statistical information.

We were keen on developing a comprehensive strategic plan that follows the guidelines of the government in the field of innovation and creativity while enhancing the operations of smart shifting and providing smart services that fulfill the needs of all relevant customers, which affect and get affected by the performance of the Center. We aim at achieving high levels of happiness as we level up our services provided by the Center.

The plan has been developed in the light of an integrated methodology for strategic planning to reflect the needs of all the relevant customers of partners, customers, suppliers, society and human resources, where the latest administrative methods were applied as many internal and external innovation laboratories were organized to explain the strategic directions of the Center for the coming up stage.

Dubai Plan 2021:

Dubai Plan 2021 has observed the future of the Emirate through a comprehensive lens describing the city through integrated perspectives starting from individuals and society as it tackles the features sought to be present in the members of Dubai community- residents and non-residents- to promote development and play a central role in directing such Plan axes. In addition, it provides a description of the ideal community that is commonly known for its cohesion, firm texture and respect for multiculturalism and coexistence.

Moreover, the Plan tackles the future of Dubai from the perspective of urban space, whether such is related to infrastructure components of natural and constructive environment, roads, means of transportation, energy sources and others, or to the experience of community's livelihoods of the Emiratis, residents and visitors, both in their interaction with each other or in their interaction with the urban structures and related social services. The Plan also tackles the future of the city from an economic perspective, not only as the engine and fuel that drives the city and pays for its continuous evolution, but also for the fact that the city is a pivotal in the global economy and it can not be denied.

Finally, the Plan tackles the future of Dubai from the perspective of the wise government being the corporate mechanism that guarantees a leading and an ongoing development in addition to guaranteeing individuals' welfare and fulfillment of security and order. The previous perspectives were translated into six axes, each of which acts as a head of a group of main ends at Dubai level. Together, they form the future aspirations of the city for 2021.



The United Arab Emirates' Vision 2021

H.H. Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of the United Arab Emirates (UAE) and ruler of the Emirate of Dubai launched Emirates' Vision 2021 during his meeting with the cabinet back in 2010.

The Vision aims at listing the United Arab Emirates amongst the best countries in the world by the Golden Jubilee of the Federation. In the quest to make sure Vision a true, element of such Vision divided into six national axes representing the main sectors that will be tackled during the coming years in the governmental works area.



The United Arab Emirates' Plan for Happiness:

The United Arab Emirates has launched its ambitious initiative to become the happiest country in the world. Such initiative is reflected in the United Arab Emirates' Vision 2021 as well as in Dubai Plan 2021. Dubai Statistics Center (DSC) is deemed one of the very first governmental bodies that adopted happiness initiatives for all relevant customers.

Dubai Government Excellence program:

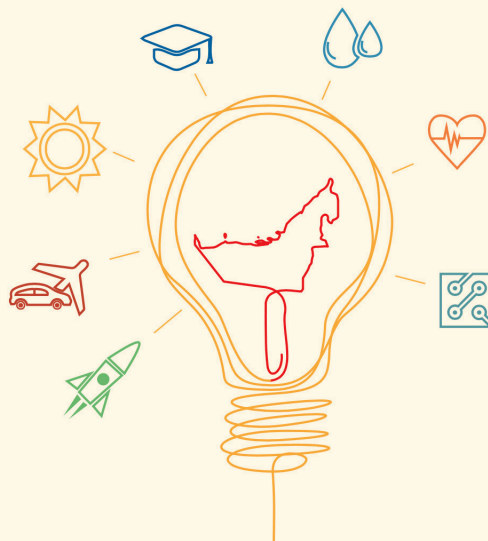
Dubai Government Excellence Program was established in 1997 by order of Sheikh Mohammed bin Rashid Al Maktoum. It seeks to develop the performance of Dubai government, whether in its services or in its departments or in developing and creating new methods for managing it. And highlighting the energies that provide leadership potential. The program has incentives Including an annual award given in a ceremony attended by the country leaders.



National Strategy for Advanced Innovation:

In February 2018, the UAE government approved the National Strategy for Advanced Innovation. The new strategy is the updated version of the National Innovation Strategy

UAE NATIONAL INNOVATION STRATEGY



Awards and international approvals Dubai Statistics Center has received:

Dubai Statistics Center has received many local, regional and international awards as it has received 63 international awards in different fields. The Center has also reached remarkable results in creating employees' happiness and received Dubai Government Excellence Program for reaching the best results in making employees happy for the seventh time with a happiness rate of 95.8%.

DSC has also received 11 international accreditation from Lloyds Register and (BSI) which includes:

- Integrated Management system includes ISO (9001:2015, 14001:2015, 10002/2018, 10004/2018 and OHSAS 18001:2007).
- Innovation management system CEN TS 16555-1:2013
- Business continuity management system ISO 22301:2012
- Risk management system ISO 31000:2018
- Information security system ISO 27001:2013
- Sustainable procurement management system: ISO 20400: 2017
- Surveys, Researches and Opinion Polls Management System: ISO 20252:2012



Governance and Work Ethics:

Dubai Statistics Center is fully aware of the significance governance holds in determining responsibilities and in developing systems for the performance of all organizational units and the monitoring of operational processes. The leading team of Dubai Statistic Center follows up such operations and make decisions about operations related to environmental, social and economic impacts. Corporate governance has become a key component of wise leadership in governmental institutions as it enhances principles of transparency, clarity, supervision, liability and determination of responsibilities and relations amongst different authorities in a manner that guarantees the best utilization of resources, the achievement of the Center's vision, values and strategic goals in addition to enhancing the culture of Ethics amongst the Center's employees. Unceasingly, Dubai Statistics Center seeks to enhance trust exchanged with all its relevant customers and maintains such trust by committing to all its responsibilities and obligations. The Center has set principles and work ethics relevant to matters e.g. the responsibilities borne by employees, laws and regulations issued thereby in addition to the policies and protective measures set against illegal practices including acceptance of gifts and bribes; which policies shall be applied to all employees to follow.

Salaries and wages of the Center's CEO, Vice CEO and employees are defined as per Dubai government law. No social or environmental performance shall affect any relevant bonuses or salaries directly.

Governance Activities in Dubai Statistic center :

- | | |
|---|---|
| 1. Leadership team | 8. Contracts and procurement committees |
| 2. Organizational structure | 9. Center's assets and properties inventory committee |
| 3. Authorization of powers and authorities | 10. Risk management |
| 4. Operations management system | 11. Employee's guide - code of conduct |
| 5. Internal auditing | 12. External evaluation and auditing |
| 6. Strategic planning, corporate performance and project management | 13. Information Security office |
| 7. Human resources committees | 14. Intellectual property rights |

Internal Auditing and Risk Management :

All the Center's units are subject to internal auditing operations once a year in order to verify the compatibility of all activities to the set systems based on the related ISO requirements for each system.

Risk management revolves around the procedures set to identify and assess risks in addition to developing treatment plans thereof. Such procedures are applied by Dubai Statistics Center regularly to face the threats associated with the Center's activities with the purpose of achieving the sustainable benefits of each activity. Risk management is a vital component of the Center's strategic structure as risks are defined as a main approach for defining challenges and points of weakness.

Integration of interested parties:

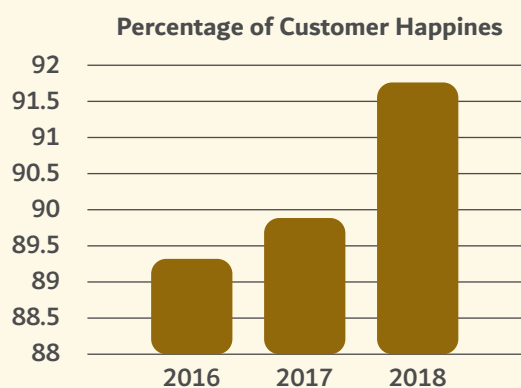
One of the key goals Dubai Statistics Center seeks to achieve and excel in is the care it provides for its interested parties as well as its keenness to establish a real partnership with them while sparing no effort to cement and develop it. This commitment springs from the Center's belief in the significance of the relation linking it to the interested parties via which the Center's Vision, mission and goals can be achieved. The Center applies a set of official and unofficial channels in such respect including its annual questionnaires, periodical meetings held in the presence of relevant customers as well as the messages for defining requirements. Such activities are conducted to guarantee the Center's understanding of the relevant customers' expectations and response in a strategic and a comprehensive manner in order to fulfill the Center's objective to create happiness.

The Center's interested parties have been identified as their needs and expectations were collected via various channels as follows:

Interested parties	Needs and Expectations
Government	<ul style="list-style-type: none"> - Provision of social, demographic and economic indicators for all sectors of Dubai Plan 2021 - Application of strategic plans assigned to the Center and included within Dubai Plan 2021. - Supporting Dubai Plan 2021 via the Center's smart statistical systems: Decision Support System
Employees	<ul style="list-style-type: none"> - Provision of training programs that help employees to develop and improve their skills and capacities. - Activation of Initiatives aiming at enhancing Center employees' innovation and creativity. - Activation of Initiatives aiming at enhancing employees happiness in a manner that contributes to the creation of a loyal work environment.
Customers	<ul style="list-style-type: none"> - Publication of reports, indicators and statistical data of the Center's smart application. - Provision of various channels of communication with customers. - Application of work ethics and proper communication skills while providing services to customers.
Partners	<ul style="list-style-type: none"> - Memoranda of understanding aiming at cooperation in all fields. - Cooperation or conducting statistical surveys for partners. - Execution of exploratory studies for partners. - Electronic linking of databases (sources of data).
Suppliers	<ul style="list-style-type: none"> - Communicating with suppliers throughout periodical meetings. - Assessing suppliers in the light of cost and quality in addition to social and environmental assessment. - Notifying the suppliers of the purchase orders adequately to be able to provide supplies of proper quality and in time.
Society	<ul style="list-style-type: none"> - Provision of statistics associated with the State's national identity. - Preparing the Center's website to suite needs of people of determination. - Holding social activities to enhance statistical culture in the society

Dubai Statistic Center's Customers

Dubai Statistics Center is keen on establishing a firm, interactive and longstanding relationship with its customers of all categories. It seeks to become more familiar with their needs, expectations and ambitions translating such to programs and plans that fulfill such expectations and contribute to achieving high standards of happiness towards the service provided by the Center in the light of the best-recognized practices applied in the field of customer service.



Happiest Work Family:

Based on the principle of creating a happy work environment, Dubai Statistic Center seeks to encourage its employees and appreciates their efforts, excellence, innovation and achievements via its application of the best practices in managing and developing human resources sector as the Center believes that the human element is the backbone of any corporate as it is the key to its success, excellence and innovation. The main pillars of a happy work environment are as follows:

- **Happiness at work.**
- **Enhancement of Emiratization.**
- **Safety and health maintenance of employees and customers.**

Zayed Umra Trip Initiative

A four-day religious trip made for employees with an aim to enhance spirituality and help employees to befriend their colleagues and meet with them. Participants extended their happiness for that trip, which included 30 employees.



Tolerance Camp

A winter camp was held for the Center’s employees where they enjoyed winter chills in the company of their families.





Your Child is Ours

During the first academic week, employees were granted 2 hours/day to accompany their children to school.

Back to School

An event was held for the Center employees' children where many competitions were held. Outstanding participants were awarded.



Hello Sunday Morning

An initiative aiming at enhancing positivity . It echoes the (Hello Thursday Night!) concept already spread within the society to combat the common negativity of having to go back to work; as Sunday is selected to notify employees with all kinds of good news e.g. raises, promotions and bonuses. In addition, unique events are held on Sundays in the presence of H.E. the Center CEO and employees to discuss topics enhancing positivity amongst them.

- Enjoy your life! Hello Sunday!



A Manager for a Day

One of the initiatives held by the Happiness and Positivity Council of the Center. The initiative aims at empowering distinguished employees via allowing them to act as the managers of departments for one day with all powers granted to them.



الزميلة عائشة عبدالله كرم

مدير اليوم

إدارة المسوح والأطر الإحصائية

05 مارس

مبادرة "مدير اليوم":

هي إحدى مبادرات مجلس السعادة والإيجابية في المركز والتي تهدف إلى تمكين وتطوير الموظف المتميز بإدارته وذلك من خلال منحه الفرصة لممارسة منصب مدير للإدارة التابع لها لمدة يوم واحد وبكافة الصلاحيات

مجلس السعادة والإيجابية
HAPPINESS & POSITIVITY COUNCIL
مركز دبي للإحصاء - Dubai Statistics Center

ISAAD Card

An agreement with Dubai Police has been signed by which Dubai Statistics Center's employees receive Dubai Police discount coupons.

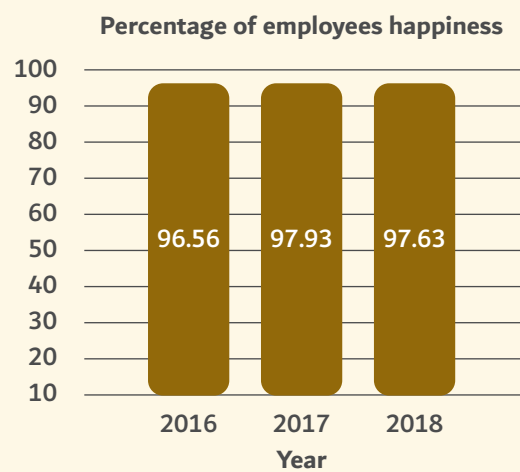




Happiness is Giving

Participation in awareness campaigns e.g. (Ramadan's Charitable Gifts) held to pack and distribute gift boxes for abstained families. This campaign was held in collaboration with the Federal Competitiveness and Statistics Authority as well as statistical center's all over the UAE.

Moreover, the Center conducts a questionnaire for both the Center and the government employees in order to measure the elements relevant to jobs and their priorities; as the current situation gets assessed to identify the gaps and the best levels of happiness at work for the following: positivity and excellence of work environment, safety level and job stability, consideration of social needs, chances of promoting, excellence of corporate leadership sector, support of excellence, innovation and creativity aspects, talents management, salaries, allowances and material benefits in addition to retiring benefits and corporate reputation.

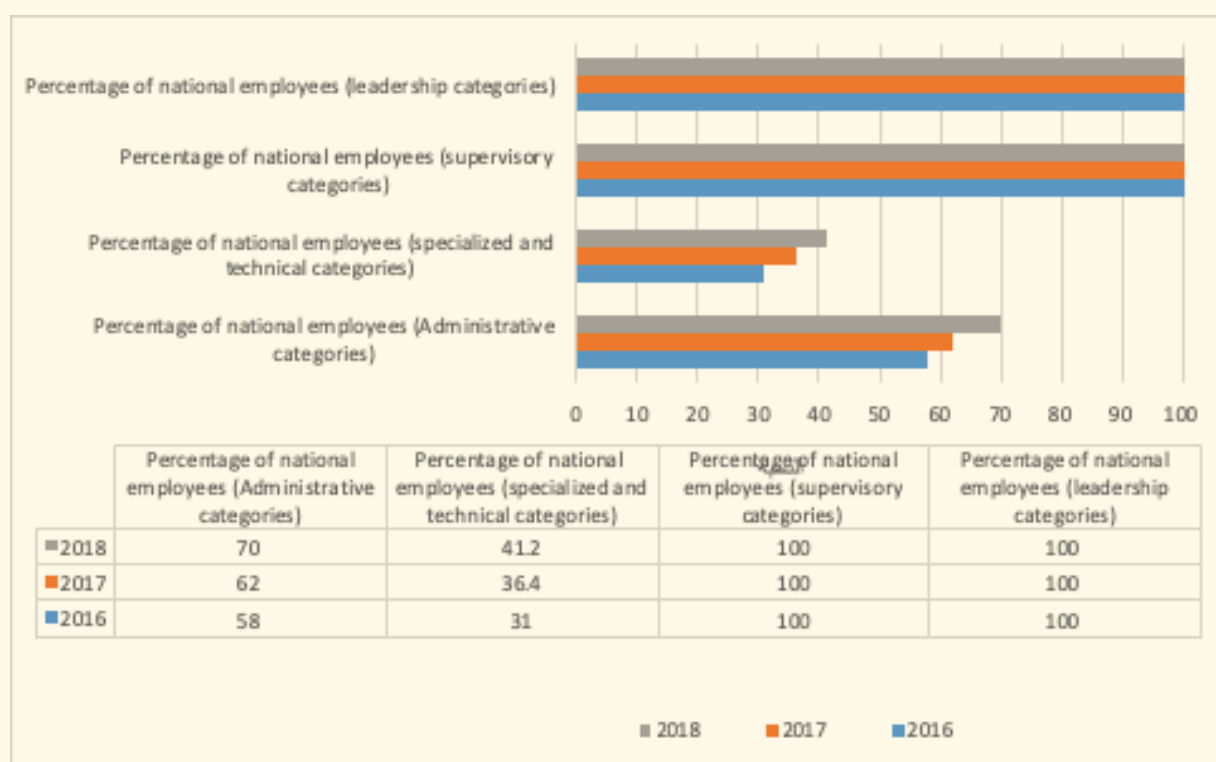


Enhancement of Nationals

Dubai Statistics Center seeks to attract and select human resources with distinguishing characteristics to occupy vacant positions in the Center. It also works hard to apply smart and balanced mechanisms, programs and initiatives to support the development of human resources training programs for residents of the Emirate, currently and future , in order to shape their capacities and improve their skills, experiences and knowledge required to reach balance between job requirements and employees in the light of the best practices applied in such respect.

In the frame of applying the policies and strategies set by Dubai government, the Center also seeks to attract, recommend and employ qualified personnel in all its levels in the light of the higher management conviction that a good planning of current and future human resources is the key to any corporate success and excellence. Such vision can be applied via conducting certain initiatives including:

- Supporting employees willing to obtain higher academic degrees and providing them with requirements of success e.g. leaves and study breaks.
- Adopting and applying a sustainable development initiative for the Center's employees via drawing job development map in the light of the Center's policy and course of promotion
- Attracting and recommending residents through available databases or via contacting various employment channels and sources in order to fill in the vacancies available through appointing procedures.



Health and Safety of Employees and Customers

Dubai Statistics Center gives a high priority for health, safety and occupational well-being. Therefore, necessary measures are taken in all workplaces, offices and fieldwork environments to create a healthy and safe work environment in order to ensure the safety of employees and customers in accordance with the highest standards of occupational health and safety. The Center has obtained the ISO 18001 certificate Occupational Health and Safety Management.

The Center has also formed its Environment, Health and Safety Management team under Administrative Decision No. 9/ 2017, which assigns its members to carry out the following tasks:

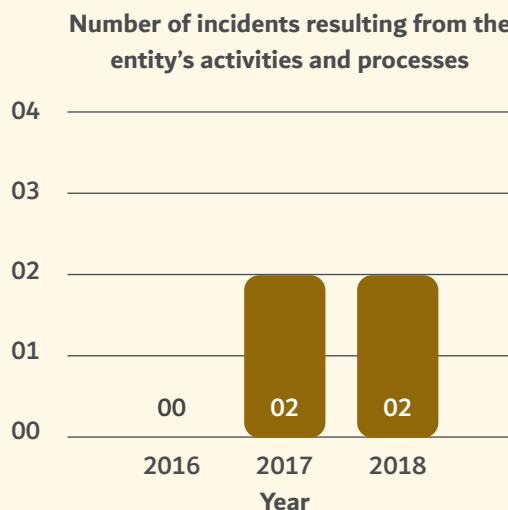
- Immediate response to cases, emergency situations, evacuation and accidents related to environment, health and safety according to the approved emergency response plan while adapting such to the needs, nature and size of such cases or crises and prepare plans to conduct root treatments according to their causes using the Root Cause Behavior (RCA) approach to ensure the continuity of the Center's work as well as the health and safety of employees, customers and visitors.
- Following up emergency events and cases closely to detect the level of their development and the measures taken to treat, control and contain such.
- Direct coordination with strategic partners and relevant official bodies such as Dubai Police, Civil Defense, Crisis Management Team at the Emirate level and others in addition to reviewing and updating mechanisms of cooperation through the team leader or his representative.
- Official announcement of emergencies related to environment, health, safety and crises and the application of the necessary measures; each according to its specialization.
- Taking all appropriate measures to isolate and contain the disastrous area while dealing with cases of injuries and providing necessary first aid or fire control procedures within the emergency plan in force at the Center and in coordination with the official authorities and departments in order to limit its spread and to assess the impacts of the said disaster.
- Assessing the effects resulting from such emergencies or disasters and preparing an alternative action plan with identifying corrective and preventive measures necessary to address all the effects resulting from it, whether material or moral.
- Maintaining and updating accident records and preserving all evidence gathered during the investigation in accordance with the provisions of the law.
- Preparing and submitting periodic reports to the leading team regarding the progress of the emergency conditions or crises, the measures taken and the negative impacts of their occurrence.
- Implementing the instructions of the official Crisis Management Team in the Emirate of Dubai as well as the instructions of the Center's evacuation plan.



Team members have the skills, competencies and qualifications to accomplish the tasks assigned since they were provided with the necessary trainings and they obtained approved professional certificates. The Center has trained 26% of the total percentage of its employees.

The Center has also prepared a detailed plan outlining the required procedures that can help the Environment, Health and Safety team to take preventive and corrective actions and deal with each task one step at a time in addition to the appropriate foundations for setting priorities. Accidents procedure and record have also been adopted with the aim of ensuring the availability of the necessary tools and data to investigate accidents resulting from the Center's operations that may affect the environment or the health and safety of employees, customers, or visitors. The accident is also investigated and reports and recommendations are prepared and referred to higher management to prevent its recurrence or to reduce its impact, whether on the environment or on the general occupational health and safety of those involved. Also, the risks, which may affect the Center, including health and safety risks, are identified and evaluated. Information is gathered and analyzed while the preventive measures necessary to reduce such risks are determined by applying the ISO 31000 standards. No cases or work injuries of Dubai Statistics Center's customers were recorded in 2018 and no incidents of non-compliance with health and safety regulations and rules were recorded in the same year.

As the Center's leadership is keen on preserving the environment, health and safety of its employees, the Center's administration has provided a mass transportation system to sites of field work in addition to trained drivers to drive the Center's vehicles. It also provided periodic maintenance for such vehicles as such maintenance services are provided by companies approved by Dubai government. In addition, a vehicle tracking system has been installed to ensure compliance with traffic safety precautions, authorized speeds, the itinerary for such vehicles during fieldwork and their coverage of the areas included in the relevant field survey plan to prevent squandering.



Economics Sustainability

Dubai Statistics Center plays a key role that affects economic sustainability in the Emirate of Dubai; as the Center assesses all the macroeconomic indicators such as gross domestic product. In addition, it calculates the overall economic indicators by applying the system of national accounts and by analyzing the balance of payments in a manner that serves the requirements of national accounts. Also, the Center assesses the balance of foreign investment and calculates the indicators of various economic sectors in the light of methodologies and technical standards adopted internationally. In line with the Center's tasks and its strategic role in economic outcomes, the Center reviews and guarantees economic results in a specific time.

The nature and the role of the Center's as a central non-profit governmental agency is relatively sensitive. Hence, the report does not fully disclose the financial statements; however, the figures and percentages specified that is presented as part of this report.

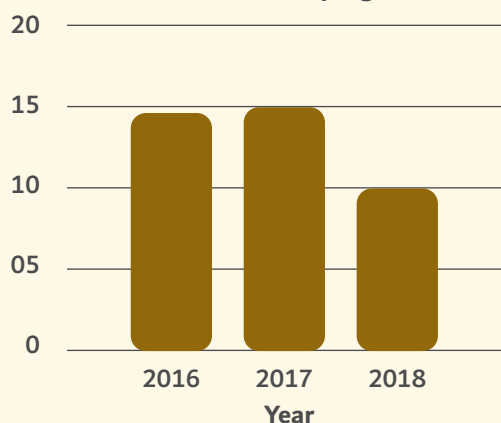
Dubai Statistics Center recruits residents of the United Arab Emirates and gives them the priority when it comes to available vacancies in order to support local community and national economy; as the percentage of Emiratization in higher management level in the Center represented by the positions of CEO, Vice CEO and heads of departments in addition to the section managers is 100% depending on the citizens of the Emirates.

The Center applies a salary schedule in accordance with Dubai Government Human Resources Law No. 08/2018 as amended, ensuring that salary levels are in accordance with the requirements of the minimum local wages level.

Our Economics Performance:

The Center has succeeded in providing an outstanding financial performance over the past years through applying rationale expenditures schemes and via its commitment to the budget granted by the government. Since Dubai Statistics Center is a central non-profit organization, its financial performance is shown through its rationale expenditures.

Percentage of savings achieved from expenditure rationalization programs



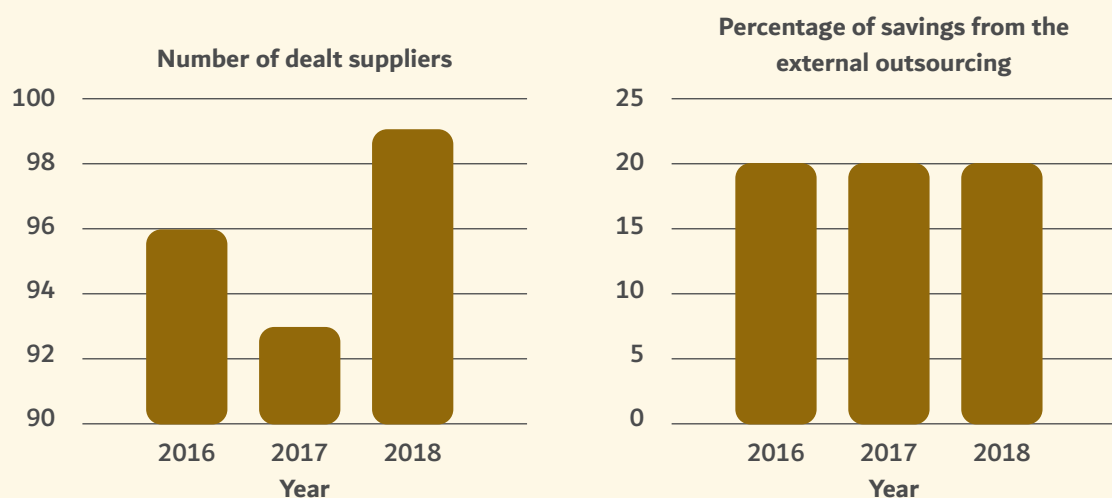
Our Economics Role and Impact:

Dubai Statistics Center contributes indirectly and effectively to guaranteeing social and economic development in the Emirate of Dubai as well as in the United Arab Emirates; as the Center directly affects its partners by calculating indicators related to the economy of the Emirate of Dubai. Annually, the Center surveys foreign investment in the Emirate of Dubai, which contributes to building a modern, accurate and comprehensive database that assists policy developers and decision-makers to identify the status of foreign investment in the Emirate of Dubai and to have sound understanding of its future developments. In addition, the Center conducts annual economic surveys of the Emirate of Dubai, which contributes to preparing development programs and plans as well as national accounts and economic and social indicators that highlight the true level of development and progress that the Emirate of Dubai has reached; as the Center contributes as a data source of 187 indicators included in the Dubai Plan 2021.

Sustainable Procurement:

Dubai Statistics Center promotes and empowers the main drivers of sustainable procurement by identifying and understanding the needs and expectations of customers, raising competitiveness in the field of government work and rationalizing expenditures by developing internal smart systems that contribute to reducing time, effort and financial cost.

The Center is also keen on securing its supply chain through conducting strategic partnerships that ensure the continuity of the supply of vital services under fair contract terms agreed on between all parties to achieve mutual benefit. Such is reinforced with the application of procurement policy. The Center is keen on contracting directly with the main suppliers of services and materials; as it relies on local suppliers completely in order to improve the status of our society and economy.



Moreover, the Center seeks to achieve the goals and priorities of sustainable procurement via applying the aforementioned and by linking such to the goal of achieving corporate sustainability in a manner that enables the Center to achieve its vision and mission.

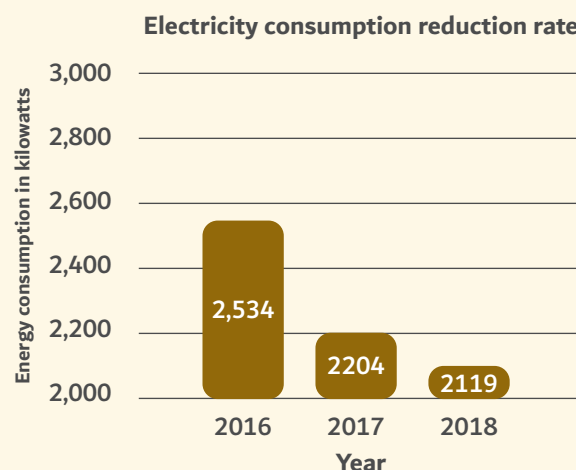
Our Environmental Impact

Dubai Statistics Center is committed to manage and reduce its environmental impacts. The Center is in compliance with principles of energy conservation, recycling, waste management and promoting awareness of environmental preservation in the light of the international standard of ISO 14001: 2015.

The Center was established in collaboration with one of the leading companies in the field of designing office interior environment using high-quality and environment-friendly components to ensure a comfortable, appropriate, integrated and healthy work environment for its employees.



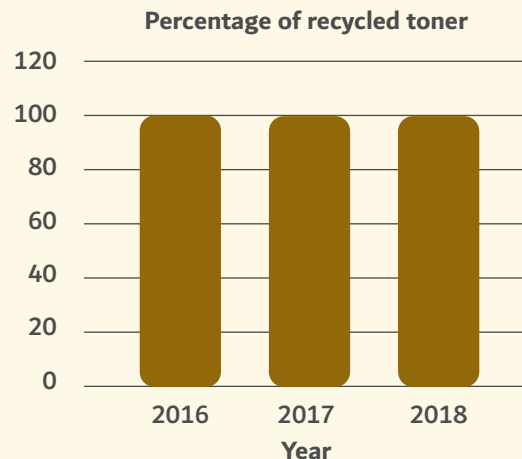
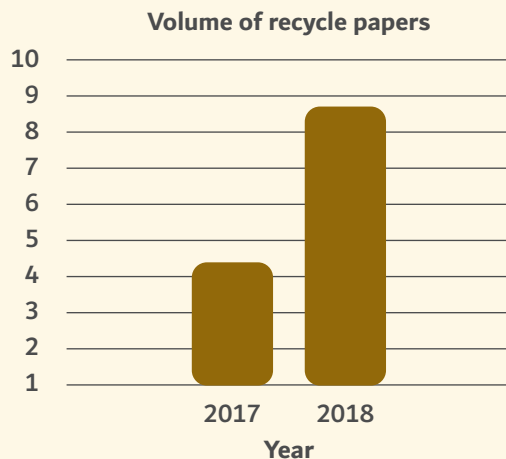
In addition, the Center monitors energy consumption levels and searches for opportunities to reduce and control greenhouse gas emissions. The Center's needs of electricity and water services are met through rental arrangements carried out by Dubai Electricity and Water Authority (DEWA). However, continuous development efforts are planned and implemented to ensure that such consumption is minimized and maintained in order to reduce carbon emissions, bearing in mind that the headquarters of the Center is leased from the TECOM Authority and therefore has no sources of water other than those found in the kitchens. The total energy consumption in such respect for the total consumption of electricity for 2016, 2017 and 2018 is shown as follows:



Month 2018	Power consumption (kw)
January	33180
February	32280
March	33440
April	34840
May	34840
June	33440
July	37620
August	32060
September	31820
October	32640
November	31240
December	29000



The Center continues to enhance the culture of recycling inside its facilities by spreading awareness and culture among its employees to achieve its environmental goals of reducing the consumption of environmental resources by managing the waste that results therefrom and by following the (3Rs) approach, which aims at reducing consumption, promoting reuse and recycling. The wastes of the Center and all its types are recycled, including papers, plastics, empty ink refills and other general waste, in cooperation with a specialized company; as the size of the recycled wastes according to type is as follows:



Dubai Statistic Center complies with legislations and laws applicable in the Emirate of Dubai as well as in the United Arab Emirates regarding the measures of environment protection. The Center has also provided modern digital infrastructure in addition to its efforts to automate survey operations and posting such on its official and interactive website. It also provided modern devices and environment-friendly and safe-to-use servers. The Center has also developed an emergency plan to deal with electronic catastrophes and preserving data.

Among the initiatives reflecting the Center's keenness to provide an appropriate internal environment is shown in its efforts exerted to maintain the appropriate degree of air conditioning in all the Center's facilities, provide adequate spaces for the employees to work in complete comfort, avoid noise and to provide medical chairs to keep the employees comfortable. The Center has also changed all the lighting systems its facilities into (LED) environment-friendly ones.

As the Center's leadership is keen on preserving the environment, health and safety of its employees, the Center's administration has provided a mass transportation system to sites of fieldwork in addition to trained drivers to drive the Center's vehicles. It also provided periodic maintenance for such vehicles as such maintenance services are provided by companies approved by Dubai government. In addition, a vehicle tracking system has been installed to ensure compliance with traffic safety precautions, authorized speeds, the itinerary for such vehicles during fieldwork and their coverage of the areas included in the relevant field survey plan.

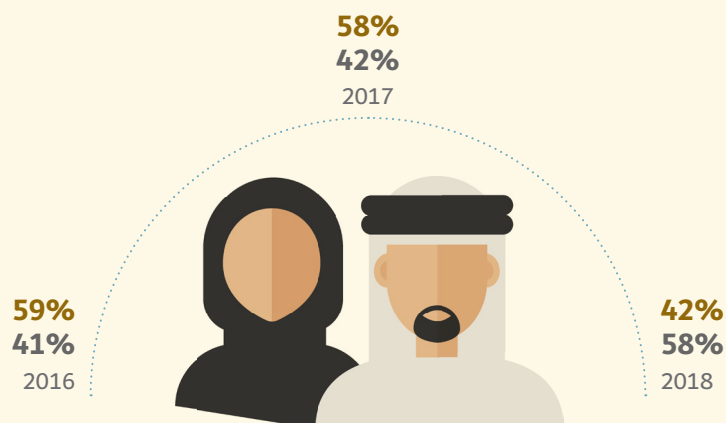
In addition, the Center carries out assessments of all its suppliers in accordance with an environmental standard that requires compliance with specifications of sustainability (aspects of environment, health and safety).

#	Contract	Q1		Q2		Q3		Q4	
		Service date	Actual service date	Service date	Actual service date	Service date	Actual service date	Service date	Actual service date
1	Insects control (HQ)	14/2/2018	14/2/2018	19/4/2018	19-4-2018	15/7/2018	15/7/2018	17/11/18	17/11/2018
2	Cleaning contract (carpet wash) twice a year	18/1/2018	18/1/2018	-	-	2/8/2018	2/8/2018	-	-
3	Lease contract (IDA-MA-BMTS) fire alarm system	1/3/2018	20-03-2018	1/6/2018	17-06-2018	19/2018	16-9-2018	1/12/2018	2/1/2019
4	Lease contract (IDA-MA- Arabia Co.) fire alarm system	1/2/2018	28-2-2018	1/5/2018	17-5-2018	1/8/2018	26-8-2018	1/11/2018	27/11/2018
5	Lease contract (IDAMA) ventilation system	25-3-2018	30-3-2018	25-6-2018	19-6-2018	25-9-2018	30-9-2018	25-12-2018	29/12/2018

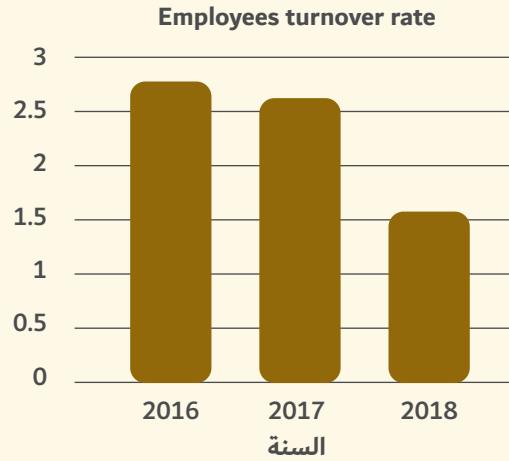
Social Sustainability

The higher management of Dubai Statistics Center believes that human resources form the largest asset of the Center. Therefore, the Human Resources Department directs a great deal of interest to training and developing employees while consolidating their excellence and creativity being practices of their work routine. The Center has integrated human resources policies and methodologies covering all management policies and procedures including recruitment, development, training, transportation, performance, evaluation, wages, vacations, rewards, grievances, proposals, working hours, attendance and others.

The Center applies Dubai Government Human Resources Law in terms of wages and employee dues; as females and males are equal in terms of wages and dues. A maternity leave is granted to women working for the Center as per Dubai Government Human Resources Law, which stipulates that any female employee appointed in a permanent position is granted a maternity leave with a gross salary of 3 months, while any male employee who has a baby within the State is granted a paternity leave with a total salary for 3 consecutive or separate working days during the first month of the birth of his baby. An annual evaluation is carried by “Gadaraty” system to cover 100% of the Center’s employees. “Gadaraty” is a creative and integrated electronic system for planning and managing performance of employees. It has been internally developed in line with the Center’s plan aiming at automating the internal operations as such includes the annual performance evaluation system, which is mainly based on the “job description and the analytical and technical competency methods to evaluate and identify performance levels by finding ‘individual performance plan’ for each employee”.



The Center applies and implements many creative initiatives and programs that guarantee to create a balance between genders, as it is keen on giving females the opportunity to occupy leading and supervisory positions. The Center has also opened a nursery for the employees’ children in cooperation with Knowledge and Human Development Authority during 2018 to meet the needs of its employees to take care of their children during their office hours. Other facilities were also established e.g. large dining areas and prayer areas. Office spaces were set in a manner that takes privacy into consideration. The maternity care system aims at providing new mothers with a variety of leaves to take care of their children e.g. maternity leave, childbirth leave, care leave for people of determination, nursery breaks, flexible office hours as well as health insurance. Moreover, all policies and regulations set for empowerment, evaluation, encouraging, succession, career development, training and promotions are also implemented on the basis of the principle of equality, justice, transparency and job performance excellence.



Danat The Female Committee

دانات *Danat*

اللجنة النسائية بمركز دبي للإحصاء
Ladies Committee of Dubai Statistics Center

A committee was formed (Danat) as one of the initiatives aiming at managing the affairs of the Center's female employees through arranging events and activities in order to cement social relationships and increase the female employees' happiness levels via encouraging them to participate in voluntary works and enhance national identity initiatives held by the Center.

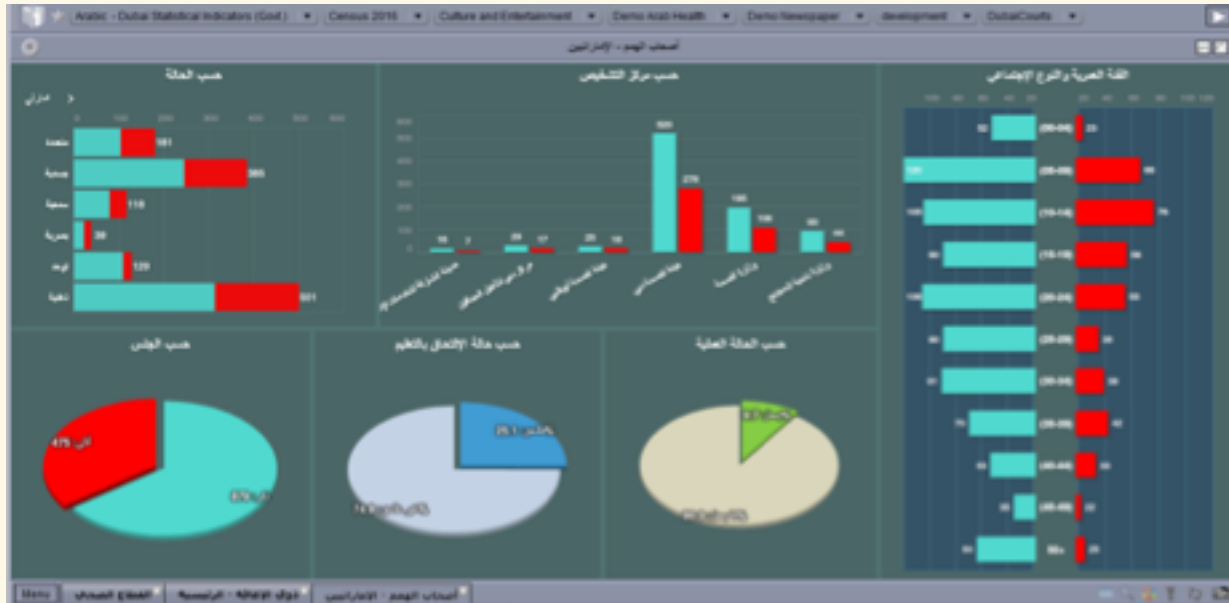


The Statistical Production of “People of Determination” Service:

Dubai Statistics Center has launched the people of determination statistical system as a joint project with the Ministry of Community Development for such to become a new tool of the smart statistical system of the Emirate. The system includes databases and indicators of all social, economic and demographic sectors in Dubai.

The people of determination statistical system aims at supporting operations of planning and decision making regarding the developing of policies relevant to “people of determination” in the light of the interest given by the government to such category. This interest has been lately shown in H.H. Sheikh Mohammed bin Rashid Al Maktoum’s, Vice President and Prime Minister of the United Arab Emirates (UAE) and ruler of the Emirate of Dubai may- Allah save him- gesture referring to people with disabilities as “people of determination” in an attempt to show the leadership’s keenness on taking care of such significant sector of society. This gesture aimed at integrating and empowering them to enjoy a high quality life with their families in a manner that expresses their effective contribution and enhances the principle of provision of equal opportunities. The people of determination statistical system reflects a detailed statistical image of people of determination while highlighting their demographic characteristics, type of disability and others.



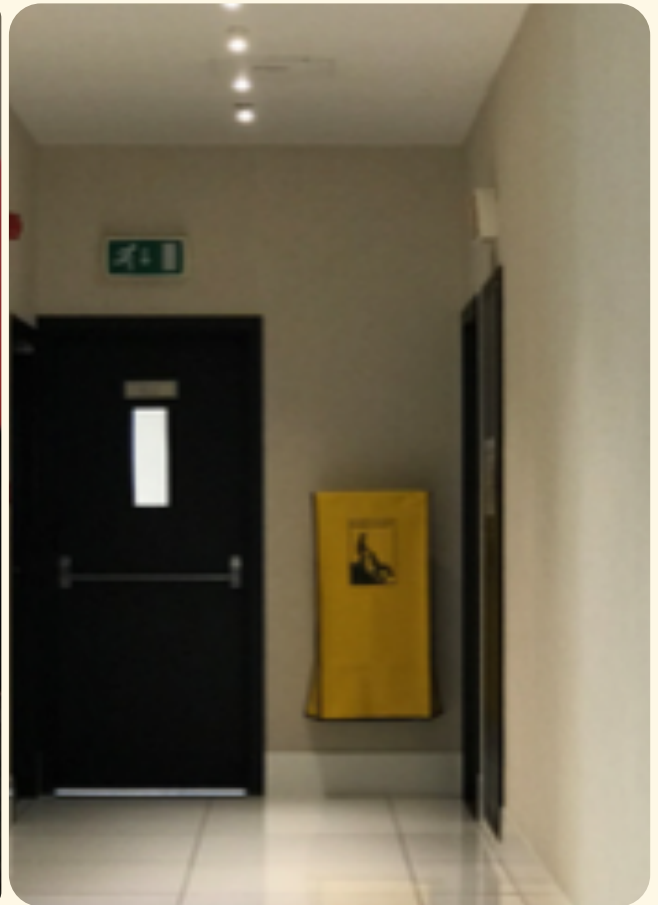


Dubai Statistics Center seeks to attract and sponsor human resources of people of determination as it recruits qualified personnel of such category to occupy the vacant current or potential posts in the Center. It also applies mechanisms, initiatives and strategies to protect such category and provides a work environment that suits its needs and requirements. Moreover, the Center supports the development and improvement of such category equally in accordance to the best practices applied in such respect. Hence, let us assure that:

- All efforts are exerted through effective planning to guarantee attracting and selecting the best members of such category in terms of competency and suitability for the job.
- Priority is given to the residents of the State of such category; especially in administrative and office positions either as full-time employment or via participation in opinion polls.
- The planning and recruiting operations of such category are managed under fixed rules and standards.
- The policy applied to attract and sponsor people of determination is directed to enhance Dubai government directions in such respect.

Internal Arrangements for People of Determination inside Dubai Statistics Center:





Social Responsibility in Dubai Statistics Center:

Ever since it was established, Dubai Statistics Center has sought to enhance the levels of social responsibility borne by its employees. A voluntary team has been formed to carry out such mission via preparing and following an annual voluntary plan that includes the execution and participation in all internal and external voluntary events while representing the Center in the external ones. In addition, employees were encouraged to participate in such activities in order to raise the levels of their loyalty and work harmony. The Center has also adopted a policy to award volunteers financially and morally for their annual voluntary hours.

The Center- following an annual plan- holds many events and social initiatives as a part of its social responsibility. It formed a team of its employees and assigned them to carry out the following missions:

- Developing proposals, policies and plans for volunteer work and social responsibility for the Center's employees.
- Supervising the implementation of the social responsibility plan in the Center.
- Spreading awareness and culture of volunteer work and encouraging the Center's employees to participate in such work.
- Organizing the participation of the Center and its employees in voluntary work to serve the community.
- Coordinating with the competent authorities to organize volunteer work.
- Managing the Center's employees participation in volunteer work while facilitating and documenting their participation and providing them with full support.
- Calculating corporate performance indicators related to volunteering, social responsibility and employee's volunteer hours.

Dubai Statistics Center has dedicated an annual award to employees volunteering to serve the community inside and outside the State. It executes many activities e.g. preserving the environment, supporting social, charitable, humanitarian and economic issues, organizing awareness workshops to rationalize energy, inks and papers, interacting with the International Day for Energy and statistical awareness for school students on the importance of statistics and the dissemination of statistical culture, preserving the national identity and the Arabic language, supporting orphans, support donation campaigns and cleaning campaigns such as the annual "Clean the World" campaign, participating in Earth Hour, as well as a day without vehicles in cooperation with the Dubai Municipality and the day of public transportation in cooperation with the Roads and Transport Authority while providing mass transportation service for the Center's employees to protect the environment.

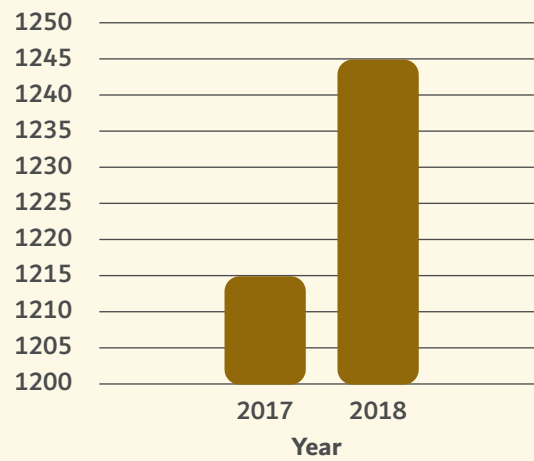
Indicator of performance	2018	
	Targeted	Realized
Social initiatives	25	25
Percentage of society happiness	86	86.07
Voluntary hours spent by the Center's employees	1300	1245
National identity initiatives	10	10
Arabic language initiatives	6	6
Percentage of society awareness	87	85.23



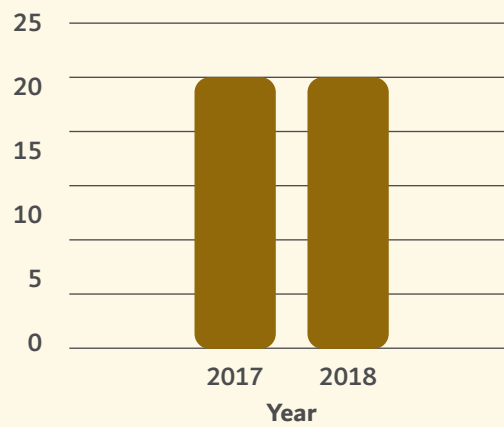
Pictures Honoring Employees At The 2018 Annual Volunteering Ceremony.



**Number of volunteer hours for Dubai
Statistics Center employees**



Voluntary initiatives and events



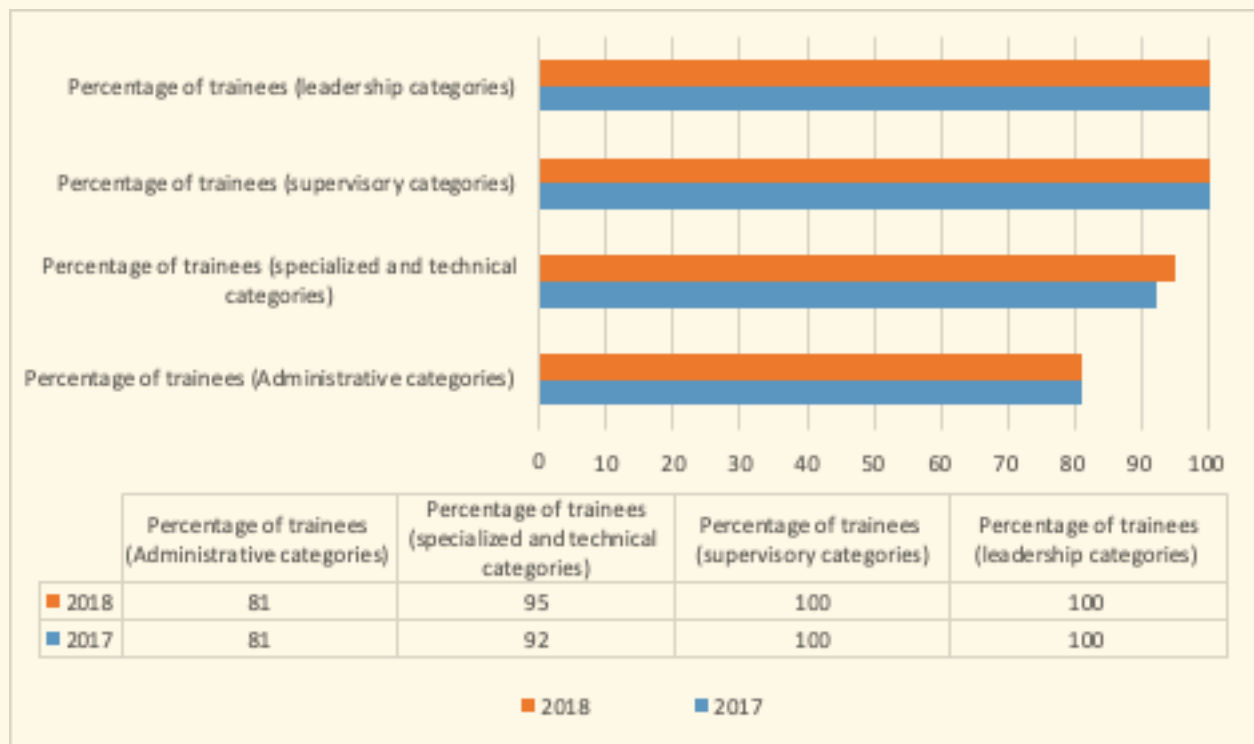
#	Event	Volunteering employees
1	New Year	3
2	Iron Man	2
3	Dubai Tour	2
4	Abu Dhabi Tour	1
5	The Hamdan Bin Mohammed Bin Rashid Al Maktoum International Photography Awards (HIPA)	3
6	Thkhrrana Initiative	2
7	Dubai World Cup	4
8	Sharjah Tour (sixth edition)	1
9	Club World Cup	2
10	The Government Summit	6
11	NAS Sport	2
12	International Takatof Day	2
13	World Karate Championships	1
14	Dawahi Festival	1
15	Federation Award for Formula 1	1
16	Sharjah Heritage Days	2
17	Clean the World Campaign	8
18	Ramadan is Safe Campaign	7
19	Zayed Humanitarian Day	6
20	A Walk for Education	9

Training and Developing Human Resources:

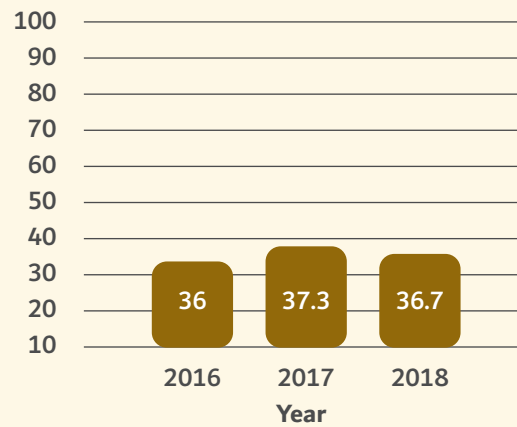
Dubai Statistics Center is always keen on providing a developing work environment by creating a framework that provides comprehensive training and development opportunities for all the Center's employees in addition to its keenness to develop the skills of its employees in all specializations, behavioral and corporate aspects. It is also keen on constantly working on applying balanced and smart mechanisms, initiatives and programs in order to support training and development programs and to measure the return from such according to the best-recognized practices in such respect.

The Center strives to work continuously in developing the human element with the aims of achieving a distinguished work environment to attract, manage and develop human resources as well as an excellence in applying training and development concepts to resident cadres. The training plan aims at providing appropriate training and development opportunities for all employees through developing their capacities and competencies by providing them with knowledge, skills and scientific directions to keep pace with work needs and strategic plan in the light of the developments in work requirements.

In addition, job succession plans are closely related to the training scheme applied as such relation is clearly shown in designing and providing the necessary training programs and needs for the successive candidate which includes a variety of skills, knowledge and behaviors that qualify the candidate to fill the job or the required position. This asserts the significance of training to qualify and equip a second row of employees to assume all important and sensitive positions in the Center to the extent determined by their own skills and job capacities in a manner consistent with the management system and serves the processes of improvement and upgrading corporate performance.



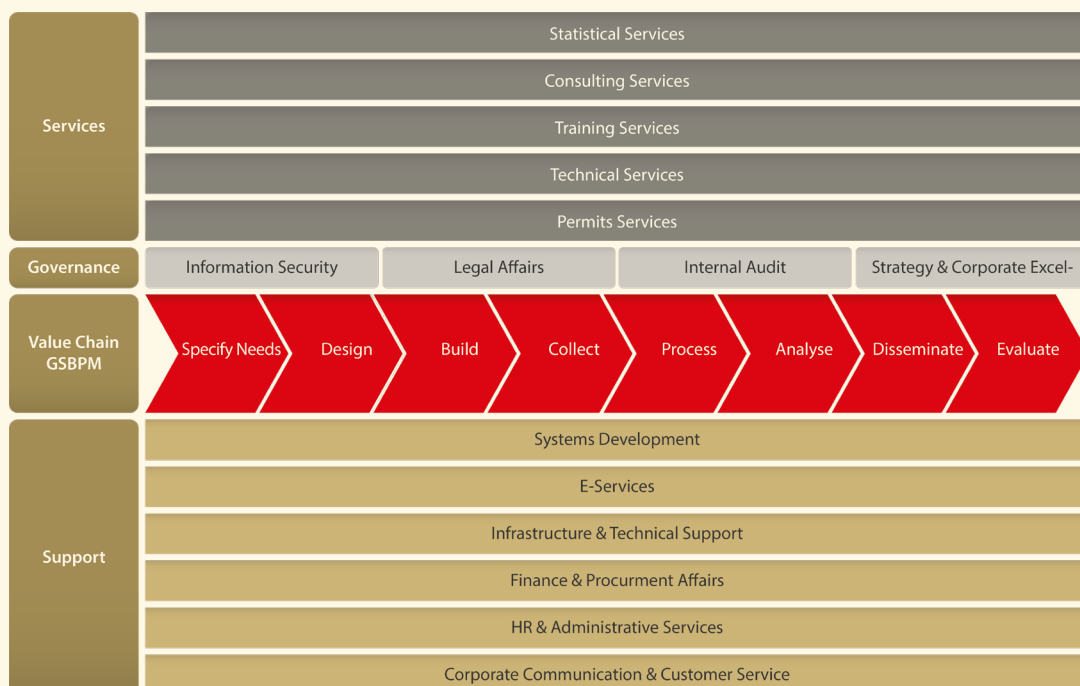
Percentage of employees who are promoted annually out of the total number of employees



Operations of the Center

The Operations and Corporate Services Department aims at enabling the Center to carry out its operations efficiently and successfully as well as to provide its services in a manner that meets the requirements of the customers. Therefore, the Center has identified, classified and developed the main and subsidiary processes it carries out to achieve its vision, mission and goals in alignment with quality systems, standards of excellence and global best practices.

The portal enables the employees to be acquainted with the missions carried out by the organizational units, flow paths, all operational data, services, reference documents and performance indicators for their effective and comprehensive implementation ensuring business continuity, improvement and continuous development.



Motivating Employees and Appreciating Their Excellence:

Dubai Statistics Center is always keen on motivating and appreciating its employees' efforts, their excellence, their accomplishments and their creativity; because they are the basis for excellence and corporate creativity which aims at fulfilling the Center's strategy in making employees happy. The Center motivates and supports employees and participants cooperating in the statistical work financially and morally, raising the level of their performance, their loyalty and affiliation to the Center, enhancing their role in the service of the Center, encouraging them to show more creativity and create qualitative methods in the work by honoring and praising them whether they are individuals or members of work teams.

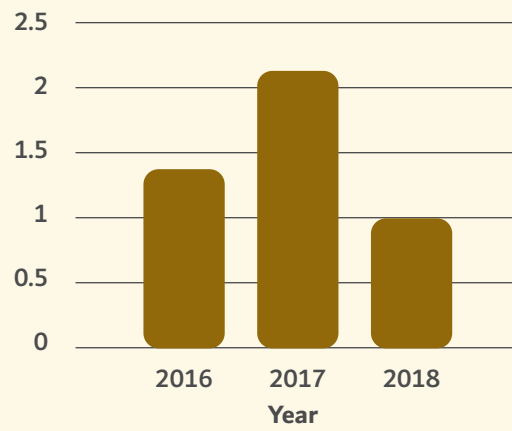
The Center also appreciates the efforts and accomplishments of employees, distinguished teams and projects as well as cooperating participants in the statistical work of the Center in a manner that enables the recognition of the largest number of beneficiaries. Such is carried out within the basis and criteria to ensure the entitlement of the employee/cooperating participant, who is appreciated, provided that this is done in a systematic framework and includes all employees of all categories under clear and specific criteria that are periodically reviewed. The higher management has shown great interest and full support for the fairness and transparency levels achieved in the process of motivating and awarding employees and collaborating participants in the statistical work.

Creativity and Innovation in Dubai Statistics Center:

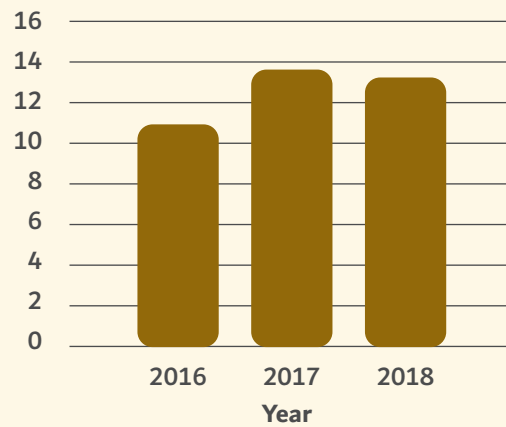
Creativity and innovation form a priority for developing corporate work performance. They are the basis for building strategies and action plans, therefore the government's efforts in such areas have been intensified during the recent years by defining a specialized organizational unit for managing creativity and innovation in order to qualify leadership to foresee the future, ensure innovation and leadership and create an environment that stimulates creativity and innovation by optimizing the management of available resources, discovering talents and building human resource capabilities in such fields. In addition, the government has set the general framework for its basis, concepts and stages at the federal and local levels in order to prepare such entities to keep pace with the changes taking place in the world and to be proactive in applying the latest developments and updates in various fields by generating ideas and providing innovative solutions while evaluating them to adopt the studied risk and implement what they consider feasible. Hence, the Center developed an integrated guide to manage creativity and innovation in accordance with the best global practices. The guide includes all axes, tools and concepts for managing corporate innovation and it is considered as a unified reference for all departments and employees in the Center.



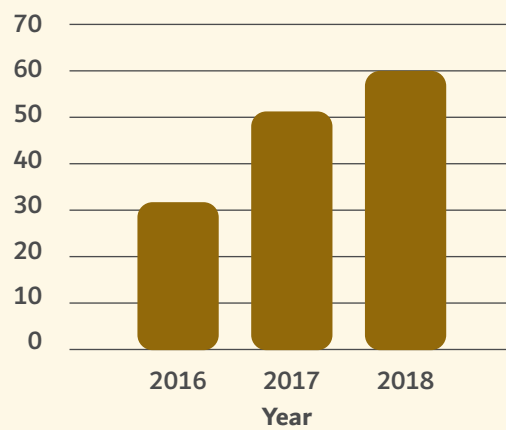
Average of suggestions/ ideas submitted per employee



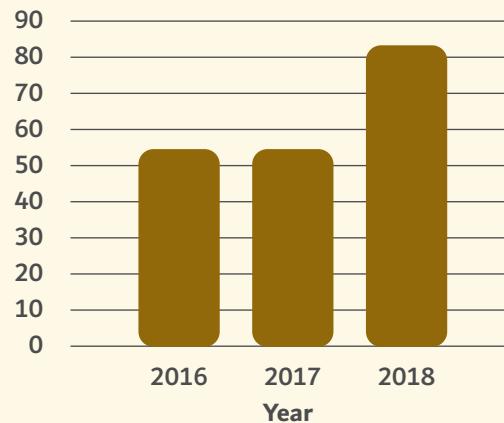
Percentage of feasible suggestions



Percentage of Implemented suggestions from the total feasible suggestions

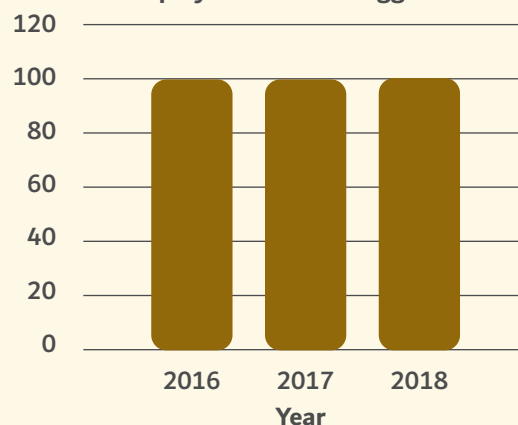


Percentage of closing and evaluating the suggestions on time



Dubai Statistics Center adopts the unified electronic suggestions portal of Dubai government (e.suggest) for receiving suggestions of customers and employees with an aim of improving government services and facilitating the process of monitoring proposals according to mechanisms that allow them to be registered easily in order to enable the Center to study, classify, evaluate and measure their impact. Annually, Dubai Statistics Center honors the employee, who submitted the highest number of feasible suggestions as well as the employee, who submitted the highest number of suggestions in general. In addition to that, the Center motivates the proposed employees by honoring them financially according to the number of feasible suggestions in the light of the methodology applied by the Center; as the Center's employees use the unified proposals program of Dubai government, to collect creative ideas and the most effective solutions in terms of cost.

Percentage of recognizing distinguished employees for their suggestions



The Center shall keep up its efforts and shall continue to work on achieving sustainability in all its economic, environmental and social aspects in line with the statistical requirements and its development in order to ensure the flow of data and statistical indicators covering all aspects of local and national sustainability to support decision makers.

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GRI 101: The Corporate			
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18	Work locations of the Center	102-4	
19-25	Nature of equity and legal type	102-5	
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