

Sustainability Report 2019





Our Vision

Statistics that support creating happiness and sustainable development.



“Clean and renewable energy is one of the basic sectors that constitute the core of development and the key to success. Today, the United Arab Emirates offers world an advanced model of the rapid transformation to adopt sustainable solutions.”

H.H. Sheikh Mohammed bin Rashid



Sheikh Mohammed bin Rashid Al Maktoum

Vice President of the United Arab Emirates,
The Prime Minister, The ruler of Dubai



Sheikh Hamdan bin Mohammed bin Rashid Al Maktoum

Crown Prince of Dubai, United Arab Emirates

The Executive Director Message:

Ever since it was established, Dubai Statistics Center has exerted boundless efforts in order to parallel with the exhaustive development movement Dubai is witnessing in variant fields in order to achieve the wise leadership vision of developing Dubai by meeting the requirements of sustainability and sustainable development. We promise H.H Sheikh Mohammed bin Rashid Al Maktoum, Vice-President and Prime Minister of the State and Ruler of Dubai, to align with the national and international shifts by reflecting such in the strategy applied by the Center while continuing to introduce the vision of His Highness for the purposes of creating happiness of the relevant customers and fulfilling teamwork with single-team spirit.

In 2009, the Center cemented its path to sustainable development as an example and an action of achieving the vision and strategy of Dubai 2021. It launched several initiatives and vital projects; as the Center launched a creative initiative for sustainable development “Sustainable Development Goals (SDGs) platform” as a part of the government framework and the plan of development represented in 2021 Emirates Vision and Dubai Strategic Plan. Such initiatives and projects were adopted by the Center to support and align with its role in serving society and the relevant customers making decisions; as such events tackle and record the key indicators of sustainable development in Dubai for the previous four years for decision makers to rely upon and apply in following up with the current progress in the sustainable development in Dubai as well as at the level of the United Arab Emirates.

Dubai Statistics Center was granted many national and international awards that reached 12 in 2019. Moreover, the Center increased its international certifications, which reached 10 international specifications by gaining ISO 45001:2018 for Occupational Health and Safety.

The Center adopted many plans, which aspire to cement its path to sustainable development in all its economic, social and environmental aspects seeking positive influence upon society.

Arif Obaid Al Muhairi
Executive Director





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Dubai Statistics Center Sustainability Policy

The Dubai Statistics Center (DSC) commits to adhering to the sustainability criteria towards its employees, customers, and the society and future generations. The center continues to targeting sustainability objectives for all its organizational units and supervising their realization along with ensuring and developing statistical sustainability for seamless data flow to enable decision makers.

DSC's leadership approves the sustainability policy in line with the center's vision and mission and commits to the following:

- DSC believes in the importance of social sustainable development and thus treats all its employees with utmost fairness and respect, provides a safe and healthy work environment, and ensures equal opportunities for continuous development and skills improvement.
- DSC preserves environmental sustainability through minimizing the consumption of environmental resources and managing the residues produced from its processes.
- DSC's internal processes abide by the local and international laws and regulations on environmental, social and economic aspects.
- DSC ensures to building partnerships with entities having high sustainability standards.
- DSC periodically spreads awareness to all its employees on social, environmental and economic subjects.
- DSC believes that providing high quality data in a timely manner contributes to enabling parties involved in achieving sustainable development.
- DSC continuously develops statistical capabilities to ensure seamless data flow to decision makers.
- DSC ensures to periodically publishing sustainability reports and transparently conveys all related information.
- DSC commits to sharing its expertise and knowledge on sustainability for the continuity of those practices.
- DSC ensures to publishing the sustainability policy internally and externally along with periodically reviewing it.

The Executive Director

About the Report

This is the third 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, 2019 to the December 31st, 2019 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 and voluntarily discloses basic data and information; as we appreciate 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 “basic 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 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 26 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 2019 reached 187 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, studied, analyzed, limited 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.



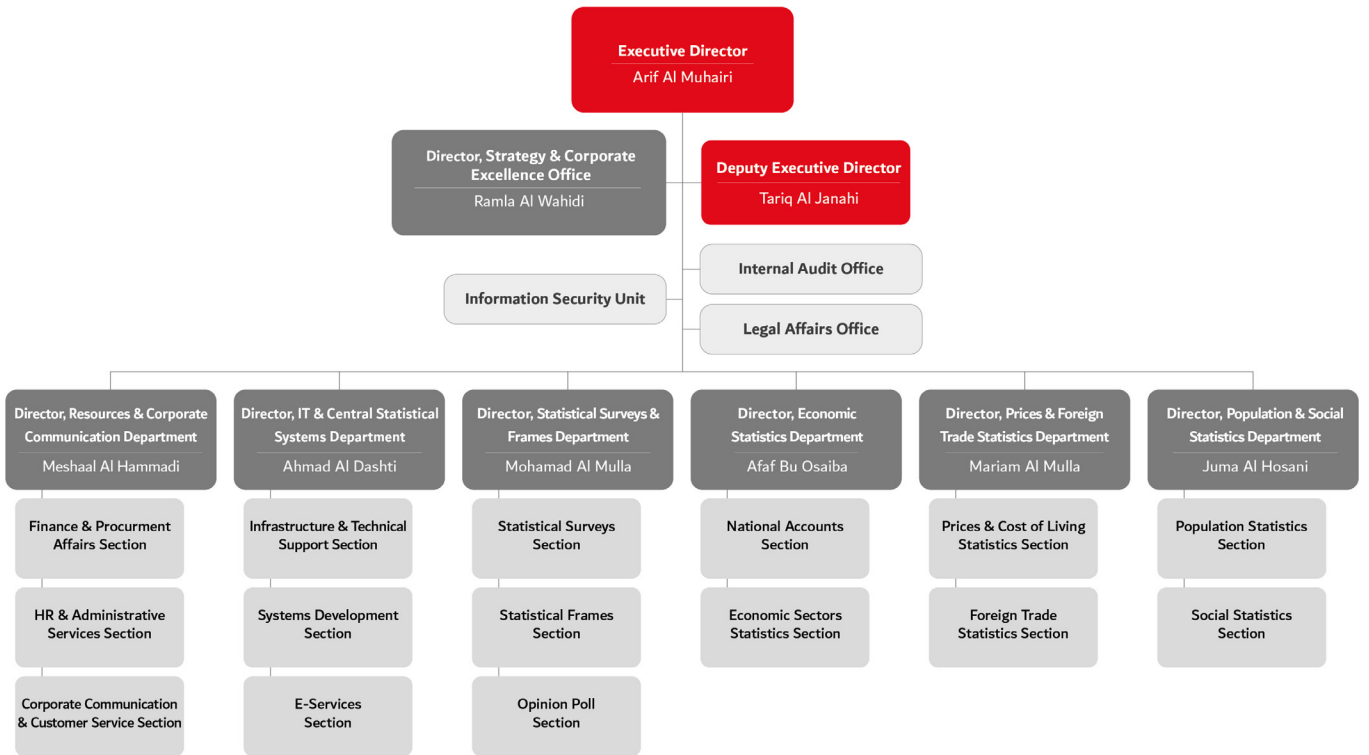
Dubai Statistics Center's Missions and Roles:

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



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-style & 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 Department, holding and organizing Center's various events and activities (e.g. exhibitions, conferences, etc). Corporate Identity Department: 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 such operations, conducting periodic surveys to be acquainted with the opinions of relevant 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, society and corporate communication and submitting recommendations for such, planning, managing and developing human resources while handling and executing relevant operations e.g. preparation of recruitment plans, Emiratization, organizational structure, career paths, 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 management, warehouses management, supervising annual inventory, preparing the 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 excellence 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 to ensure the speed and accuracy of data flow from their various centralized sources to the Center's database while making such 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 to benefit from it in the best way possible, in addition to 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 excellence fourth generation system, applying standards relevant to corporate innovation in the governmental excellence 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 excellence 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, the total economic indicators, the application of the national accounts system, the analysis of the balance of payments to fulfill the requirements of national accounts, the 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 excellence 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 excellence 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, auditing its data and issuing its findings, applying standards relevant to corporate innovation in the governmental excellence 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).

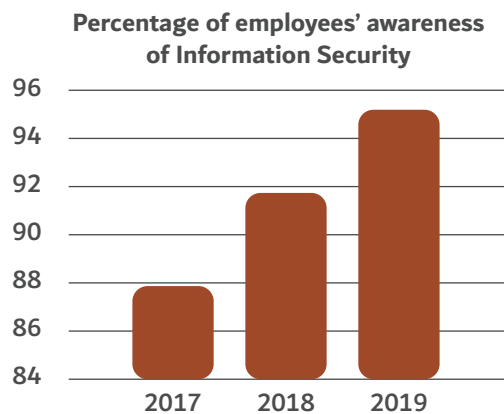
Strategy and Corporate Excellence Office:

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.

Information Security Unit:

Information Security Unit follows the Center's Executive Director; as such unit was added recently to enhance governance practices applied within Dubai Government Information Security System. The Steering Committee for Information Security Unit was formed in a manner that guarantees separation of duties and removal of any conflicts of interest. It works in accordance with a clear methodology and work plan that includes planning, implementing, and following-up of the information security program as well as coordinating with the higher management to determine the origins of information and to assess information security risks faced by the Center. It also updates and reviews such risks constantly in coordination with the higher management while ensuring that appropriate operational regulations are identified and implemented according to the results of risk assessment. It also develops necessary policies and procedures ensuring the compliance of the Center with the information security program and reports the status of implementation of the information security system.

The staff awareness of information security is measured to determine the awareness levels of all employees in addition to working to raise such awareness level by evaluating the measurement of training effectiveness and developing a post-training plan and re-evaluation procedures.

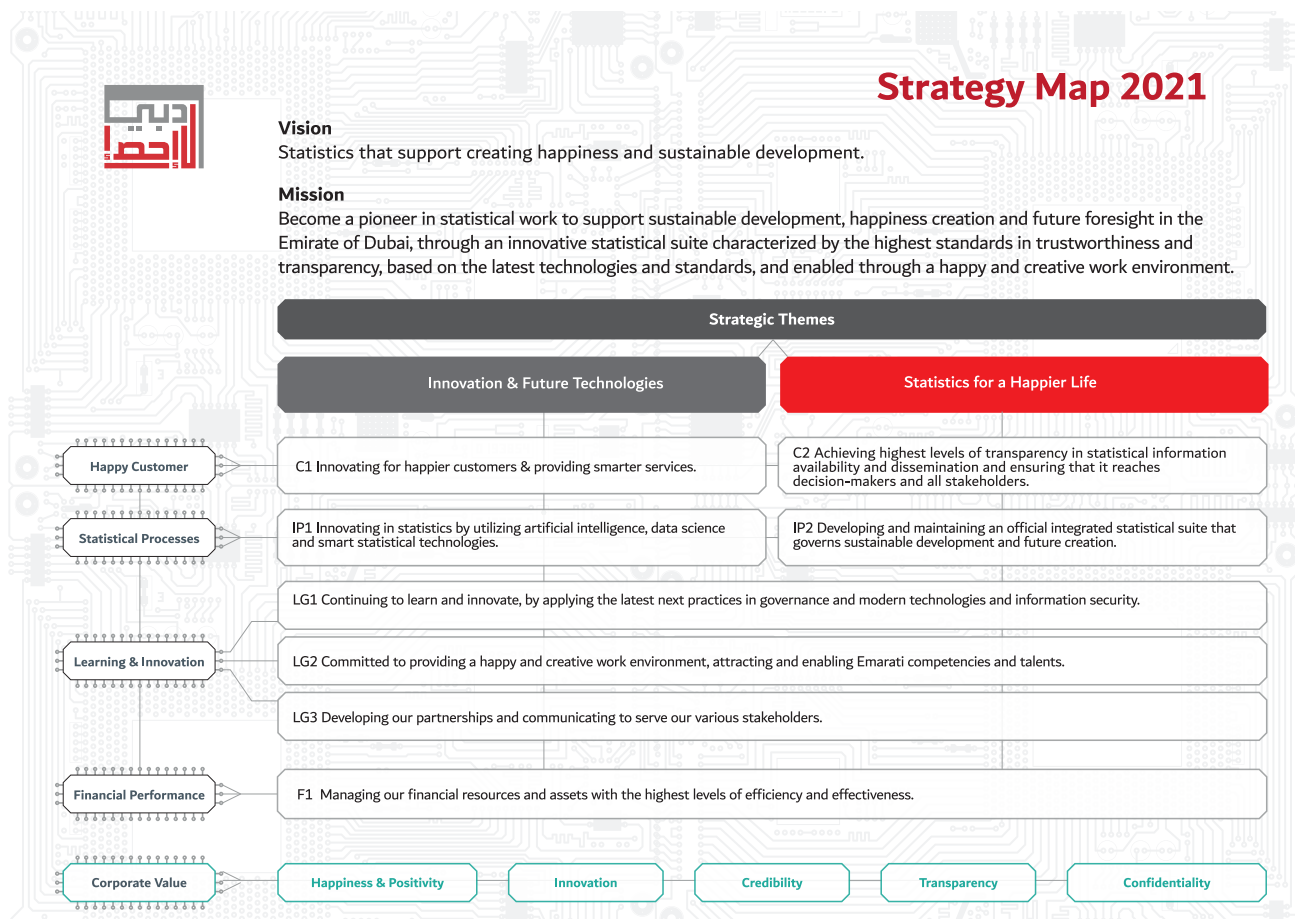
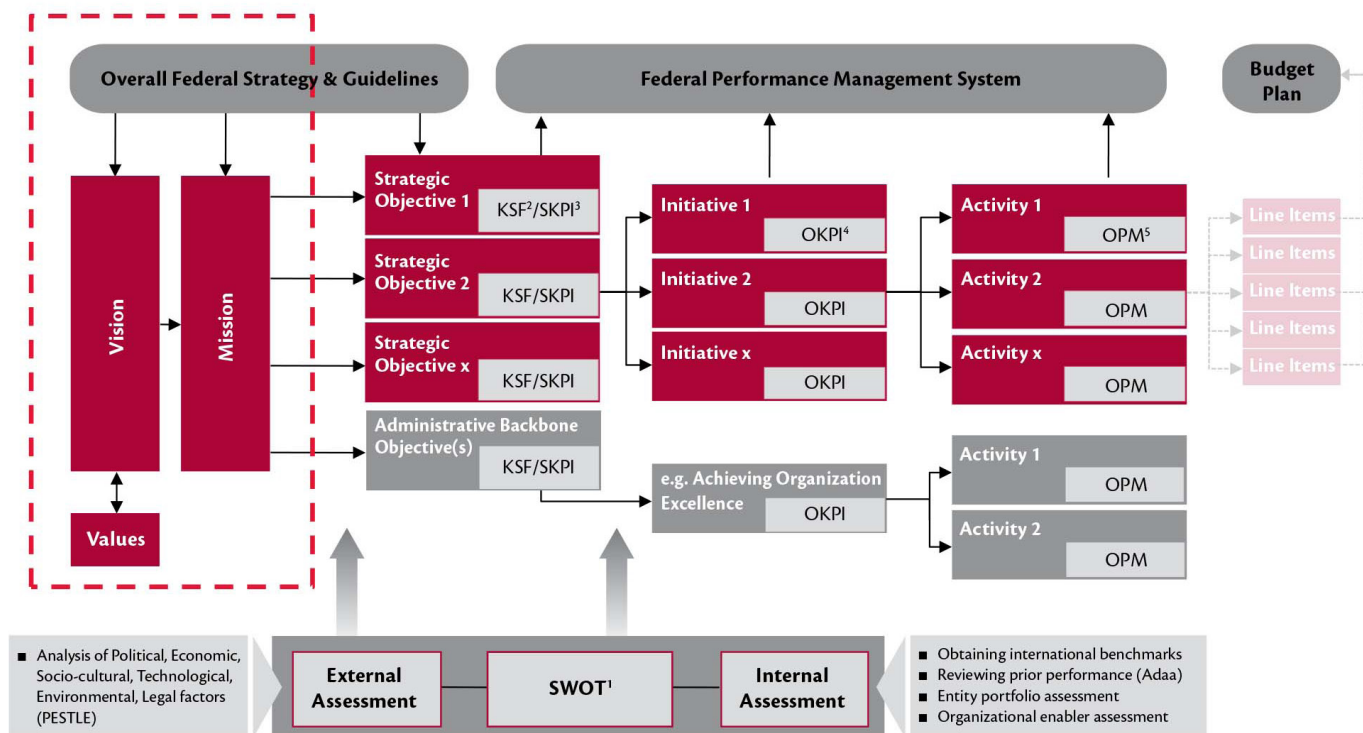


Strategic map:

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, 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 stages to follow.



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 governance 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 for a group of main ends at Dubai level. Together, they form the future aspirations of the city for 2021. The Center provides statistical support for the governmental bodies in charge of calculating Dubai 2021 indicators for all social, economic and demographic sectors; as the Center is deemed the main statistical source approved for calculating such indicators, which will be automatically provided by the Center's smart statistics system through the electronic link made between the "Support Decision" and the system. In addition, the Center has developed the "Support Decision" system for managing Dubai Plan 2021 in cooperation with the General Secretariat of the Executive Council in the Emirate of Dubai.



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 such Vision true, elements of such Vision were divided into six national axes representing the main sectors that shall be tackled during the coming years in the governmental works area. In collaboration with the Federal Competitiveness and Statistics Authority, the Center has conducted various statistical surveys to achieve the objectives of Emirates' Vision 2021 as well as the National Agenda's.



Dubai Government Excellence Program:

Dubai Government Excellence Program was launched back in 1997 under the orders given by H.H. Sheikh Mohammed bin Rashid Al Maktoum. It seeks to develop the performance of Dubai government departments with all its elements, whether with regard to its services or departments, or with regard to developing and innovating new methods for managing its operations, developing its functional cadres, and highlighting the innovators, who reflect leadership capabilities. The program comprises incentives, including an annual award granted as a part of a ceremony attended by leading officials.

Dubai Statistics Center is subject to evaluation of the Dubai Program for Excellence in Government Performance, during which the Center provides a presentation on the nature of its works, plans and implementation mechanisms as well as the most prominent challenges and achievements in the field of innovation, smart government and human resources according to the main axes and standards of the governmental excellence fourth generation system.

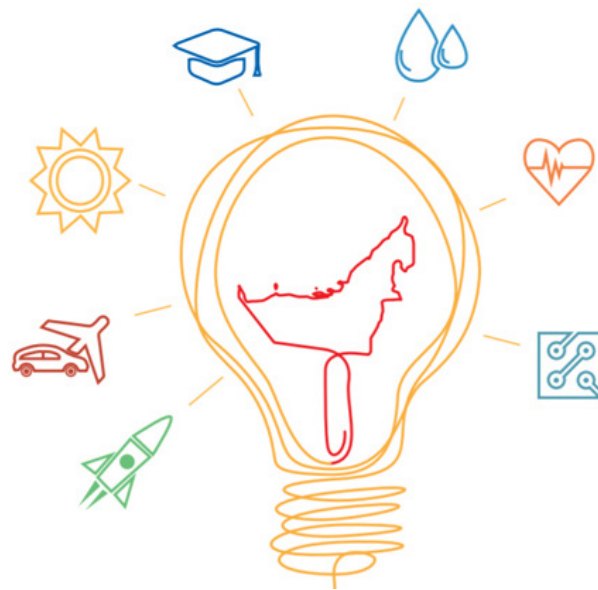


The United Arab Emirates' Plan for Happiness:

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. The Center has adopted the concept of happiness and launched several happiness initiatives for various categories of the relevant customers.

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 and marks a new phase that is based on enabling people to shift from focusing on vital sectors to the goals and outcomes in seven areas.



Awards and international accreditation Dubai Statistics Center has received:

Dubai Statistics Center has received many local, regional and international awards as it has received 75 international awards in different fields. The Center has also received 10 international accreditation from Lloyds Register:

1. The integrated management system includes ISO (9001:2015, 14001:2015, 10002:2018, 10004:2018 and 45001:2018).
2. Sustainable procurement system: ISO 20400: 2017
3. Business Continuity management system ISO 22301:2012
4. Risk management system ISO 31000:2018
5. Information security system ISO 27001:2013
6. Surveys, Researches and Opinion Polls Management System: ISO 20252:2012



His Excellency Arif Al Muhairi,

Executive Director of Dubai Statistics Center wins a category,
The distinguished Emirati personality in the field of statistical work on the Gulf Statistics Day

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 makes 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 the Center:

1. Leadership team 360-degree leadership methodology:

The team has been formed along with the establishment of the Center. It works according to approved and published charter and protocol. The team follows up operations and statistical projects and provides all forms of support to organizational units in line with the directions and strategic goals set by the Center promoting a corporate culture that focuses on the concepts of creativity, excellence, leadership, shift management and work with the spirit of one team to provide role models, build a supportive and motivating environment and work to enhance the competencies and talents of employees with the aim of supporting them with self-development and prepare a generation of young and future leaders. The team's meetings are held on a monthly and continuous basis to follow up recommendations.

2. Organizational structure:

The organizational structure of the Center was designed to ensure clarity of powers, responsibilities and roles assigned to organizational units in a manner that enhances accountability and prevents double-standardization; as it consists of only three organizational levels, which contributes to achieving the principles of governance by drawing a line between regulatory and organizational activities on one hand and services and executive activities on the other. It also contributes to enhancing clarity of responsibility (organizational relations) as well as powers and mechanisms of taking decisions. The first level represents organizational units concerned with corporate governance e.g. the Internal Audit Office, the Strategy and Corporate Excellence Office and the Legal Affairs Office.

3.
Authorization
of powers and
policy:

Through this policy, all financial and administrative powers are defined at all Center's relevant job levels so as to ensure the continuity and smoothness of businesses and to enhance corporate governance practices while achieving the principles of integrity, transparency, accountability and responsibility. The Center has prepared and applied an integrated matrix for authorization and delegation that occur continuously in addition to a matrix reflecting the financial and administrative powers approved at the Center level. All such is carried out according to a policy to enables those involved to manage such powers entrusted thereto.

4.
Operations
management
system internal
portal- Our
Operations:

The framework of operations management and corporate services (an integrated electronic system to manage the Center's main operations and support "GSBPM") based on the international methodology for statistical work management approved by the United Nations which includes 8 stages (specify needs, design, build, collect, process, analyse, dissemination, evaluate) as well as supporting operations based on quality and excellence standards and linked to the strategic objectives of the Center. The list of the most important operations includes (identifying, classifying, designing and documenting operations and services, addressing overlapping and duplication between them in addition to measuring the performance of the operation).

5.
Internal
auditing
of quality
systems:

The Center has formed an internal auditing team for all quality systems applied thereby. The members of such team prepare a plan as well as a program for internal auditing. Later, they verify that all organizational units have efficiently applied all requirements of international standards and specifications. Following the auditing operation, the team prepares a report on the findings and develop plans to cover their notices along with those involved. The team follows up the implementation of such treatment plans.

6.
Internal
auditing office:

The office carries out an independent and subjective regulatory activity through which it provides confirmations as well as consulting services with an aim of adding to the Center's value and improving its operations. It assists the Center to achieve its goals and objectives via the implementation of a systematic approach to evaluate and improve the functionality of risk management operations, internal regulation operations and enhance the frame of governance in the light of the systems and regulations applied in the Center and Dubai government in addition to the occupational standards issued by the Internal Auditors Association.

7.
Strategy and
Corporate
Excellence
Office:

The office covers all jobs and operations supporting corporate governance e.g. strategic planning, corporate performance management, project management office, internal auditing operations management and Corp operations management.

**8.
Procurement
and Contracts
Committees:**

Procurement and contracts committees e.g. bids and tenders committee and direct purchase committee, which considers bids and proposals submitted by suppliers and issues recommendations for such to the competent authority in the Center in accordance with the powers granted thereto. In certain cases, such committee refers bids and tenders that require special technical or financial study to a competent body, which studies and analyses such bids and tenders and sends its findings back to the committee. The committee also verifies the validity of purchasing and contracting procedures in accordance with the provisions of Law 6/1997 on contracts of governmental departments in the Emirate of Dubai.

**9.
The Center's
assets and
properties
inventory
team:**

The Center's assets and properties inventory team is formed under an administrative resolution issued by the Center's executive director. Annually, the team limits the Center's assets and properties in coordination with the organizational units and records such under Dubai government unified assets system. The team gives identifier codes to such assets and properties prior to the annual closure of the Center's final accounts. It also prepares a detailed report on the inventory that includes the inventory and the variations if any. The recommendations regarding such inventory are referred to the Center's executive director.

**10.
Risks
management
system ISO
31000:**

The risks management system is developed in accordance with the world's best practices and the ISO 31000:2018 standards; as a record of all potential risks (strategic, financial, environmental, information security, operational, occupational health and safety, sustainable procurement, business continuity, quality, projects, operations, internal auditing..etc.) that can affect the Center is prepared. The potentiality of the occurrence of such risks as well as the results arising therefrom in five axes (strategic, financial operational/operations, legal, reputation) are defined and classified into marginal, low, medium, high or catastrophic. In addition, required measurements are developed to limit the impact of such risks within a clear timeline that shows the grounds for choosing these exact measurements to limit the risks impact while linking these measurements to an indicator.

**11.
Principles of
code of conduct
and the public
job ethics:**

Such principles represent a knowledge base for all employees working for the Center and aim at establishing, enhancing and spreading a unified corporate culture that supports Dubai strategy to achieve its future objectives with leading governmental and international competitive services. These principles also aim at placing the Emirate in a prestigious spot in all governmental arenas in addition to developing a sense of accountability and enhancing the spirit of teamwork in order to level up the governmental performance via providing a legal and an ethical frame for the duties and behaviors employees must adhere to in the Center in particular as well as the government in general while working in their public jobs inside or outside their offices. These principles do apply to all matters related to employees' conduct of their work in the light of the currently applied legislations.

**12.
External
auditing
operations:**

The operations carried out for external auditing and carried out by the contracted company to externally audit all the ISO systems applied in the Center as well as in Dubai Smart Government (evaluation of the Center's website, evaluation of smart services/ smart shifting). Such auditing operations are carried out periodically to identify the readiness of the Center to apply standards and indicators. Later, the Center is provided with the findings of such operations upon which it develops corrective actions and plans to improve the results.

**13.
The
information
security unit:**

The information security unit was approved according to the requirements of governance as based in the information system of Dubai government which is an independent office that directly contacts the higher management or the directive committee of information security. The office seeks to separate duties and remove any form of conflict of interests.

**14.
Intellectual
property
rights guide:**

In the light of the policy of innovation and creativity management and in order to maintain the Center's intellectual property rights, competent authorities were approached and coordinated with to register the Center's trademarks in addition to participating in conferences in relation to intellectual property rights and fighting crimes. The Center has also registered its official logos at the Ministry of Economy e.g. the Center's logo as well as the logo of the smart statistics system.

**15.
Legal affairs
office:**

The presence of the legal aspect within the governmental corporates is deemed the cornerstone for regulating legal procedures and defining the internal relations of employees in accordance with the law. It also defines the corporate's relation to other private or governmental bodies in terms of conducting contracts, providing consultations or representing the corporate legally with all matters related to law at all its levels. Hence, there was a need for defining the key roles to be activated as well as to lay legal grounds and to provide support for all businesses and services provided by the Center while finding a legal cover to maintain its rights.

**16.
Business
continuity
management
system ISO
22301:**

The business continuity management system is applied in the Center under business continuity ISO 22301:2012 where a policy reflecting the Center's adherence to the system is developed and published. In addition, a team for emergency management and business continuity is formed. The impact of risks on businesses have been analyzed in all the Center's activities as vital activities were determined and a business continuity plan for such activities was developed. The Center's vital activities were tested in the light of three scenarios i.e. absence of place, employees and technology. In addition, there are three methods applied by the Center to retrieve data in cases of catastrophes or crises including the recovery location in Jabal Ali area.

**17.
The general
frame of
statistical data
quality and
governance
charter
applied in the
Emirate of
Dubai:**

The general frame of statistical data quality and governance charter applied in the Emirate of Dubai was developed in the light of the world's best statistical practices including data collection process, operations of analyzing and extracting results from indicators and statistical data and statistical publication; all combined in a manner that enables it to integrate with the operations management system with all its eight phases approved by the system and in accordance with the general model for national frame GSBPM to guarantee the quality of the statistical data issued by the statistical committee following the United Nations in April 2012, the main principles of the quality of data issued by the United Nations, the comprehensive frame of the quality of data issued by the International Monetary Fund (IMF), the key principles of official statistics in January 2014 and the international practices conducted in such field.

**18.
Reviewing the
results of
performance
evaluation and
percentages
comparison
committee:**

Reviewing the results of the units total performance evaluation - Monitoring the distribution percentages of the organizational performance evaluation results and discussing such with those in charge thereof. The committee may approach the head of the organizational unit to obtain any data associated with the results of the distribution percentages of the organizational performance evaluation results of the organizational units- his employees' performance.

**19.
The
grievance and
complaints
committee:**

The grievance and complaints committee aims at maintaining fair and effective relations between the Center and its employees at all times. The committee considers the grievances and complaints it receives from the Center's employees regarding work environment, physical abuse, profanity and rumors. It also considers the grievances and complaints it receives regarding the annual performance as well as those submitted against resolutions issued to impose punitive penalties. The employee may object to the resolution issued by the grievances and complaints committee by submitting such objection to the central grievance committee of Dubai government employees.

**20.
Evaluation
committee for
candidates to
work in the
Center:**

The evaluation committee for candidates to work in the Center functions in the light of the provisions of Law No.8/2018 on Human Resources Management in Dubai government, where the committee interviews candidates to work in the Center. The evaluation conducted by the committee covers occupational evaluation, expertise, qualifications, personal qualifications and other job requirements in a manner that guarantees equality and gives opportunities to all in the highest levels of transparency. It worth noting that priority is given to residents. In addition, priority is given to internal employees so as to help them to promote.

**21.
Administrative
violations
committee:**

The administrative violations committee was formed under the resolution of the Center's executive director in accordance with the provisions of Law No.8/2018 on Human Resources Management in Dubai government, where the committee considers all the administrative violations committed by the Center's employees as well as the punitive actions imposed thereon. The committee's resolution issued to impose a penalty shall be reasoned. No penalty shall be imposed on any employee prior to a written investigation through which the employee gives his statement and defenses.

**22.
The Center's
internal
network:**

The Center uses technical systems to support its corporate operations via posting administrative resolutions and circulars in the highest levels of transparency on its internal network through a certain page set therefor. This page is available to all of the Center's employees to review. It is filed safely and classified annually to be used as a referential source for employees.

**23.
Internal auditing
charter:**

The Center's internal auditing charter is an official document that defines the powers and responsibilities of internal auditing activities. It also defines the status of internal auditing activities conducted within the Center including job affiliation authorizing it to review the Center's records and to contact the employees. It also defines the powers of internal auditing, its independence, work scope as well as the principles of internal auditors' code of conduct.

**24.
Metadata
project:**

Limit and manage the metadata of all the data and data sources available in the Center. An index of the Center's databases is created in addition to the application of a specific system for managing and exchanging metadata project in accordance with internationally recognized standards and specifications.

**25.
Internal
auditing
operations**

The internal auditing operations are conducted throughout all the Center's units once a year in order to verify the compatibility of all activities to the systems based on the requirements of the relevant ISO.

Risks management is a set of procedures carried out to identify, analyze and evaluate risks in addition to developing treatment plans. Dubai Statistics Center carries out such procedures regularly in order to face the risks accompanying its activities with an aim of achieving the sustainable advantages of each activity. Risks management is a key component of Dubai Statistics Center' strategy as risks are defined as a main input for defining challenges and weak points.

Integration of interested parties:

One of the key goals Dubai Statistics Center seeks to achieve in is the care it provides for its relevant customers as well as its keenness to establish a real partnership with such customers 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 relevant customers 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 thereto in a strategic and a comprehensive manner in order to fulfill the Center's objective to create happiness.

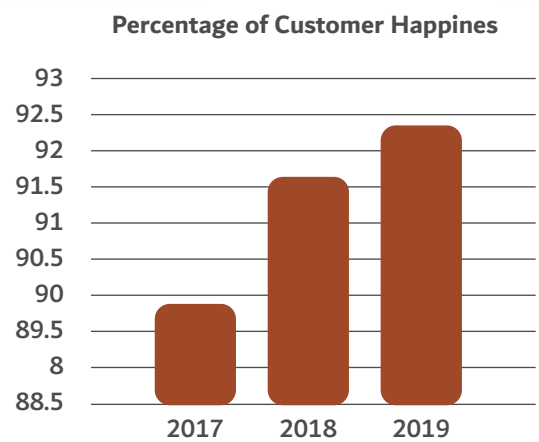
The Center's customers have been identified as their needs and expectations were collected via various channels as follows:

Interested parties	Needs and Expectations
Government	<ol style="list-style-type: none"> 1. Provision of social, demographic and economic indicators for all sectors of Dubai Plan 2021 2. Application of strategic plans assigned to the Center and included within Dubai Plan 2021. 3. Supporting Dubai Plan 2021 via the Center's smart statistical systems: Decision Support System
Employees	<ol style="list-style-type: none"> 1. Provision of training programs that help employees to develop and improve their skills and capacities. 2. Activation of Initiatives aiming at enhancing Center employees' innovation and creativity. 3. Activation of Initiatives aiming at enhancing employees happiness in a manner that contributes to the creation of a loyal work environment.
Customers	<ol style="list-style-type: none"> 1. Publication of reports, indicators and statistical data through the Center's smart application. 2. Provision of various channels of communication with customers. 3. Application of work ethics and proper communication skills while providing services to customers.
Partners	<ol style="list-style-type: none"> 1. Memoranda of understanding aiming at cooperation in all fields. 2. Cooperation or conducting statistical surveys for partners. 3. Execution of exploratory studies for partners. 4. Electronic linking of databases (sources of data).
Suppliers	<ol style="list-style-type: none"> 1. Communicating with suppliers throughout periodical meetings. 2. Assessing suppliers in the light of cost and quality in addition to social and environmental assessment. 3. Notifying the suppliers of the purchase orders adequately to be able to provide supplies of proper quality and in time.
Society	<ol style="list-style-type: none"> 1. Provision of statistics associated with the State's national identity. 2. Preparing the Center's website to suite needs of people of determination. 3. 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:

1. Happiness at work.
2. Enhancement of Emiratization.
3. Safety and health maintenance of employees and customers.

Happiness at Work:

Ever since it was established, Dubai Statistics Center has always aimed at achieving its employees' happiness in the light of its strategic plan. The Center launched various initiatives of happiness, innovation and creativity that were characterized by their diversity in fulfilling the needs and requirements of all employees' categories at the Center level e.g. Happiness Cards, Happiness Garden, Tolerance Camp, Hello Sunday Morning (HSM), Manager for a Day. The Center is keen on the continuity of such initiatives according to employees' categories and expectations to boost their happiness in general.



The Center held many internal initiatives to achieve happiness and positivity with the work environment. In 2019, such internal initiatives included:

Statistics is Happiness- International Day of Happiness

The initiative aims at spreading the culture of happiness with a statistical perspective through the involvement of community members in its course. The initiative included 6 recreational and educational games in the field of happiness and statistics. The initiative targets all members of the community of Dubai as well as its visitors.



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.



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 المسح 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
Dubai Statistics Center - مركز دبي للإحصاء



Happiness Cards:

Happiness cards are cards of the same size of credit cards or personal ones. They bear a set of colourful and motivational quotes written in both modern Standard Arabic (MSA) and colloquial spoken Arabic. Such cards are sent to employees to highlight the tasks they have accomplished no matter how simple such tasks could be. Cards are also given away to those, who participated in seminars held by Dubai Statistics Center.

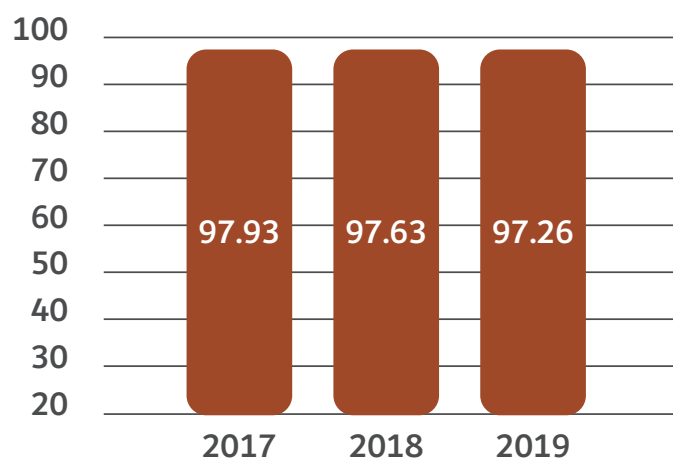
Sports events for the Center's employees:

During the month of Ramadan, sports events are held for the Center's employees for the following:

- Football
- Table football
- Electronic football
- Chess
- Table tennis (ping pong)



Percentage of employees happiness

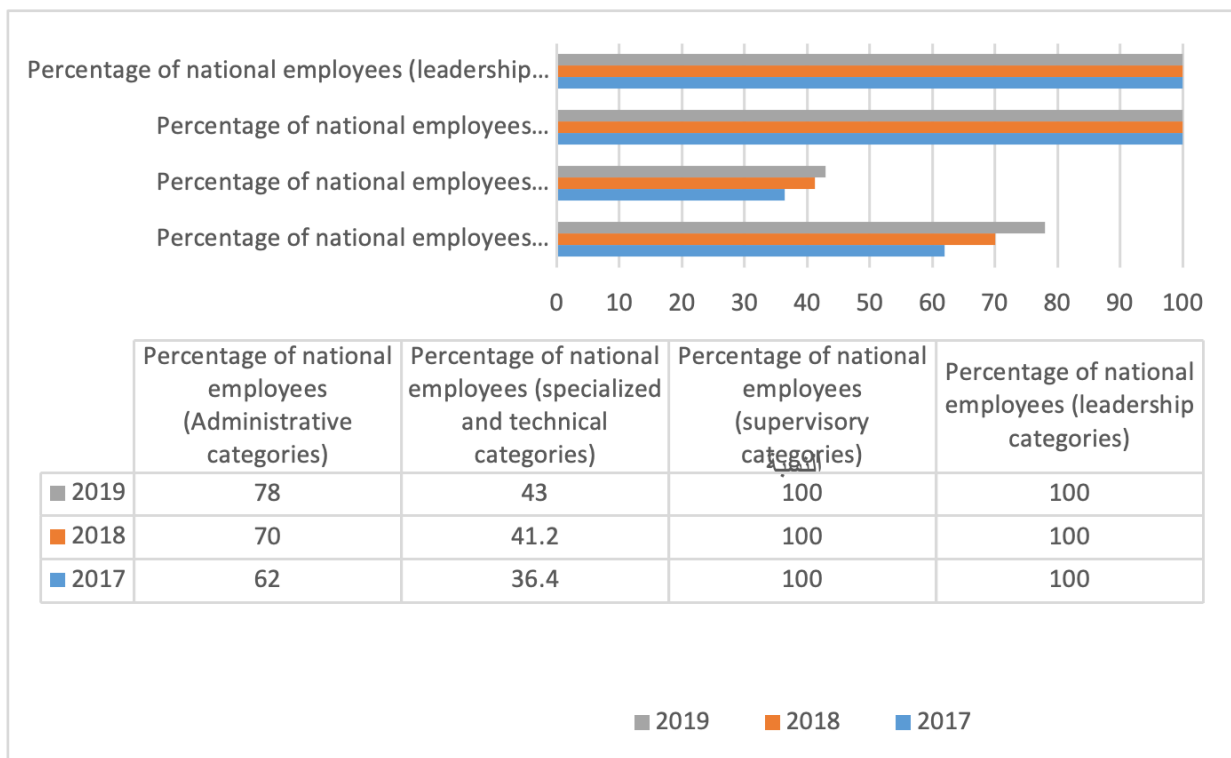


Enhancement of Emiratization

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 afterwards, 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:

1. Supporting employees willing to obtain higher academic degrees and providing them with requirements of success e.g. leaves and study breaks.
2. 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
3. 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 45001:2018 certificate Occupational Health and Safety Management.

The Center has also formed its Environment, Health and Safety Management team under Administrative Decision No. 55/ 2019, which assigns its members to carry out the following tasks:

1. Official announcement of emergencies related to environment, health, safety and crises and the application of the necessary measures; each according to its specialization.
2. Direct coordination with strategic partners and relevant official bodies e.g. 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.
3. Supervising and handling emergency cases within the frame of the emergency plan applied by the Center and in coordination with the official authorities and departments so as to limit their spread and to assess the effects of such crises.
4. 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.
5. Preparing emergency 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.
6. 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.
7. Supervising, following up on works and assigning roles to the Executive Team of Environment, Health and Safety Department of Dubai Statistics Center.
8. Other relevant tasks.

The Executive Team of Environment, Health and Safety Department of Dubai Statistics Center shall be assigned with the following:

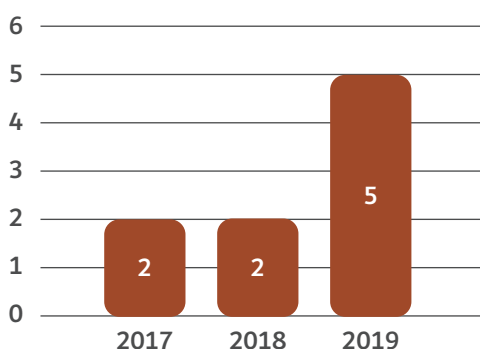
1. Implementing the instructions of the official Crisis Management Team in the Emirate of Dubai as well as the instructions of the Environment, Health and Safety team and following the Center's evacuation plan.
2. Immediate response to cases, emergencies, evacuations and accidents related to environment, 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.
3. 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.
4. Following up emergency events and cases closely to detect the level of their development and the measures taken to treat, control and contain such.
5. Maintaining and updating accident records and preserving all evidence gathered during the investigation in accordance with the provisions of the law.
6. Notifying the center's Health, safety And Environment Team about the progress of handling emergency conditions or crises, the measures taken and the negative effects of their occurrence.
7. Other relevant tasks

Team members have the skills, competencies and qualifications to accomplish the tasks assigned thereto 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 2019 and no incidents of non-compliance with health and safety regulations and rules were recorded in the same year.



Number of incidents resulting from the entity's activities and processes



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.

Data Science and Artificial Intelligence Applications:

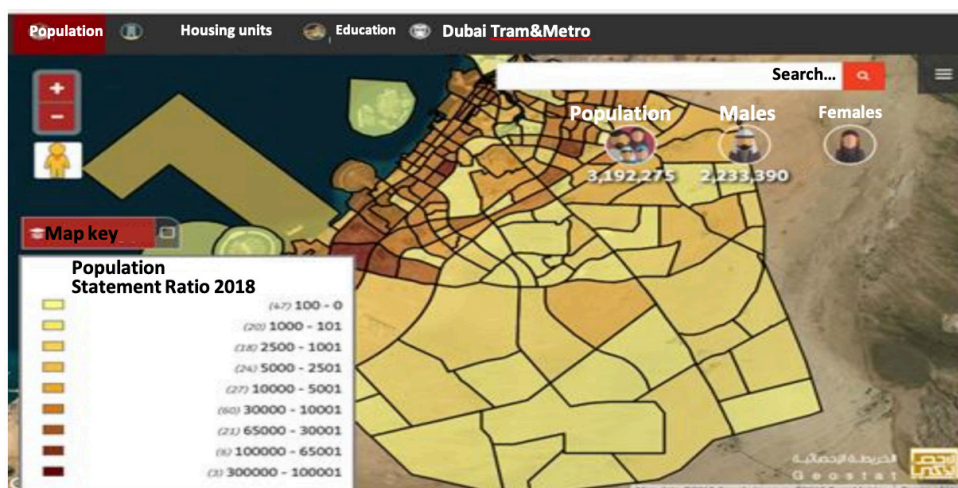
Dubai Statistics Center adopted various initiatives associated with data science so as to explore and extract information and knowledge from data through the use of modern statistical techniques while digging for phenomena and foreseeing the future of statistics by linking databases to population, economic and social phenomena. The data science team was formed in the Center to specialize in analysing data using modern technologies to support and improve statistical operations and decision making processes. The team is also concerned with developing training plans and passing knowledge to the Center's employees. A number of projects in the field of data science have been executed for the interest of Muhammad bin Rashid Housing Establishment (MBRHE) in addition to other projects related to urban development. The project of aerial statistical has also been executed by the implementation of artificial intelligence applications in determining the housing units and collecting their data in a manner that saves time and effort and increases the quality of the data collected.

Benefiting from internet of things (IoT):

Dubai Statistics Center employs the techniques of internet of things (IoT) to increase the efficiency of data collection processes via providing time and efforts needed to audit data. For example, the user's location positioning option is used to display statistical data on geographical maps in accordance with topics. The movement of the Center's vehicles can be followed and managed via the same techniques. In addition, these techniques have contributed to the introduction of geographical system of field surveys via which researchers in fields can be traced and location identification service is provided. The Center has also employed the technology of drones as such aircrafts are used to collect data instead of sending the researchers down to the field to collect such data. This technique was applied under the aerial statistical project, which is one of the strategic and innovative initiatives of the Center's strategic plan of 2021. The latest technologies of aerial photography and artificial intelligence are applied to serve statistical work and are deemed a qualitative shift in the field of statistical work.

Smart statistical map:

Dubai Statistics Center has launched its initiative of smart statistical map that is based on integration of information, statistical data and geographic information system. This map demonstrates statistical data in all demographic, social and economic sectors in Dubai. This initiative, formerly launched for managing field works, was developed in a manner that increased the efficiency and competency of fieldwork in statistical projects. Dubai Statistics Center has achieved remarkable success in developing and providing statistical data support through the statistical geographic system. This also contributed to supporting decision making and execution of new projects in the Emirate.



Aerial Statistics

Under its project “Aerial Statistics”, Dubai Statistics Center has started to carry out aerial sorties in Al Lisaili area; as it employed the latest technologies of aerial photography and artificial intelligence together to serve statistical work in a unique initiative that represents a qualitative transformation in such field. Through such initiative, livestock, farms and main yet far-reaching statistical units located in the spacious desert will be covered. These efforts are the mere implementation of Dubai government directions to innovate and improve modern technologies and means of artificial intelligence to enhance the efficiency of services and governmental operations reaching their highest levels of performance.



Statistics Course:

Dubai Statistics Center has innovated a novel statistical ten-hour course to cover the principles and basics of statistics. The course is approved and aims at providing academic and statistical support for Dubai Police Academy students in various academic levels (undergrads and postgrads).

Course	Targeted category	Number of students
Statistics	PhD (Law, Police Science, Criminal and Security Science)	171 candidates (34 female candidates + 135 male candidates)
Criminal phenomena foreseeing	Covering statistical lectures	4 doctoral researchers



Statistical Coordination Committee:

The statistical coordination committee is the committee formed under the orders of H.H Sheikh Mohammed bin Rashid Al Maktoum, Vice-President and Prime Minister of the State and Ruler of Dubai, in the light of the Center's Initiative with the membership of the 10 most influential governmental bodies in Dubai. The committee, headed by the Center, meets quarterly under the presidency of the Center's executive director in accordance with an approved regulatory guide to go through its key projects, initiatives and mutual statistical and strategic indicators at the level of the Emirate. It also discusses the mutual governmental work system in the field of statistical work fulfilling the requirements of Dubai 2021. The committee members include Dubai Municipality, Dubai Economic Development, Knowledge and Human Development Authority, Dubai Customs, Department of Tourism and Commerce Marketing, Roads and Transport Authority, Dubai Health Authority and the General Directorate of Residency and Foreigners Affairs).

Creating Happiness and Achieving Sustainability:

Happiness and sustainability are achieved throughout the creation of a society that has accurate and comprehensive information provided in adequate timing so as to assist it to realize its present and plan for its future.

The equation of happiness and sustainability:



Economic Sustainability

Dubai Statistics Center plays a key role that affects economic sustainability in the Emirate of Dubai; as the Center assesses the entire macroeconomic indicators e.g. 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. In addition, 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 periodical.

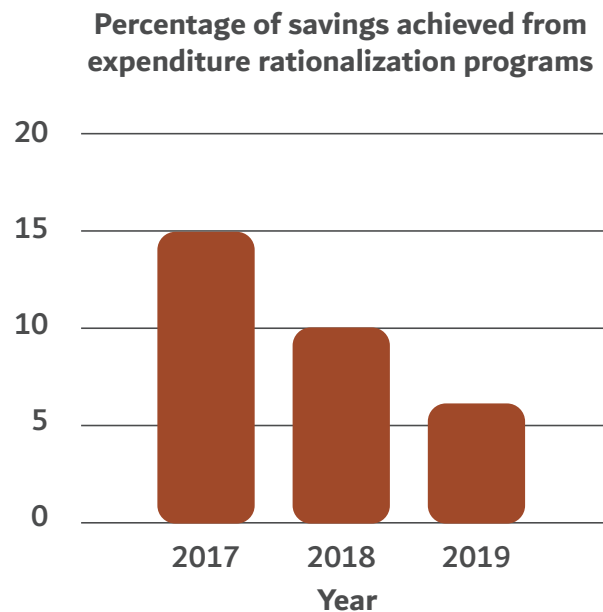
The nature and the role of the Center's as a central non-profit governmental agency is relatively sensitive. Hence, the report does not fully disclose the financial statements; however, the figures and percentages specified are presented as part of this report.

Dubai Statistics Center recruits local 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 divisional directors 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.



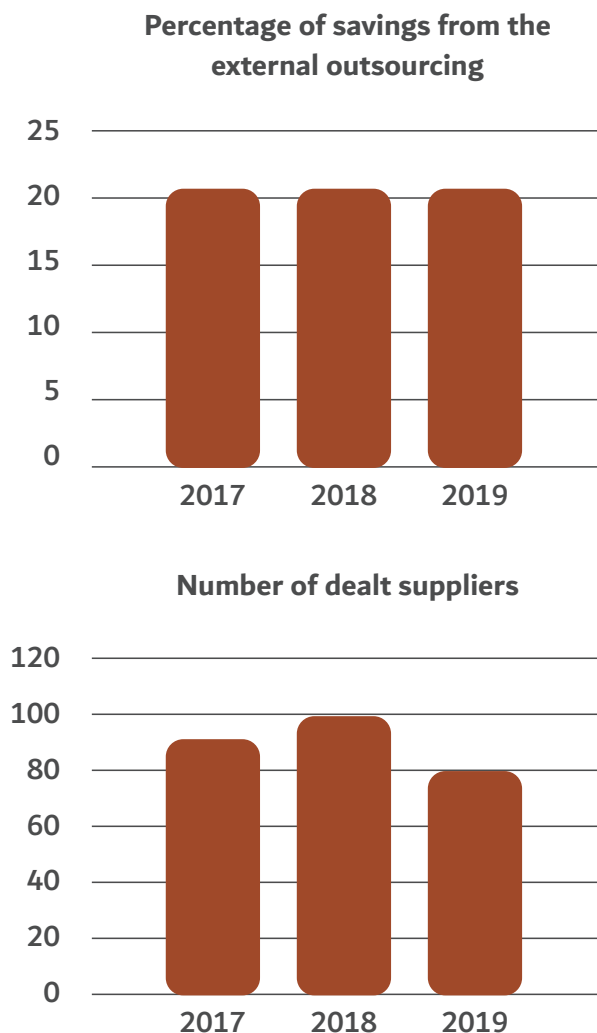
Our Economic Role and Impact:

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 master 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, message and missions.

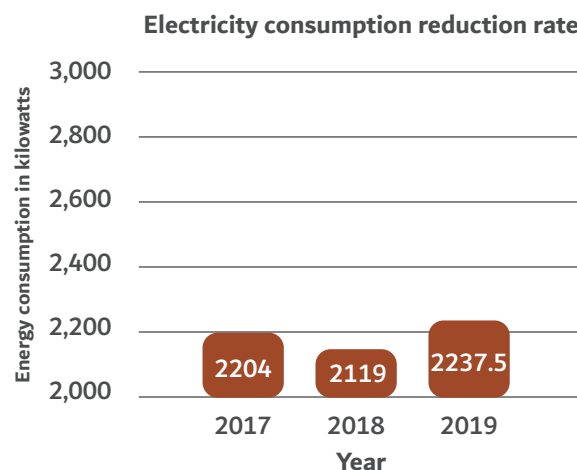
Our Environmental Impact:

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.



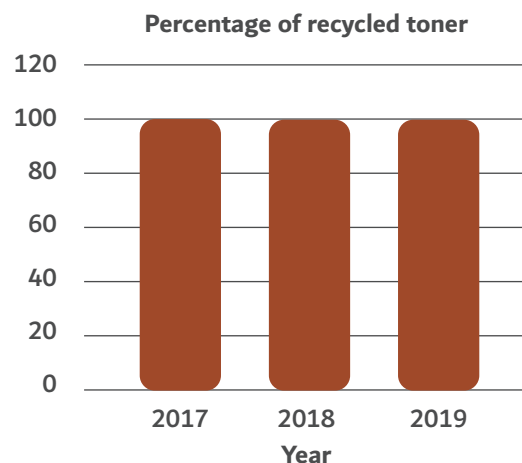
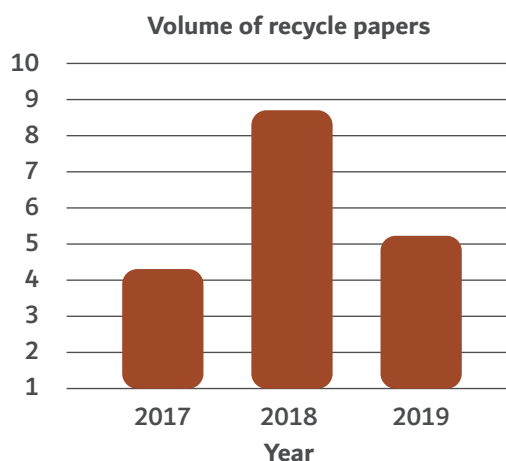
In addition, the Center monitors energy consumption levels and searches for opportunities to reduce and control greenhouse gas emissions. The Center's needs of electricity and water services are met through rental arrangements carried out by Dubai Electricity and Water Authority (DEWA). However, continuous 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 2017, 2018 and 2019 is shown as follows:



Month 2019	Power consumption (kw)
January	30,590
February	30,914
March	30,880
April	33,806
May	33,703
June	33,453
July	39,210
August	38,779
September	39,122
October	38,548
November	35,901
December	33,340



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:



The 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).

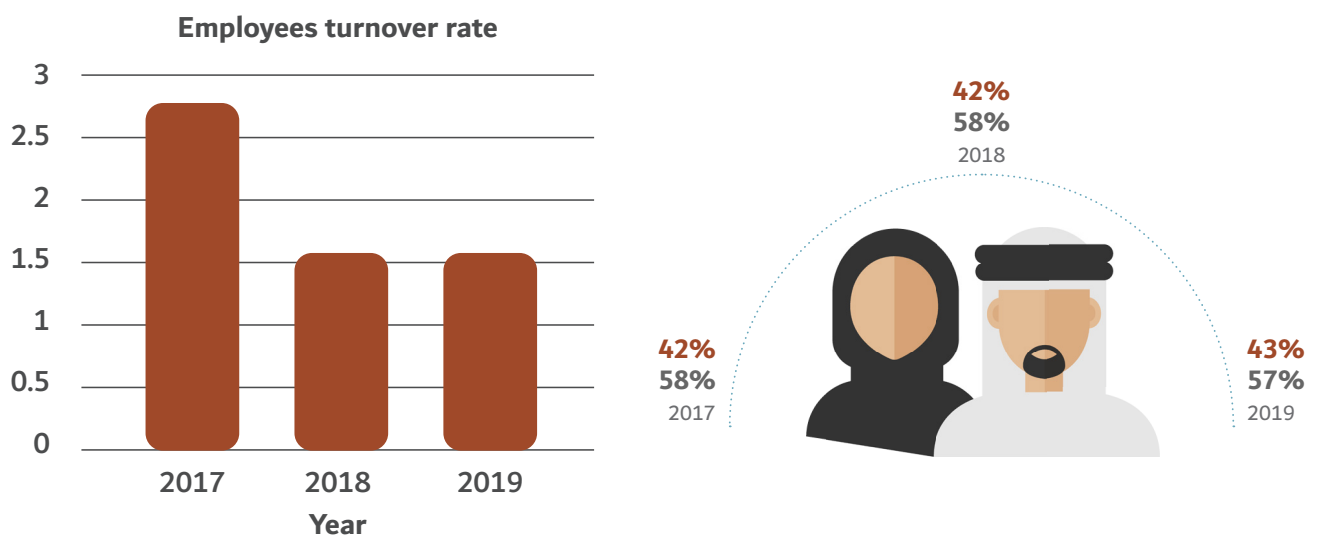
#	Contract	Q1		Q2		Q3		Q4	
		Service date	Actual service date	Service date	Actual service date	Service date	Actual service date	Service date	Actual service date
1	Insects control (HQ)	-----	-----	-----	-----	1/6/2019	20-6+20-7-2019	21-12-2019	
2	Insects control (surveys HO)	29-03-2019	30-03-2019			1/7/2019	25-07-2019	21-12-2019	
3	Air conditioning units maintenance	Contract commences Aug 2019				25-08-2019	26-08-2019	25-11-2019	24-25/11/2019
4	Cleaning contract (carpet wash) twice a year	15-01-2019	15-02-2019	-----	-----	15-06-2019	30-08-2019	-----	-----
5	Lease contract (IDA-MA-BMTS) fire alarm system	1/3/2019	20-3-2019	1/6/2019	22-6-2019	1-9-2019	23-09-2019	1/12/2019	
6	Lease contract (IDAMA-Arabia Co.) fire alarm system	1/2/2019	19-2-2019	1/5/2019	21-5-2019	1-8-2019	26-08-2019	1/11/2019	
7	Lease contract (IDAMA) ventilation system	25-3-2019	30-3-2019	25-6-2019	27-6-2019	25-9-2019	26-09-2019	25-12-2019	

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 “Smart Path” system to cover 100% of the Center’s employees to manage performance in cooperation with Smart Dubai and the Human Resources Department of Dubai Government. Such evaluation is carried out according to Dubai government system and includes the individual performance evaluation cycle to determine competencies. In the middle of each performance cycle, the system performs the employee’s semi-annual evaluation and provides him with feedback. At the end of the performance cycle, a final evaluation is conducted to identify levels of performance and achievement and the extent to which strategic goals were achieved. It also develops the necessary development and improvement plans.



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 2019 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, rotation, 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

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.



People of Determination's Presence in Dubai Statistics Center:

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.
- Achieving justice and equality in rights and duties between that category and the rest of the employees of the Center.
- 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.

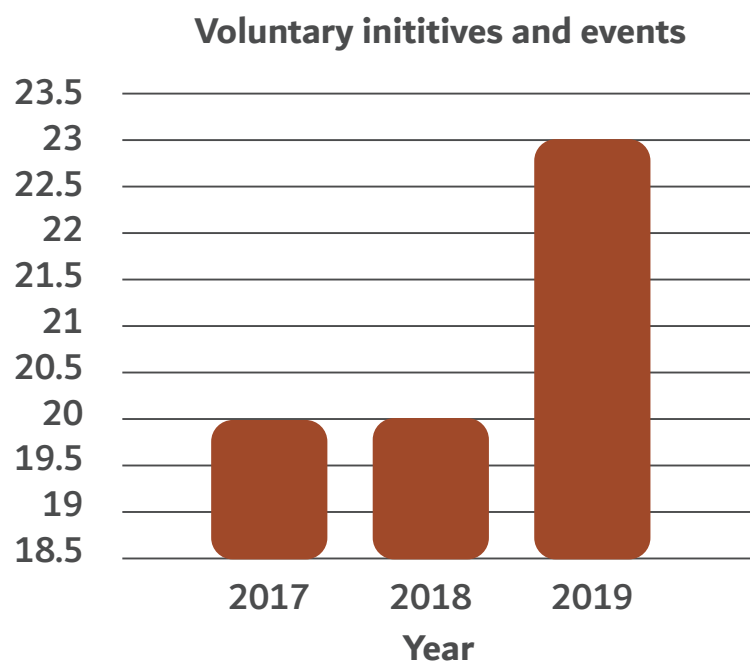
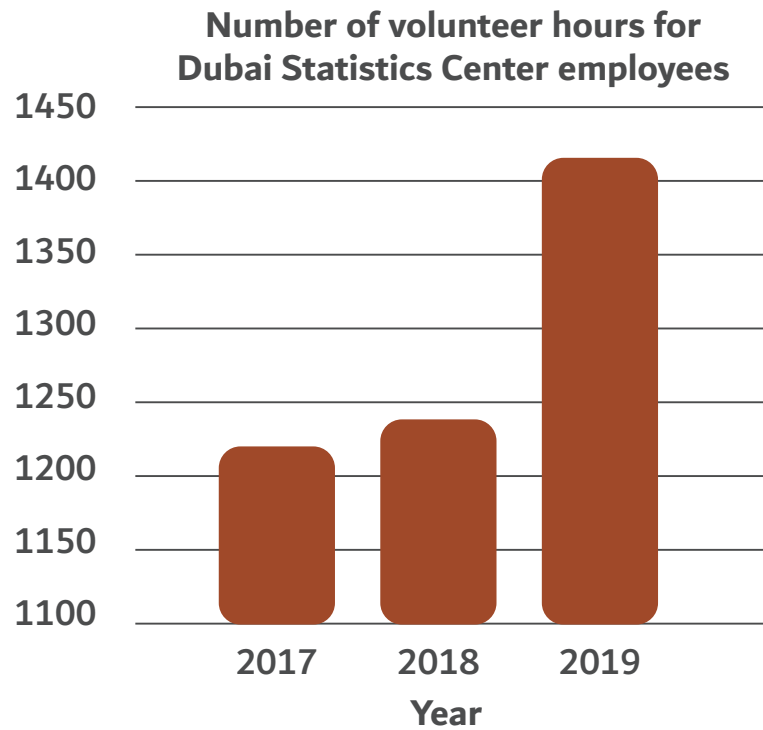
The Center- following an annual plan- holds many events and social initiatives as a part of its social responsibility. It formed a team of its employees and assigned them to carry out the following missions:

- 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 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 e.g. 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	2019	
	Targeted	Achieved
Social initiatives	27	27
Percentage of society happiness	87	86.15
Voluntary hours spent by the Center's employees	1400	1420
National identity initiatives	12	12
Arabic language initiatives	7	7
Percentage of society awareness	87	85.35





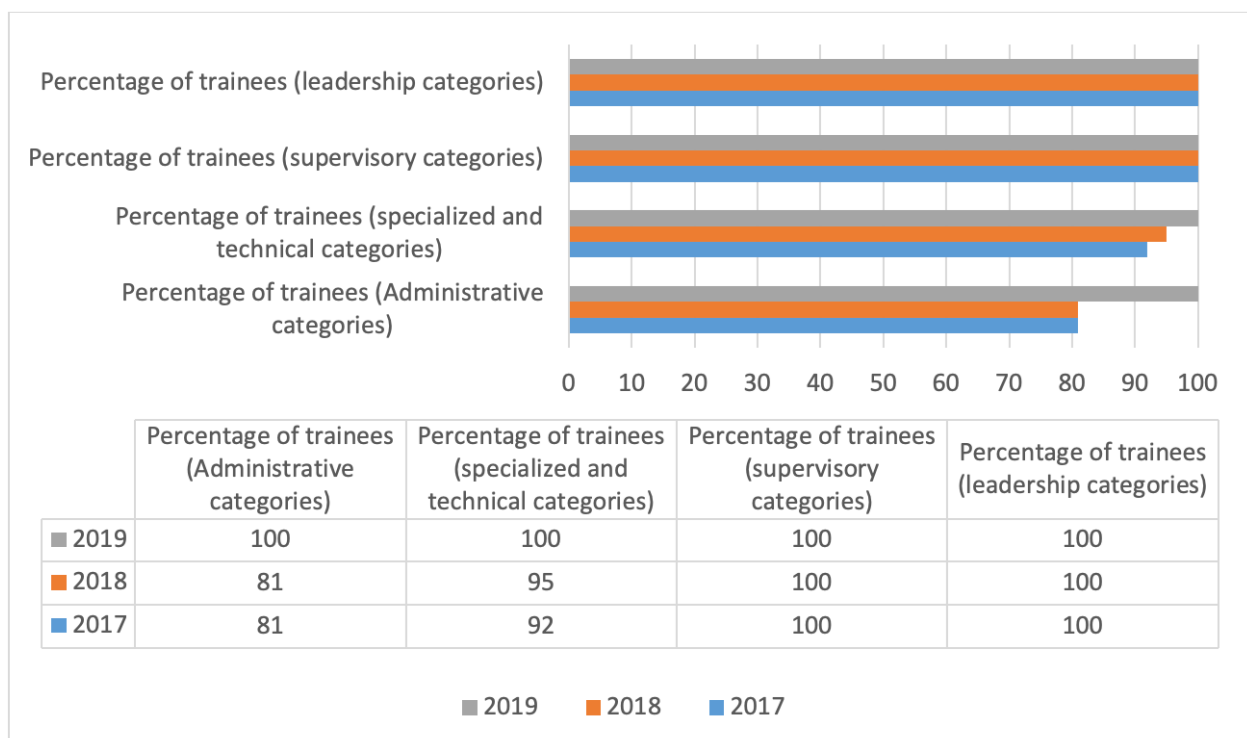
#	Event	Volunteering employees
1	New Year	4
2	Olympics for People of Determination	3
3	EXPO Beijing	1
4	School of Life Initiative	2
5	International Day of Happiness	8
6	Dubai World Cup	4
7	Asia Cup	2
8	World Government Summit	4
9	Florence Charity Exhibition	1
10	Mesquite Initiative	2
11	The Emirati Dialect Initiative	1
12	Dubai Tour	2
13	Sharjah Heritage Days	2
14	Clean the World Campaign	10
15	Ramadan is Safe Campaign	8
16	Giving is Happiness	2
17	What a Country we Live in Initiative	1
18	Federal National Council Elections	4
19	Making children Happy Initiative	1
20	Have a Warm Winter Initiative	1
21	Pilgrimage Shower (Nothoutr)	2
22	Saudi National Day	1
23	A Walk for Education	7

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.

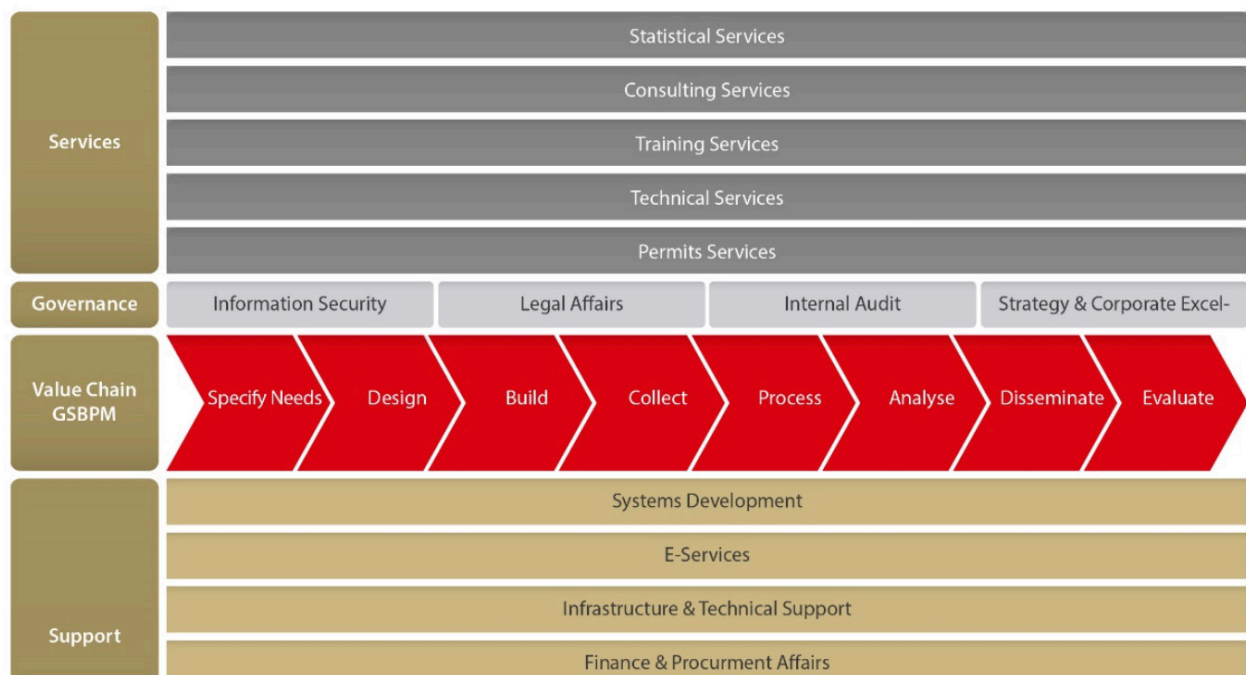
In addition, job rotation plans are closely related to the training scheme applied as such relation is clearly shown in designing and providing the necessary training programs and needs for the successive candidate which includes a variety of skills, knowledge and behaviors that qualify the candidate 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.



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.

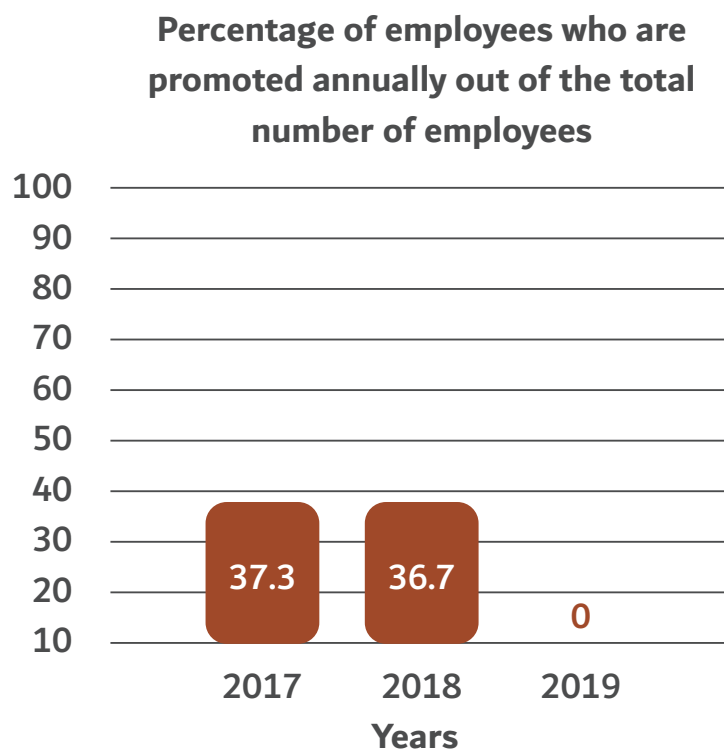
The portal enables the employees to be acquainted with the missions carried out by the organizational units, flow paths, all operational data, services, reference documents and performance indicators for their effective and comprehensive implementation ensuring business continuity, improvement and continuous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

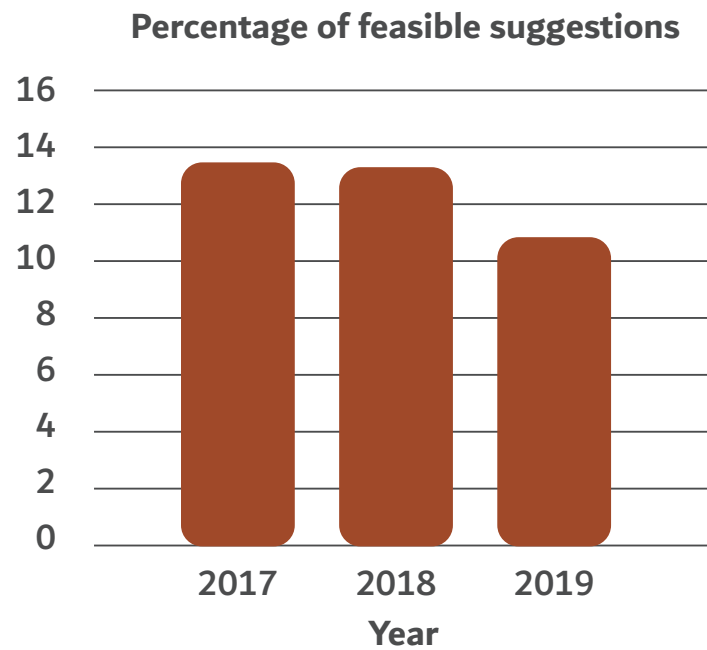
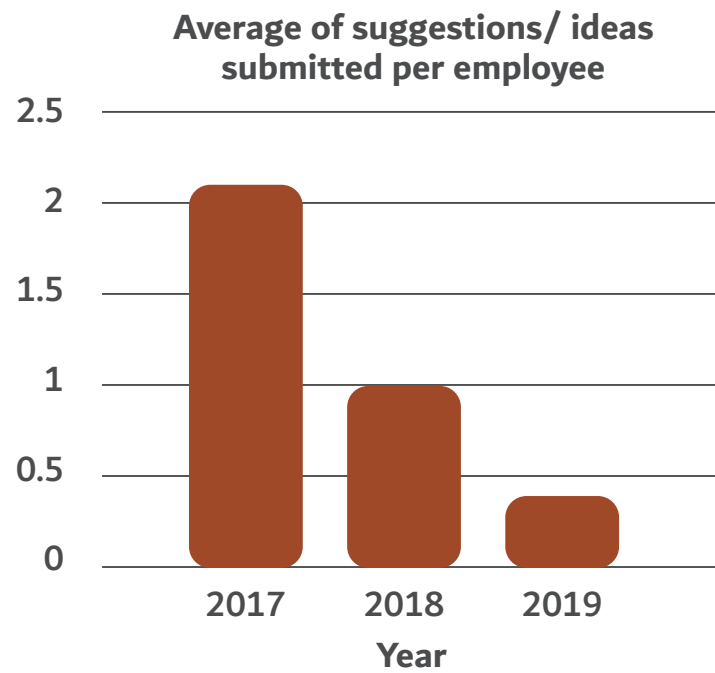


Creativity and Innovation in Dubai Statistics Center:

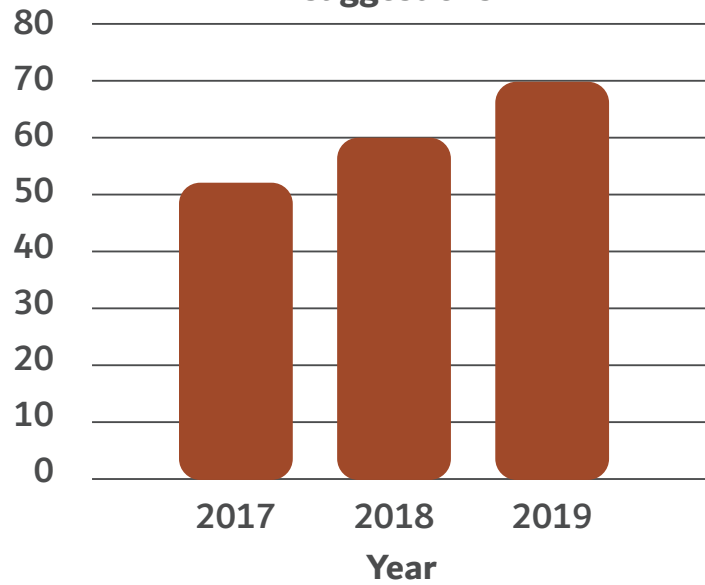
Creativity and innovation form a priority for developing corporate work performance. They are the basis for building strategies and action plans, therefore the government's efforts in such areas have been intensified during the recent years by defining a specialized organizational unit for managing creativity 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.

Dubai Statistics Center adopts the unified electronic suggestions portal of Dubai government 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.

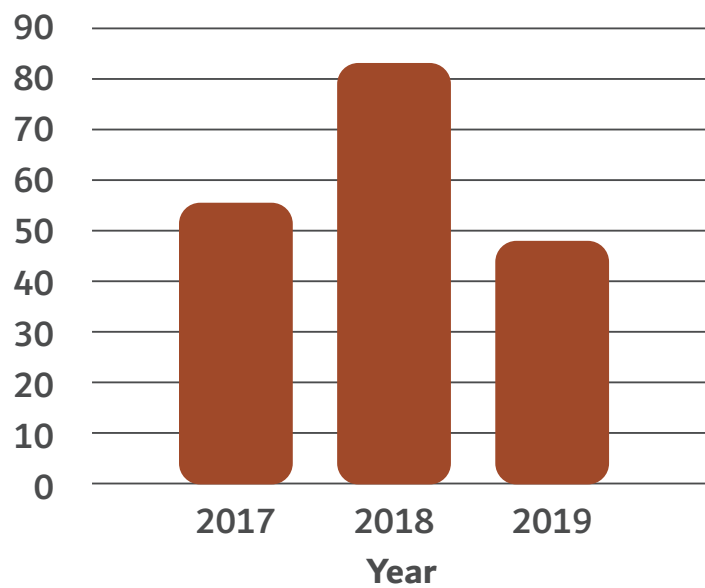




Percentage of Implemented suggestions from the total feasible suggestions



Percentage of closing and evaluating the suggestions on time



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

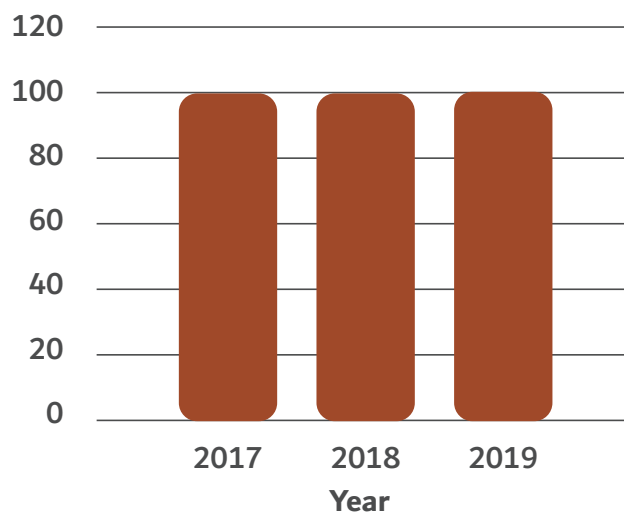


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