



# SUSTAINABILITY REPORT 2022 ABU DHABI AVIATION



طيران أبو ظبي  
ABU DHABI AVIATION

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# About This Report

(GRI 2-1, GRI 2-5, G7, G8, G9)

This is Abu Dhabi Aviation (ADA) Group's third sustainability report since publishing our inaugural report in 2020.

The report has been developed in full accordance with the Global Reporting Initiative (GRI) sustainability standards and provides an important platform on which to build our sustainability strategy in the coming years, in line with the UAE government's sustainability drive as well as global frameworks such as the Sustainable Development Goals (SDGs).



## Reporting Scope and Boundary

The reporting boundary is limited to ADA's operations for the period January 1 to December 31, 2022.

The report is confined to covering our commercial helicopter and fixed wing operator Abu Dhabi Aviation in addition to our wholly owned subsidiaries Maximus Air L.L.C and Abu Dhabi Aviation Training Centre (ADATC) LLC as well as Royal Jet LLC in which ADA holds a 50% stake.

The report is prepared in accordance with the GRI Standards. It identifies our key stakeholders, the topics that are material to our business, and lays out our approach to sustainability.

It details our commitment to operational excellence and health and safety, our talent management strategy, how we manage our environmental footprint, how we add value to the community, and our commitment to responsible business practices.

All ADATC data in the report has been consolidated into ADA's, unless stated otherwise.

## Assurance

The report gathers and analyses information provided by all relevant departments of ADA. Data has been validated for accuracy internally and screened by an independent third-party sustainability consultancy to ensure the accuracy and reliability of the disclosures.

## Forward-looking statements

Forward-looking statements involve uncertainty given the many external factors that could impact ADA's business operations. To that end, the company has no obligation to publicly update or revise forward-looking statements except as required by applicable laws and regulations.

## Communication and feedback

Compiling this report is a collaborative process involving many internal stakeholders throughout ADA. We welcome all feedback and suggestions that may help us to improve future reports.

**To submit feedback or for any queries please contact us at:**

**[ir@ada.ae](mailto:ir@ada.ae)**

# Message from the Chairman

(GRI 2-22)

Since its foundation in 1976, Abu Dhabi Aviation (ADA) has evolved into a diversified group comprising the largest helicopter operator in the Middle East and expanded to include VIP charter services in partnership with Presidential Flight (through Royal Jet), airfreight transportation (through Maximus Air), a state of the art aviation training centre (through Abu Dhabi Aviation Training Centre), a joint venture (AWAS) with one of the largest global helicopter OEMs (Leonardo S.p.A.), and our aviation consulting arm (ADA Millennium).

To further diversify our revenue streams and to manage the company's liquidity, we have invested in real estate through ADA International Real Estate (ADAIRE) and strategically in the capital markets.

Moving forward, we will continue to ensure the resilience of our company through continuous engagement with all our key stakeholders. This can only be achieved by maintaining the wellbeing of people as our top priority and at the core of our operations. Above all, this means ensuring the safety and satisfaction of employees and customers, and always meeting their evolving needs. It also means supporting our staff achieve their career ambitions and engaging closely with the local community.



**His Excellency Nader Ahmed Mohamed Al Hammadi**  
Chairman of the Board of Directors

## Climate Action

As per the International Civil Aviation Organization (ICAO) the aviation sector is responsible for around 2% of total global GHG emissions. However, the sector's share of emissions is expected to grow in the coming years as demand for air travel continues to rise.

**ADA is committed to supporting the UAE's goal of achieving Net Zero emissions by 2050, which can only happen if all private sector companies are fully on board and taking action to reduce their emissions.**

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Climate action is also a priority for ADA from a risk management perspective. These include physical climate risks resulting from changes in weather patterns which could disrupt air travel and damage infrastructure denting demand for air travel.

As for transitional climate risks, the aviation sector is one of those hard to abate business sectors given that it still relies heavily on fossil fuels while alternatives are yet to reach commercial maturity and alternative aircraft technologies are still in the development phase.

As a result, the aviation sector has mostly had to rely on other methods to reduce its carbon footprint, including investing in more fuel-efficient aircraft and implementing more efficient flight patterns, measures which are unlikely to deliver the level of emissions reductions required.

ADA's approach moving forward will be to quantify the impact of climate change on our operations and ensure we have the right strategy in place to adapt and to mitigate this risk. We will look to dynamically be involved in sourcing solutions with our peers and most importantly to ensure that we equip ourselves with the necessary tools to align with the UAE's commitment to net zero by 2050.

# Key ESG Highlights



**ZERO identified leaks, thefts or losses of customer data**



**ZERO fatalities over 1,000,000 helicopter flight hours**



**85% Employee Engagement Rate at ADA**



**Over 18,630 Training Hours at ADA or ~19 hours per employee**



**9% Emiratisation rate or 132 Nationals employed**



**360 total volunteer hours**







# About ADA

(GRI 2-6, GRI 2-28)

Abu Dhabi Aviation Group (ADA) was established in 1975 by Amiri Decree and started operations in March 1976.

The company is the largest commercial helicopter operator in the Middle East and currently owns and operates a fleet of Leonardo, Bell and Airbus helicopters and Bombardier DHC-8 aircraft.

We provide aviation offshore oil support, as well as VVIP passenger transportation services, search & rescue, crop spraying, aerial photography, seismic support, firefighting and third-party maintenance support.

The Group continues to expand its business into other markets, including a 50% equity stake in Royal Jet, an international VIP charter airline, and 100% ownership of Maximus Air. In 2016, ADA opened Abu Dhabi Aviation Training Centre (ADATC), a state-of-the-art training simulator facility.

Headquartered in Abu Dhabi, United Arab Emirates (UAE), with international operating locations in the Middle East, Europe and Africa, ADA is 30% owned by the Abu Dhabi government, and currently has approximately 1,000 employees.

**The company has  
exceeded 1,000,000  
helicopter flight hours  
with an enviable  
safety record.**

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## Our Mission

To provide innovative solutions globally, while exceeding shareholder, customer and employee expectations

## Our Values

- Safety
- Quality
- Customer Focus
- Teamwork
- Integrity & Ethics

## Our Goals

- Safety is ADA's top priority & fundamental core value and is never compromised
- We value innovative, timely, efficient, cost-effective, reliable and best quality services
- We are committed to achieving the highest levels of customer satisfaction
- We value the contribution that our team makes in achieving our mission and we support and encourage teamwork to ensure a high level of competence, expertise and competitiveness
- Trust, responsibility, transparency, commitment and accountability, are the pillars of our existence

## Our Vision

One team, propelling ADA safely and profitably into the future



# ADA AT A GLANCE

ADA owns and operates a fleet of 66 aircraft comprising:



## 59 helicopters

- 2 AgustaWestland 169
- 20 AgustaWestland 139
- 22 Bell 412
- 12 Bell 212
- 1 Airbus 135
- 2 Airbus 145



## Seven fixed wing aircraft

- 2 Bombardier DHC-8-400
- 3 Bombardier DHC-8-300
- 2 Bombardier DHC-8-200



## ADA employs over 1,000 personnel including:

- 130 pilots
- 250 engineers & technicians



## ADA Ownership

- 30% - Government of Abu Dhabi through Mamoura Diversified Global Holding PJSC
- 70% UAE Nationals and Foreign Shareholders

The company has exceeded **1 million helicopter flight hours without loss of life.**

## Major Activities

- Offshore Oil & Gas Support including oil spill containment
- VIP Charters & Air Taxi
- Fire Fighting
- Emergency Medical Services
- Regional Fixed Wing Operations
- Disaster Relief
- External Load
- Aerial Photography



## Aviation authority approvals and certifications

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General Civil Aviation Authority of the United Arab Emirates (GCAA) - Operator, Maintenance (MRO), Continuing Airworthiness Management Organisation Approval, Type Training

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Federal Aviation Administration of the United States of America (FAA) - Maintenance (MRO)

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European Union Aviation Safety Agency - Maintenance (MRO)

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General Authority of Civil Aviation of the Kingdom of Saudi Arabia (Saudi Arabia) - Operator, Maintenance (MRO)

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The Jordanian Civil Aviation Regulatory Commission - Maintenance (MRO)

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ISO 9001 for Material Management

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IS-BAO Safety certification Stage 3

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Abu Dhabi Occupational Safety and Health System

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Shell / Exxon / ENI Aviation Service Supplier

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# Our Journey

- 1976 —●— ADA formed under Amiri Decree to provide air service support in developing the offshore oil industry
- 1982 —●— Transfer to full public status. Shareholding split between Government (30%) and Public Shareholders (70%)
- 1991 —●— Commenced Fixed Wing Operations
- 1996 —●— Commenced Fire Fighting Operations in Spain
- 1997 —●— Fleet upgrade to include Bell 412
- 2000 —●— Opened new facility at Abu Dhabi International Airport
- 2002 —●— Established Royal Jet in partnership with Presidential Flight
- 2005 —●— Fleet upgrade to include AW139
- 2008 —●— Commenced operations in the Far East and South America and acquired 95% of Maximus Air Cargo
- 2009 —●— Commenced SAR operations in the UAE
- 2010 —●— Commenced HEMS operations in Saudi Arabia for Saudi Red Crescent Authority
- 2011 —●— Agusta Westland Aviation Services LLC, a joint-venture with Abu Dhabi Aviation, created a leading Helicopter MRO
- 2015 —●— ADA has 100% ownership in Maximus Air L.L.C.
- 2016 —●— ADA receives international safety recognition IS-BAO Stage 1 Certification (International Standards for Business Aircraft Operation)
- 2017 —●— Established the Abu Dhabi Aviation Training Center with two full motion helicopter simulators with other rotary & fixed wing simulators to come
- 2018 —●—
  - Bell Aerospace Maintenance & Repair Authorized Service Center
  - ADA receives International Aviation Safety Recognition IS-BAO Stage 2 Certification (International Standard for Business Aircraft Operations)
- 2020 —●—
  - ADA receives International Aviation Safety Recognition IS-BAO Stage 3 Certification (International Standard for Business Aircraft Operations)
  - ADA announces the opening of its trading of shares to foreign investors at a rate of up to 30% of the company's total nominal shares capital
- 2021 —●—
  - ADA has successfully established presence in the African helicopter market by placing 7 total helicopters
  - ADA expands its fleet capability to the Airbus H145 helicopter





# ADA GROUP REVIEW

In addition to ADA's helicopter operation presented above, the Group includes the following companies:



## Abu Dhabi Aviation Training Centre (ADATC)

Abu Dhabi Aviation Training Centre offers elite pilot training for fixed and rotary wing aircraft using state-of-the-art simulators. The Centre, one of the best in the MENA region, has training simulators for the following aircraft:

- AW169
- AW139
- Bell 412
- KingAir350
- Embraer ERJ145

Additional courses offered:

- Pilot Initial and Type Rating (Ground and Flight)
- Recurrent and Refresher (Ground and Flight)
- LOFT
- Airframe and Avionics
- GCAA/EASA and GACA approved courses
- GCAA/EASA and GACA Examiners
- NVG Training
- CRM, FirstAid, FireFighting, Dangerous Goods and others



## AgustaWestland Aviation Services (AWAS)

AWAS is a joint venture (JV) between ADA (70%) and Leonardo Helicopters (30%) that provides first class services to the Leonardo fleet in the Middle East.

Our concept is to bring services to clients so they don't need to send helicopters and components overseas or undertake sophisticated and complex upgrades.

AWAS provides services for helicopters that are operated extensively throughout the UAE and the Middle East by Government Authorities, the Armed Forces, commercial operators and individuals.

Services:

- AOG
- Spare part sales
- Tools/Ground support equipment (GSE)
- Helicopter upgrades
- Customisation
- Repair & Maintenance
- Safety Equipment



## Maximus Air

Operating out of Abu Dhabi Airport, Maximus Air provides end-to-end cargo solutions especially for moving outsized air cargo. The fleet includes an Antonov AN124, the heaviest of heavy weight cargo lifters, capable of carrying 120 tons, which can load and offload independently using onboard systems. We also operate an Ilyushin IL-76 and variety of sub-chartered freighters such as B747 and B777.

Maximus Air services clients including the GHQ Armed Forces, Crown Prince Court, Ministry of Foreign Affairs and several other government entities.

Services:

- Air Freight
- Sea Freight
- Land Transport Service-Domestic & International
- Cargo Charter (Aircraft and Vessels)
- Project Logistics Management
- Warehousing & Distribution Services
- Cargo Charter (Aircraft and Vessels)
- Project Logistics Management
- Warehousing & Distribution Services
- Exhibition Cargo Service
- Heavy Lift/Out of Gauge Transport

## **RoyalJet** Royal Jet Group

The Royal Jet Group is a premium private aviation group of companies headquartered in Abu Dhabi and jointly owned by ADA (50%) and Presidential Flight Authority (50%).

Royal Jet owns and/or operates ten Boeing Business Jets and two Bombardier Global 5000 aircraft (9 of which are owned and 3 leased). Its employees hold multiple certifications and licenses issued by the UAE General Civil Aviation Authority (GCAA) and the Bermuda Civil Aviation Authority.

The Royal Jet Group is a founding member of the Middle East Business Aviation Association (MEBAA), a member of various other industry associations, and its flight and ground operations are certified by the International Business Aviation Council (IBAC) and under the Wyvern Wingman program. Its Fixed Based Operations (FBO)/VIP Terminal at Abu Dhabi International Airport is also a member of the industry leading Air Elite Network.

Royal Jet is a multiple winner of the “World’s Leading Private Jet Charter” category at the annual World Travel Awards and its FBO has won multiple awards for its facilities and services.

### Services:

- Aircraft management
- Aircraft charter
- Aircraft leasing
- Medical evacuation flights
- Aircraft brokerage
- Flight support services
- FBO services
- Aircraft maintenance, repair and CAMO services
- Aircraft acquisition and disposal services and VIP aviation consulting



## **ADA Millennium (ADAME)**

ADA Millennium (ADAME) is an aviation consultancy & advisory service wholly owned by ADA. Our depth of knowledge and experience of the aviation sector including commercial aviation, private aviation, fixed wing & rotary wing allows us to assist clients with a variety of projects including feasibility studies, restructuring & improving operations to improve profitability, or selecting the right aircraft for the right mission then negotiating the purchase. ADA Millennium is a member of the International Society of Transport Aircraft Trading (ISTAT) a professional organisation of aviation companies and individuals involved in buying, selling, and evaluating civil aircraft.

### Services:

- Aviation Strategy
- Aviation Outsourcing
- Aviation Operations
- Lease Management

## **ADA International Real Estate (ADAIRE)**

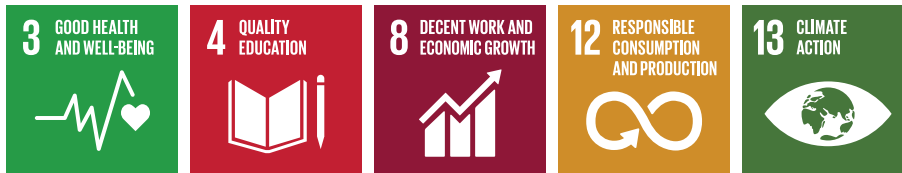
ADA International Real Estate (ADAIRE) is a real estate development, asset management and investment company fully owned by ADA. Established in 2016 in Abu Dhabi, ADAIRE owns, manages, leases and operates various real estate properties in the UAE and wider Middle East region as well as the United Kingdom.

ADAIRE focuses on identifying attractive real estate opportunities in key markets, creating meaningful partnerships with shareholders and clients, enhancing the company’s reputation, operating according to high standards and delivering high quality projects.

### Services:

- Asset Management
- Property Management
- Project Management
- Leasing Services
- Joint Ventures
- Private Equity
- Facilities Management Services
- Investments

# Our Approach to Sustainability



## COVERING THE TRIPLE BOTTOM LINE

The Triple Bottom Line (TBL) of People, Planet, and Prosperity is a sustainability model that shows that companies that commit to environmental and social responsibility alongside the pursuit of profit are better equipped to achieve sustainable value for all stakeholders, including investors, customers, employees, suppliers and the wider communities in which they operate.

True sustainability can be achieved only when societal needs (People), environmental protection (Planet) and economic prosperity overlap. Innovative, forward-thinking companies that recognise and address the importance of People and Planet and integrate these considerations into their business models can ultimately deliver greater prosperity as well as returns for shareholders. In other words, it is possible to do well by doing good.





## People

Generating shareholder value is not the only measure of business success. Firms can create value for all people impacted by their business practices, including customers, employees, and community members. Companies serve society through their employment practices, the services they deliver for customers, and through community initiatives such as philanthropy and volunteerism.

## Planet

Not only do businesses have a responsibility to minimise their negative impact on the environment, but they also hold the key to driving positive change by adopting more sustainable business practices to reduce emissions and consumption of resources. By harnessing the power of innovation and adopting more advanced technologies, companies can have a positive impact on the environment while also improving operational performance and cost optimisation.

## Prosperity

Purpose-driven companies that use their businesses to effect positive environmental and social impact can do so without hampering financial performance. Indeed, by embracing sustainability they can manage risks and drive business success as stakeholders, including shareholders, increasingly turn towards those companies that can demonstrate genuine social and environmental credentials. Financial success, in turn, generates prosperity not only for investors but also for everyone working at the company and their families, which has a knock-on benefit for the communities they live in.

ADA's integrated approach to safety offers the clearest example of how we create value for all stakeholders by delivering prosperity in addition to benefits for people and planet. It is essential for preserving our good reputation in the market and protecting shareholder value while also protecting the interests of our customers, employees, the environment, and the community. By prioritising safety above all else we deliver cross-cutting benefits that hit the sweet spot where people, planet and prosperity converge.





# ADA's ESG MATERIALITY ASSESSMENT

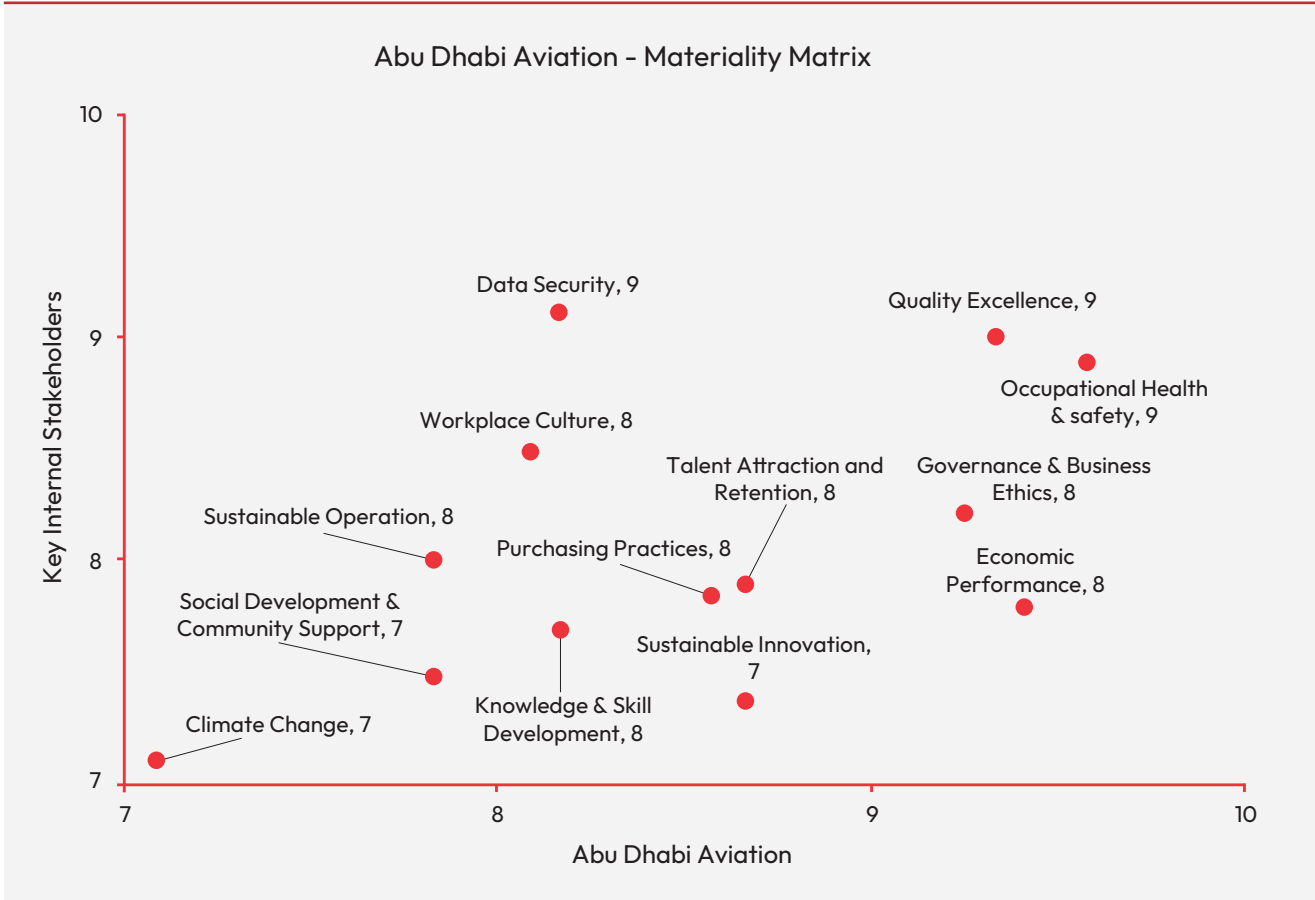
(GRI 2-29, GRI 2-30, GRI 3-1, GRI 3-2)

To effectively determine the economic, environmental, social and governance (ESG) topics that are most material to ADA, we conducted an assessment involving a dual materiality approach which included 1) a stakeholder engagement process and 2) assessing our impact.

It's through peer analysis, and the expertise of a sustainability consultant that we defined the initial list

of material topics. The below chart was developed as a result of an internal stakeholder engagement exercise, mainly through a survey, to assess the opinion of our key internal stakeholders in relation to the impact of our business on the economy, environment, and people.

We will be continuously enhancing and updating the below matrix by involving other key external stakeholders in the materiality assessment process.



# 1. Stakeholder Engagement

ADA's sustainability approach begins with regular engagement with key internal and external stakeholders across subsidiaries to understand what issues matter most to them. The feedback we receive from them provides significant input for our materiality assessment which gives us a clearer picture of how various ESG topics impact our business. It also allows us to map and assess the relative importance of each material topic.

Below we list those stakeholders and explain why they matter to our business, how we engage with them, and which issues matter to them.

- Employees
- Customers
- Board of Directors
- Suppliers/ Service Providers
- Government/ Regulators (i.e., SCA, ADX)
- Aviation regulatory bodies
- Shareholders
- Community

## Employees

### Why they matter to us

As a highly technical business our success depends on our ability to attract and retain staff, such as pilots and engineers, with core competencies and qualifications that are in high demand globally. We continuously strengthen our employee value proposition by listening to their needs, enhancing working conditions, offering competitive remuneration, and providing ongoing training & development opportunities.

### What matters to them

- Remuneration and reward
- Professional training & development
- Opportunities for progression
- Strategy direction and growth
- Employee engagement
- Health, safety and wellbeing

- An empowering culture
- Inclusion and diversity
- A clear ESG agenda

### How we engage with them

- Employee forums and meetings
- Regular internal updates
- Regular training
- Access to independent whistleblowing process
- Senior management and Board visits
- Confidential employee support helpline

## Customers

### Why they matter to us

Our business depends on nurturing close, long-term relationships with select clients that are leaders in their core markets. Often operating at the highest levels of business and government and in strategically important sectors, they depend on us to deliver reliable and safe service. Our keen understanding of their needs enables us to support them with major challenges and to add significant value to their operations.

### What matters to them

- Safety
- Operational excellence
- Innovation and expertise
- Efficiency and reliability
- Value for money
- Deep understanding of their current and future needs
- Sustainability performance and agenda

### How we engage with them

- Regular ongoing relationship engagement at all levels
- Contract negotiation and execution
- Strategic Partnership Programme
- Collaborating on joint initiatives
- Attendance at key industry events and forums

## Board of Directors

### Why they matter to us

The Board of Directors is responsible for overseeing the strategic direction of the company on behalf of shareholders, forming the executive team, setting its remuneration, supporting with guidance, and ensuring that the team executes the strategy in accordance with the governance framework.

### What matters to them

- Economic impact
- Operational excellence
- Strategic direction and growth
- Health, safety, wellbeing
- Ethical business conduct
- Sustainability agenda

### How we engage with them

- Board of directors' meetings
- Committee meetings
- Annual General Meetings
- Regulatory reporting (i.e., financial statements, corporate governance reports, ESG reports, etc.)
- More regular engagements when required

## Shareholders/Investors

### Why they matter to us

The continued support of our investors and access to capital provides financial stability and enables us to execute our long-term growth plans. In accordance with stock exchange regulations, we regularly update the market with transparent information that allows investors and potential investors to make informed decisions regarding our business.

### What matters to them

- Shareholder value
- Financial and operational performance
- Strategy and business development
- Capital structure
- Dividend policy
- Transparent communication
- Corporate governance
- Sustainability strategy

### How we engage with them

- AGM, Annual Report and Financial Statements
- Stock exchange announcements and press releases
- Investor relations team
- Treasury team with banks and noteholders and credit rating agencies
- Dedicated investor section on our website

## Suppliers

### Why they matter to us

Our business and good reputation depend on operating and maintaining state-of-the-art assets. For this we have built long-standing trusted relationships with suppliers of best-in-class technology as well as spare parts. Our supply chains are therefore vital to our performance and to ensuring we deliver reliable service to our customers, thus minimising risks to our business and our customers.

### What matters to them

- Good working relationships
- Prompt payment and predictable supplier cash flows
- Access to opportunities

### How we engage with them

- Regular open and honest two-way communications
- Supplier Code of Conduct
- Supplier conferences and tradeshow
- Supplier due diligence

## Regulators

### Why they matter to us

ADA operates in highly regulated sectors of strategic national importance including aviation, oil & gas and defense. Compliance with all regulations, especially where safety is concerned, is of the utmost importance. We maintain positive and constructive relationships with regulators to ensure we always operate in accordance with regulations as well as to share our expertise and advise on enhancements to existing policies and regulations that could benefit the sectors that we operate in.

### What matters to them

- Compliance with regulations
- Strong governance policies and standards
- Transparency
- Trust and ethical behaviour
- Safety
- Sustainability

### How we engage with them

- Regular engagement at the local and national level
- Briefing on key issues
- Investor relations team
- Dedicated compliance teams
- Response to direct queries
- Co-ordinated safety improvement programmes

## Community

### Why they matter to us

We are committed to serving not only our customers but also adding value to the communities we operate in, both economically and socially. We contribute to the local and national economy by providing high value add services and good jobs for skilled local workers as well as training & development opportunities.

### What matters to them

- Employment and economic contribution
- Health, safety and wellbeing
- Sustainability and protecting the local environment
- Community engagement

### How we engage with them

- Sponsorship and donations
- Employee volunteering
- University partnerships
- Engagement with local community programmes

## 2. Our Impact

To understand how our business activities impact society and the environment, we started by conducting a thorough peer analysis. The Sustainability Accounting Standards Board's (SASB) materiality map allowed us to further incorporate material sustainability topics that are specific to the sectors we operate in. In alignment with our strategic goals and following the expertise of our leadership team, the list of topics was prioritised.

The outcomes of our materiality assessment and the dual materiality approach are depicted in the matrix below.

	Material Topics	GRI Standards	ADX Disclosures
<b>Governance &amp; Economic</b>			
1	Economic Performance	GRI 201 - Economic Performance	
2	Governance & Business Ethics	GRI 205 - Anti-Corruption	S1: CEO Pay Ratio S9: Child & Forced Labour S10: Human Rights G1: Board Diversity G2: Board Independence G3: Incentivized Pay G5: Ethics & Prevention of Corruption
3	Data Security	GRI 418 - Customer Privacy	G6: Data Privacy
4	Sustainable Innovation	N/A	
<b>Social</b>			
5	Knowledge & Skill Development	GRI 404 - Training and Education	
6	Occupational Health & Safety	GRI 403 - Occupational H&S	S7: Injury Rate S8: Global Health & Safety
7	Talent Attraction & Retention	GRI 401-Employment	S3: Employee Turnover S5: Temporary Worker Ratio
8	Workplace Culture	GRI 405 - Diversity and Equal Opportunity GRI 406 - Non-discrimination	S2: Gender Pay Ratio S4: Gender Diversity S6: Non-Discrimination
9	Purchasing Practices	GRI 204 - Procurement Practices GRI 308- Supplier Environmental Assessment GRI 414- Supplier Social Assessment	G4: Supplier code of Conduct
10	Quality Excellence	GRI 416 - Customer Health & Safety	
11	Social Development & Community Support	GRI 202 - Market Presence GRI 413 - Local Communities	S11: Nationalization S12: Community Investment
<b>Environmental</b>			
12	Climate Change	GRI 302 - Energy GRI 303 - Water and Effluents GRI 305 - Emissions GRI 306 - Waste	E1: GHG Emissions E2: Emissions Intensity E3: Energy Usage E4: Energy Intensity E5: Energy Mix E6: Water Usage E7: Environmental Operations E8: Environmental Oversight E9: Environmental Oversight E10: Climate Risk Mitigation
13	Sustainable Operations		



# ALIGNING WITH THE SDGs

The United Nations adopted the Sustainable Development Goals (SDGs) in 2015 as a call to action for all countries to end poverty, promote prosperity, protect the planet and ensure that by 2030 all people everywhere can live safe and healthy lives while accessing education.

SDG 13 'Climate Action' recognises that efforts to achieve all the SDGs will be undermined without a unified, global approach to addressing the threat of climate change through the Paris Agreement.

The UAE has aligned the principles of these two important global commitments with local and national government strategies such as the Abu Dhabi 2030 and the UAE 2031 visions, which embrace the pillars of sustainable development and set the agenda for the development of the UAE over the next decade. All stakeholders across government, the private sector, civil society, and academia, must collaborate and form partnerships to achieve the goals.

## The role of aviation

Aviation is a crucial driver of economic and social growth and plays an essential role in supporting the UN SDGs. Some of the SDGs on which the aviation sector has a direct impact include:



**SDG13: Affordable and clean energy**  
 – Aviation companies are working to reduce their impact on the environment by increasing their use of alternative fuels such as Sustainable Aviation Fuel, while working collaboratively through various sustainability specific alliances on finding more technological solutions to decrease the sector's carbon footprint. One such initiative is the Carbon Offsetting and Reduction Scheme for International Aviation (CORSIA) which is playing a key role in getting companies to action their carbon reduction plans.



**SDG8: Decent work and economic growth**  
 – The aviation industry globally directly employs around 3 million people and hence contributes to the economic development of many countries.



**SDG11: Sustainable cities and communities:**  
 The aviation industry is one of the key elements allowing for the interconnectivity of communities and enabling people to travel and trade thereby contributing to the development of sustainable cities and communities.

## Our SDG Impact



### SDG 3 – Good Health and Wellbeing

Ensure healthy lives and promote well-being for all at all ages

ADA contributes to SDG 3 through our uncompromising approach to safety in every facet of our operations. This is the most material SDG for us because it is what all our stakeholders care about the most and it is where we can have the biggest impact, by ensuring the safety of customers, employees, the environment, and surrounding communities. (see Safety-First Culture on P29)



### SDG 4 – Quality Education

Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all

ADA contributes to SDG 4 by training & developing specialist pilots and ground staff, not only for our own operations but for other operators, through our wholly owned training company ADATC, thus contributing to capacity building in the local and global aviation sector. (see Case Study on P57)



### SDG 8 – Decent Work and Economic Growth

Foster sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all

ADA contributes to SDG 8 by providing quality, well paid jobs for hundreds of highly skilled employees which brings benefits for their families as well as the local business community. Through our people management strategy, we attract talented individuals from all over the world to Abu Dhabi where we provide further training and development opportunities. (see Our People on P37)



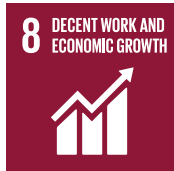
### SDG 12 – Responsible Consumption and Production

Ensure sustainable consumption and production patterns

ADA contributes to SDG 12 through our responsible waste management practices which include meticulous separation and disposal of all waste materials, especially hazardous materials. We take a five-step approach to waste management based around the Reduce–Re-use–Recycle–Treatment–Disposal model. This delivers benefits for both the environment and public health. (see waste management on P65).



# Operational Excellence



ADA is committed to delivering safe, timely, efficient, cost-effective, and reliable customer service across our operations.

Achieving this level of operational excellence depends on many different factors, the most important being:

- Operating a fleet of modern, safe and reliable aircraft
- Using the right aircraft for the right job
- Having highly trained flight and ground crew to operate the aircraft according to best practices
- Operating and maintaining the fleet in a safe and efficient manner
- A focus on process optimisation and quality across all areas of our operations

Above all, the key to delivering operational excellence and customer satisfaction at ADA is our unwavering commitment to safety.



# A SAFETY-FIRST CULTURE

(GRI 416, GRI 418)

At ADA, safety cuts across all levels of our operations. Maintaining the highest standards of safety performance is vital to protect the interests and wellbeing of our employees, customers, the environment and for the preservation of our good reputation. Safety is ADA's highest priority, and we never compromise on it under any circumstances.

Our offshore helicopters, for example, average a level of activity that demands elite flight, ground and maintenance crews supported by robust safety and compliance procedures. Thanks to our rigorous approach to safety, ADA has exceeded 1 million helicopter flight hours with an exemplary safety record.

Together with our employees, customers, regulators, business partners and other key stakeholders, we will continue to nurture a safety-first culture that is built on trust and accountability, with clearly defined roles and responsibilities.

## An Integrated Approach to Safety

Approved by the Abu Dhabi Department of Transport (DOT) and GCAA, ADA's Integrated Environmental, Occupational Health and Flight Safety (EHS) Policy integrates the management systems for flight safety, occupational health and safety, and the environment to create a single cohesive management system.

In addition to ensuring compliance with all legal requirements, this Policy reflects ADA's commitment to:

- Providing a safe and healthy workplace for employees
- Implementing best practice standards for protecting the health and safety of customers, employees and other concerned stakeholders
- Implementing best practice standards for protecting our direct and surrounding environment
- Integrating risk management into our operations and activities
- Achieving and promoting sustainable aviation industry standards
- Being an example of best practice in achieving sustainability for other operators in Abu Dhabi, UAE and beyond

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Specifically, the Integrated EHSMS is designed to:

- (1) Create legal safeguards, promote continuous improvement and simplification by reducing complexity
- (2) Reduce costs and effort in the long-term through continuous process optimisation and by combining duties and competences
- (3) Support employees in the integrated implementation of processes
- (4) Guarantee the supply of employment-related information and requirements
- (5) Secure a positive corporate ranking (management quality)
- (6) Support managers and employees in the performance of their individual EHS responsibilities
- (7) Estimate ecological and economic opportunities and risks and thus ensure sustainability



# Safety Management Systems

Our Safety Management System (SMS) and Environment, Occupational Health and Safety Management System (EHSMS) provide the basis for our systematic approach to safety.

They allow ADA to be a more resilient and agile organisation that can adapt and respond to change and manage inherent and emerging risks in a timely manner. They ensure that we meet all relevant environmental, occupational health and safety regulations and contain performance metrics based on established risk management principles.

Risk management is a core component of the Safety Management System (SMS) of the General Civil Aviation Authority (GCAA), the federal body that oversees and regulates all aviation-related activities in the UAE.

The SMS team is composed of five individuals including an EHS Direct, and EHS/SMS Manager/Lead Auditor, a Flight Data Monitoring Manager, an Airside Quality and Safety Coordinator and Safety Support Coordinator.

## Safety Performance Monitoring and Measurement (SPM)

ADA continuously monitors and measures its safety performance, as per GCAA regulations.

Safety Performance Monitoring and Measurement (SPM) is one of three elements that comprise the safety assurance component of the International Civil Aviation Organization’s (ICAO) SMS Framework.

Safety assurance allows ADA to determine whether the SMS is operating according to expectations. For the GCAA to approve ADAs SMS the regulator must be satisfied that our SPM is appropriate and pertinent to our activities.

The GCAA requires that Safety Performance Indicators (SPI), Safety Performance Targets (SPT) and Alert Levels:

- (a) are appropriate, and relevant to the scope and complexity of the specific operational context; and
- (b) use an appropriate measuring matrix dependent on the size and complexity of the organization.

ADA’s Safety Performance Objectives (SPOs), SPIs and SPTs are approved by the GCAA at the start of each year. We provide the GCAA with quarterly performance reports along with statistical data required to monitor the Acceptable Level of Safety Performance (ALoSP). If an alert level or a target has been breached, ADA reports it to the GCAA and submits a corrective plan accordingly.

## 2022 Safety Performance Monitoring Data Summary Table

Unauthorized Crane Movement I	2
External Load Operation	1
Noncompliances	5
FDP Exceedance VIP and HEMS	2
FOD	1
Base Maintenance Error	1
Maintenance Overruns	4
Lost Time Injuries	2

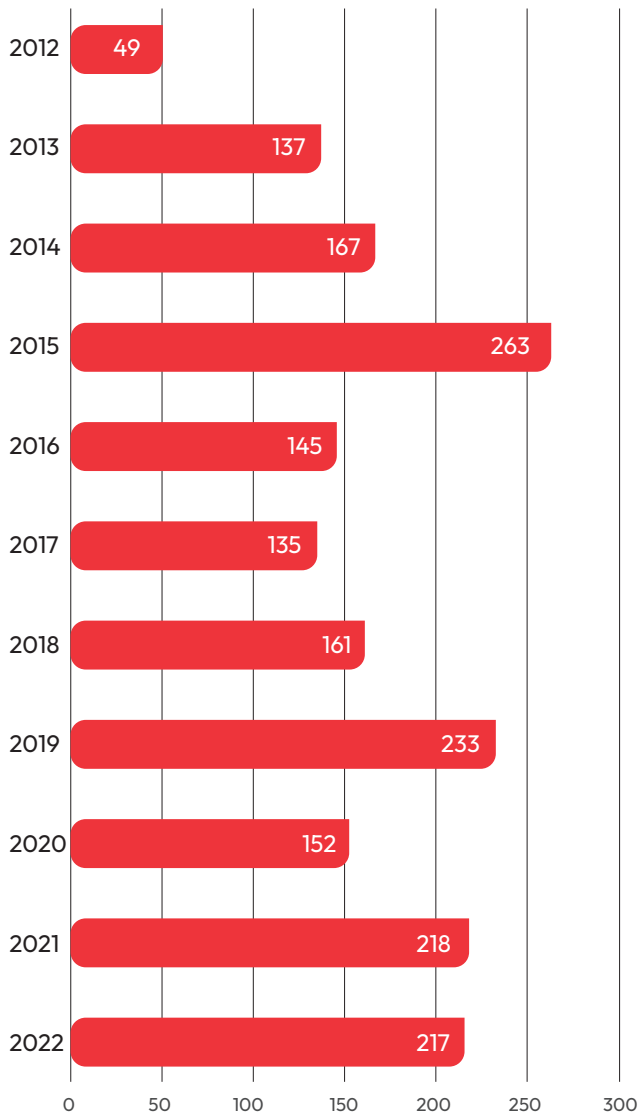
# Safety Reporting

Safety Performance Monitoring and Measurement (SPM) is supported by SMS Pro, ADA’s web-based SMS management software which allows us to gather and analyse safety data and to swiftly process corrective action and address associated risks.

Senior management approves annual EHSMS performance targets and plans, and reviews performance through the Safety Review Board (Management Review). ADA produces a comprehensive EHS Annual Report covering a review of the previous

year and an outlook and plan for the following year which is approved and signed off by the Chairman of the Board of Directors.

#### Number of Internal Reports 2012- 2022



## Operational Risk Profile and Safety Objectives

ADA's approach to preventing and mitigating EHS impacts and risk is through a formalised risk management process. This is an essential part of our EHSMS, enabling effective identification of hazards, risk probability and severity assessment, and the implementation and monitoring of risk reduction measures.

It addresses the causes of potential incidents, accidents and occurrences before they occur, preventing harm to people, assets, environment and business performance.

ADA has identified our Top Risks and Objectives based on safety data collected internally over the past decade as well as by observing industry trends and reference to safety intelligence sources.

	Risk Profile	Objectives
1	<b>Night Operations during HEMS and VIP Operations</b> Loss of situational awareness during VFR night operations for VIP and HEMS flights.	Reduce night VFR incidents during HEMS and/or VIP flight operations.
2	<b>Human Errors</b> Human errors such as slips, lapses and mistakes that result in failure to achieve intended outcomes.	Optimize man-machine interface during aviation activities to reduce errors.
3	<b>Substandard Offshore and Onshore Facilities</b> Operating in substandard offshore and onshore facilities.	Enhance safety collaboration mechanisms with external stakeholders (customers and industry) to address operational issues/improve safety.
4	<b>External Load Operations</b> Inadequate controls during onshore and offshore external load operations resulting in serious incidents/accidents.	Reduce incidents and accidents during offshore helicopter external load operations.
5	<b>Violations and Non-Compliances</b> Violations that result in noncompliance with regulations, policies, procedures and/or acceptable norms.	Improve knowledge and compliance with regulations and procedures.
6	<b>Commercial Pressure</b> Commercial pressure resulting in flawed decisions, non-compliances and poor safety performance.	Improve and enhance crew awareness of organizational, personal and systemic factors contributing to commercial pressure leading to serious incidents and accidents.
7	<b>Internal Controls and Oversight</b> Inadequate safety assurance programs to monitor systems and processes to achieve acceptable level of safety.	Strengthen safety assurance and internal control capabilities at base and AFB locations.
8	<b>Safety Culture</b> Lack of effective Safety Culture impacting efficiency, productivity and safety.	Improve Safety Culture and develop action plans to address areas for improvement.
9	<b>Aircraft System and/or Component Failure or Malfunction</b> Technical and system malfunction resulting in serious incidents and accidents.	Improve airworthiness systems and reliability to reduce technical malfunctions.

ADA sets targets and performance indicators to address these risks and objectives.

1.Flight Operations SPIs	
SPIs	Targets
Unstable Approach Events Rate (FW)	Zero (0) Event per 2,000 flight hours
Inadvertent Selection of Power Levers in Beta Mode Events (FW)	One (1) Event per 2,000 flight hours
Runaway Excursion Events (FW)	Zero (0) Event per 2,000 flight hours
Automation Error Events (FW & RW)	Two (2) Events per 17,000 flight hours
Flight Crew Regulatory Non-compliance Events (FW & RW)	Two (2) Events per 17,000 flight hours
Loss of Control In-flights Events (LOCI) (FW & RW)	Zero (0) Event per 17,000 flight hours
Over Torque Events (RW)	Zero (0) Event per 15,000 flight hours
AIRPROX/ TCAS RA (Resolution Advisory) Events (RW)	Zero (0) Event per 15,000 flight hours
External Load Operation Events (RW)	Zero (0) Event per total number of lifts per year
Unauthorized Crane Movements Events (RW)	Zero (0) Event per 10,000 flight hours
Night VFR Loss of Situational Awareness (SA) Events (RW)	One (1) Event per 300 flight hours
Flight Duty Period (FDP) Exceedances Events (RW)	Three (3) Events per quarter
Landing on Wrong Helideck (RW)	Two (2) Events per 10,000 flight hours
Helideck Light Damage Events (RW)	Zero (0) Events per 10,000 flight hours

2.Engineering SPIs	
SPIs	Targets
Engine In-flight Shutdown Events	Two (2) Events per 2,000 flight hours
Base Maintenance Error Events All Base Maintenance Errors limited to errors which contribute to safety hazard and lead to diversion or return to stand/base; and All Base Maintenance Errors which are reported post release to service	Two (2) incidents per 115,000 man hours
Line Maintenance Error Events All Line Maintenance Errors limited to errors which contribute to safety hazard and lead to diversion or return to stand/base; and All Line Maintenance Errors which are reported post release to service	Two (2) Events per 3,500 departures
Maintenance Overrun Events	Three (3) events
Engineer regulatory non-compliance Events Violations with regulations and SOPs, etc.	Two (2) Events per 115,000 man hours

3.Ground Operations SPIs	
SPIs	Targets
Unattended and/or Unescorted Passengers	Zero (0) incident
Unauthorized Dangerous Good Events	Zero (0) incident
Airside Personnel Non-Compliance Events	One (1) incident
FOD	One (1) incident
Airside Driving Non-Compliance Incidents	Zero (0) incident
Non-adherence to Embarkation and Disembarkation SOPs	Zero (0) incident

## Department of Transport & ADPHC EHS KPIs

ADA complies with mandatory KPIs as per Abu Dhabi Public Health Center's (ADPHC) OSHAD Systems Framework and the Department of Transport's (DOT) Environmental Health & Safety Management System (EHSMS) Regulations.

Our EHS performance is reported to OSHAD/ADPHC and DOT on a quarterly basis through the Al'Adaa System.

The following "Safety Performance Targets and Objectives" are monitored:

- Lost Time Injury (LTI)
- Contractor Lost Time Injury (LTI)
- Passenger and Visitor Fatality and Injuries
- OSHAD Licensed EHS Employees
- Number of Corrective notices/fines/penalties/enforcements

KPI	Data for 2022
Lost Time Injury (LTI):	02
Employee Contractor LTI:	0
Passenger and Visitor Fatality and Injuries:	0
OSHAD Licensed EHS Employees:	02



## Safety in the Oil & Gas sector

Supporting clients in the offshore oil and gas sector is an essential part of ADA's operations. Abu Dhabi National Oil Company (ADNOC) is one of our main customers while in other territories we also work with international oil majors including Shell and ExxonMobil.

Taking off and landing from offshore oil facilities requires ADA to operate not only according to our own safety procedures but also to abide strictly by those of our customers. These procedures are designed to protect everyone onboard the aircraft as well as those on the ground or on the facility.

ADA works very closely with key clients to make sure we have a precise understanding of their safety rules and regulations. We hold regular joint safety meetings with ADNOC to review and discuss safety issues and determine the need for procedural changes, specific training requirements, or drills, etc.

## Data Protection

ADA makes all possible efforts to protect our customer privacy and prevent any loss of confidential data they have entrusted to our safekeeping, as stipulated in our Information Security Policy (ISP).

The ISP is aligned with ISO 27001:2013 (Information Security), GCAA law and National Electronic Security Authority (NESA) UAE Information Security Standards. The policy clearly defines how our Information Security Management System (ISMS) has been set up, managed, measured, reported on and developed within ADA.

The ISMS is designed to protect ADA's information and supporting infrastructure, including assets critical to the operation of the business and information belonging to ADA's customers, suppliers and business partners.

ADA has recently invested in upgrading IT systems and infrastructure to keep pace with the increasing demands of the business and the rapidly evolving cyber security landscape. This is critical for ADA, because protecting IT systems and data is directly linked to customer safety and security. With this in mind, we took the decision to transform and redesign our network infrastructure.

After a thorough evaluation of the market, ADA invested in Next-Generation Firewalls (NGFWs) from a market leading vendor. The integrated solution means that all components – firewall, switches, and wi-fi access points – work in tandem to enforce a consistent security policy across the whole network, making the system simple to manage and providing real-time communication across the entire security infrastructure.

Critical data flows are monitored and controlled through a centralised interface which provides logging and reporting, data analytics, and allows us to quickly identify and fix network performance issues. Combined, these solutions offer greater control and visibility and simplify our compliance processes.

An additional layer of cybersecurity is provided by aeCERT (United Arab Emirates Computer Emergency Response Team), which was established by the UAE Telecommunications and Digital Regulatory Authority (TDRA) to improve security in the UAE. ADA has signed MoUs with aeCERT and other government entities to monitor our company server logs and report any external threat to our Head of IT Department and network team for validation.

ADA has neither experienced any data privacy breaches in the past three years nor any complaints from regulatory bodies.



# DIGITALIZATION AND INNOVATION

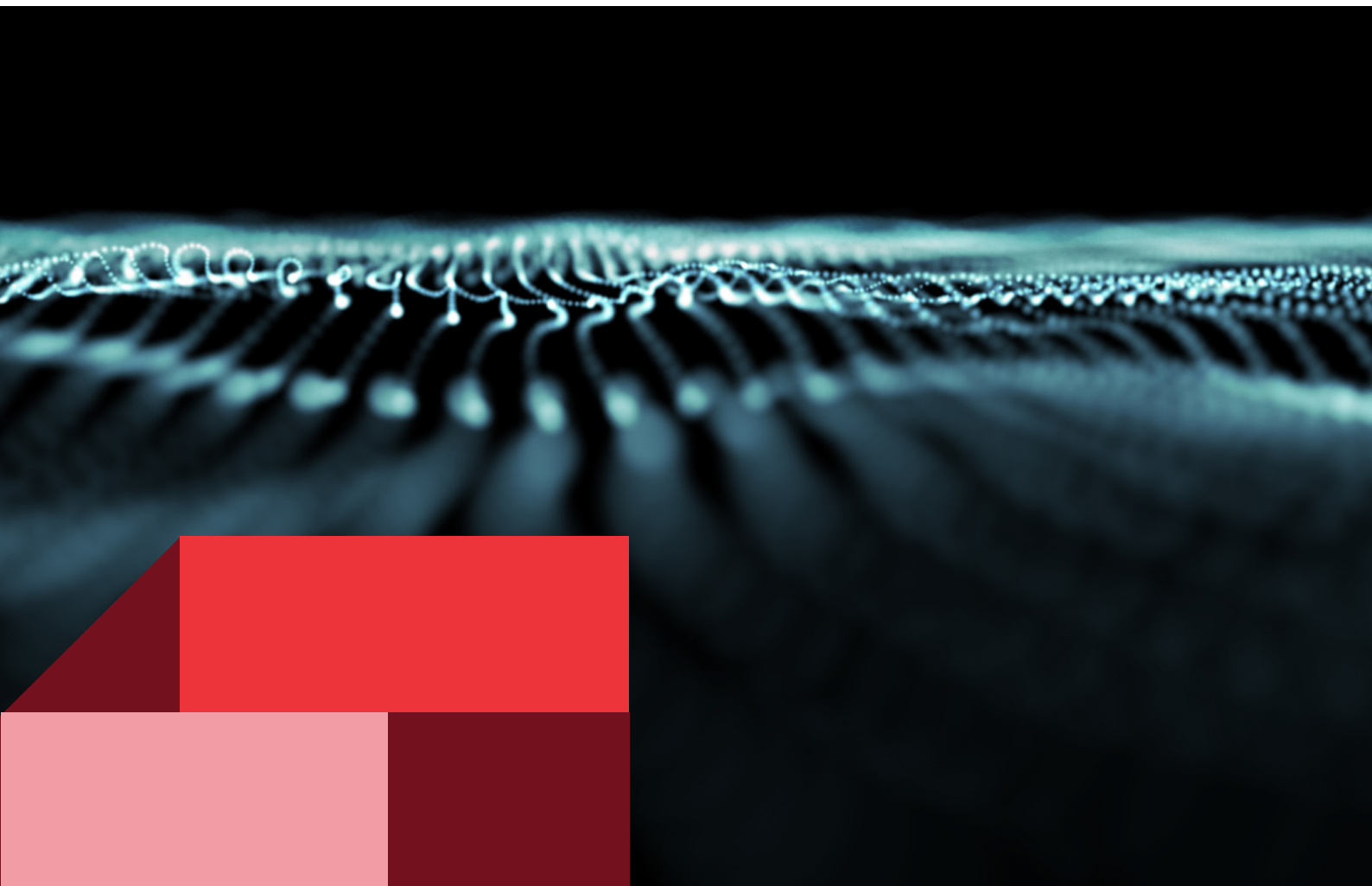
ADA constantly assesses the need for new technology solutions based on business requirements. Ultimately, we aim to unify all systems on a single platform, rather than managing multiple vendors, though this is an ongoing process.

## Digital Signature Solution

During the pandemic, ADA introduced SigningHub, a digital signing solution that includes workflow-based approval which is also usable through a mobile app. The solution is secure, convenient and cost effective and has brought environmental benefits by enabling us to cut back significantly on paper usage.

## Workflow

ADA has improved workflow and achieved efficiency gains by integrating core business applications for HR and engineering. We also implemented a new procurement management solution, Tejari, during the pandemic which delivered additional transparency and efficiency to the process and helped to further reduce paperwork involved.



# Case Study

## Royal Jet – Personalisation through digitalisation

Royal Jet goes to great lengths to deliver a flawless, personalised, end-to-end experience for our customers, from the moment they contact us to book a flight through to the end of their journey.

During the pandemic we took the opportunity to refurbish our Fixed Based Operations (FBO)/VIP Terminal at Abu Dhabi International Airport, as well as our fleet by upgrading interiors and installing high speed internet to improve connectivity.

As part of our rebranding project, we are to introduce a digital platform to unlock better, more customized and curated experiences for passengers. The platform will provide the main means of communication between passengers and our experienced operations team and onboard crew, who can advise, guide and handle any specific requests.

Once the booking request has been received, the team will prepare an initial tablet to start the customized trip planning for passengers. Ahead of the flight, passengers can provide additional information regarding their preferences and desires, as well as the ideal aircraft layout.

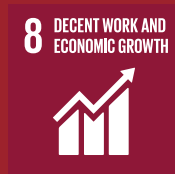
Closer to the flight date, passengers can configure their in-flight experience, selecting meal preferences or their entertainment favourites. Mid-flight, passengers can continue to tailor their flight journey interacting with the crew but also by signalling other preferences through the app.

Finally, whether they are landing in Abu Dhabi or overseas, we aim our platform to also cater to our passengers needs at their destination.

We make sure to follow-up with customers and gather feedback that can help us to enhance the experience in future and take our service to new heights.



# Our People



## WORKPLACE CULTURE AND VALUES

ADA nurtures a supportive and engaging working environment for all employees regardless of their role within the organisation. We recognise people as the lifeblood of our company who play an instrumental role in its day-to-day functioning and are critical to current and future success.

### Code of Conduct

Our Code of Conduct sets out the rules around workplace behaviour and conduct for all employees. It ensures that employees know what is expected of them and what ADA expects in return.

ADA expects all employees to execute their duties according to the highest standards of professional and ethical conduct, regardless of their status within the company, where they are based, or their level of dealings with customers and colleagues.

All employees must represent ADA with honesty and integrity whether they are on or off duty and must act in accordance with our values of Safety, Quality, Customer Focus, Teamwork, Integrity & Ethics. Employees must treat each other in a respectful, dignified and fair way, without prejudice.

The Code reaffirms our commitment to an inclusive workplace with fair and equal treatment for all employees regardless of race, ethnicity, gender, age, or physical capabilities. The policy governs all aspects of employment including selection, assignment, promotion, performance assessments, compensation, disciplinary action, termination and access to benefits and training.

If employees feel they are a victim of discrimination in the workplace they are encouraged to bring this to the attention of Heads of Department or HR.

In addition, the Code specifies rules related to:

- Conduct related to sales, contracts, negotiations
- Anti-bribery Policy and Personal Profit
- Giving and accepting gifts
- Compliance with all ADA policies
- Compliance with all relevant rules and regulations

All employees are expected to familiarise themselves with the Code and are duty bound to report any breaches of it or any other ADA policies and procedures to their Head of Department, HR, legal or audit confidentially.

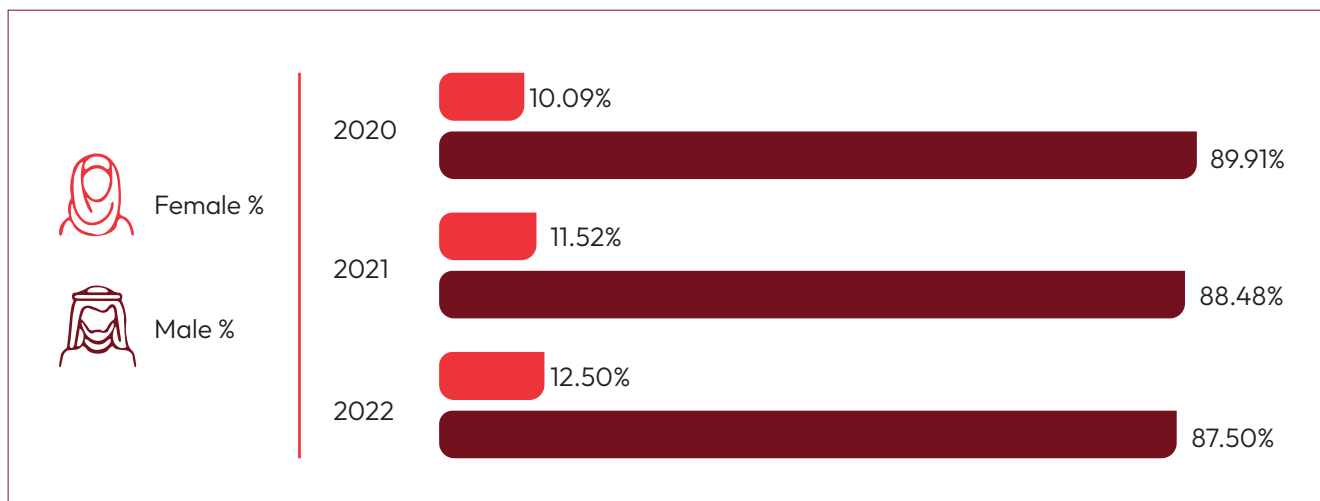
ADA has zero tolerance for workplace harassment or abusive behaviour of any kind and employees are encouraged to report instances of such to the relevant Heads of Department or HR so that they may be addressed promptly.

Our Harassment Policy details the proper procedures to submit a complaint and how they are dealt with. Reports will be treated seriously, confidentially and without prejudice to the employee or their career.

Employees	
	ADA
2020	958
2021	954
2022	985
	ADATC
2020	21
2021	21
2022	27
	Royal Jet
2020	280
2021	321
2022	369
	Maximus Air
2020	43
2021	43
2022	42
TOTAL	
2020	1302
2021	1339
2022	1423

All employees				
	ADA			
	Female	Male	Female (%)	Male (%)
2020	51	913	5.29%	94.71%
2021	56	904	5.83%	94.17%
2022	61	924	6.19%	93.81%
	ADATC			
	Female	Male	Female (%)	Male (%)
2020	3	18	14.29%	85.71%
2021	3	18	14.29%	85.71%
2022	4	23	14.81%	85.19%
	Royal Jet			
	Female	Male	Female (%)	Male (%)
2020	70	210	25.00%	75.00%
2021	88	233	27.41%	72.59%
2022	105	264	36.41%	63.59%
	Maximus Air			
	Female	Male	Female (%)	Male (%)
2020	8	35	18.60%	81.40%
2021	8	35	18.60%	81.40%
2022	8	34	19.05%	80.95%

## TOTAL





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# ATTRACTING, RETAINING AND DEVELOPING THE BEST TALENT

ADA depends on being able to attract highly qualified, experienced and skilled individuals to enable us to deliver the operational excellence our customers expect. This is especially important given our ambitious growth plans.

By offering attractive remuneration and benefits, an engaging place to work, and constant training & development opportunities, we provide the conditions for all employees to thrive and achieve their life and career ambitions at ADA.

## Attraction and Retention

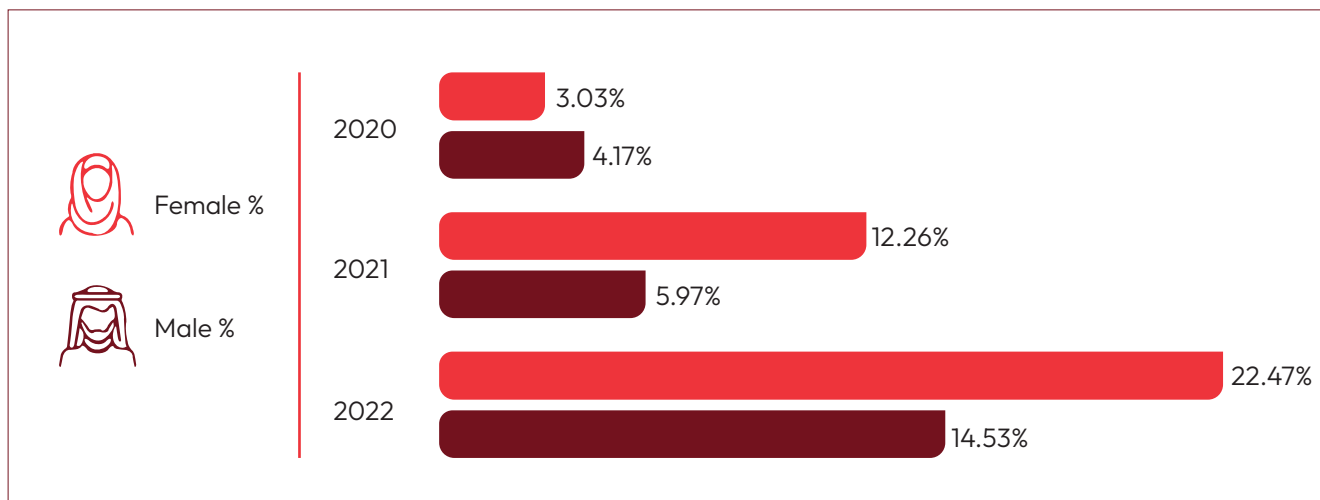
Due to the international nature of the aviation business, we are competing for talent with companies not only locally and regionally but globally. To ensure we lure the best prospects ADA offers attractive compensation packages in addition to other perks such as the quality of life in Abu Dhabi. We encourage workers with families to relocate and can offer family friendly accommodation with 5-star facilities with a health club and swimming pool.

In addition, we offer all permanent staff a range of benefits including:

- Life insurance
- Healthcare
- Disability and invalidity coverage
- Parental leave
- Retirement provision

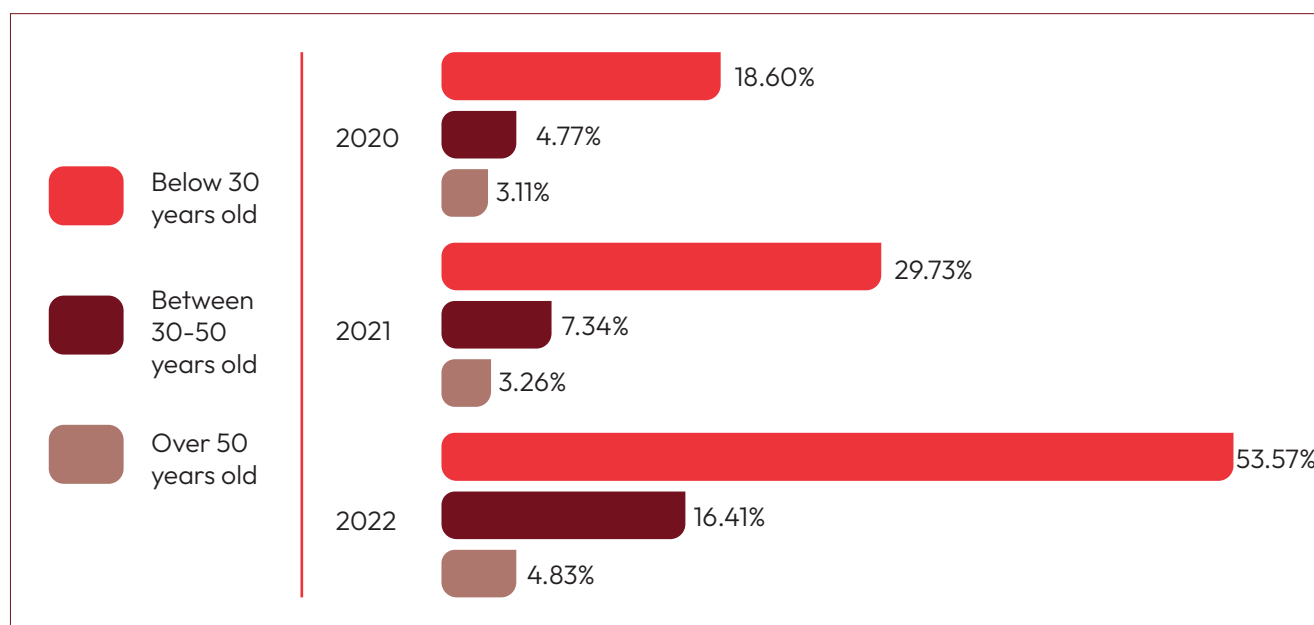
Total New Hires by Gender				
ADA				
	Female	Male	Female (%)	Male (%)
2020	1	38	1.96%	4.16%
2021	5	57	8.93%	6.31%
2022	3	122	4.92%	13.19%
ADATC				
	Female	Male	Female (%)	Male (%)
2020	0	2	0.00%	11.11%
2021	0	0	0.00%	0.00%
2022	3	4	75.00%	17.39%
Royal Jet				
	Female	Male	Female (%)	Male (%)
2020	3	8	4.29%	3.81%
2021	14	14	15.91%	6.01%
2022	34	54	32.38%	20.45%
Maximus Air				
	Female	Male	Female (%)	Male (%)
2020	0	1	0.00%	2.86%
2021	0	0	0.00%	0.00%
2022	0	1	0.00%	2.94%

### Total New Hires by Gender



Total New Hires by Age Group						
	ADA					
	Below 30 years old	Between 30-50 years old	Over 50 years old	Below 30 years old	Between 30-50 years old	Over 50 years old
2020	3	29	9	12.00%	6.08%	3.04%
2021	10	41	11	28.57%	7.95%	3.58%
2022	27	90	15	41.54%	15.00%	4.32%
	Royal Jet					
	Below 30 years old	Between 30-50 years old	Over 50 years old	Below 30 years old	Between 30-50 years old	Over 50 years old
2020	4	4	3	23.53%	2.14%	3.95%
2021	12	14	2	31.58%	6.83%	2.56%
2022	32	50	6	54.24%	21.28%	8.00%
	Maximus Air					
	Below 30 years old	Between 30-50 years old	Over 50 years old	Below 30 years old	Between 30-50 years old	Over 50 years old
2020	1	0	0	100.00%	0.00%	0.00%
2021	0	0	0	0.00%	0.00%	0.00%
2022	1	0	0	50.00%	0.00%	0.00%

### Total New Hires by Age Group



Retaining our most talented employees is vital for maintaining smooth and successful operations and underpins our future growth strategy. ADA engages with employees on multiple levels, through training & development programmes, events, and surveys.

We use a system called Adrenalin to engage with our employees in relation to all programs and events and boast a gradually increasing engagement rate in recent years.

Employee Engagement Rate %	
	ADA
2020	60%
2021	80%
2022	85%
	ADATC
2020	N/A
2021	N/A
2022	N/A
	Royal Jet
2020	N/A
2021	N/A
2022	N/A
	Maximus Air
2020	N/A
2021	N/A
2022	90%

#### Employee Engagement Rate % TOTAL



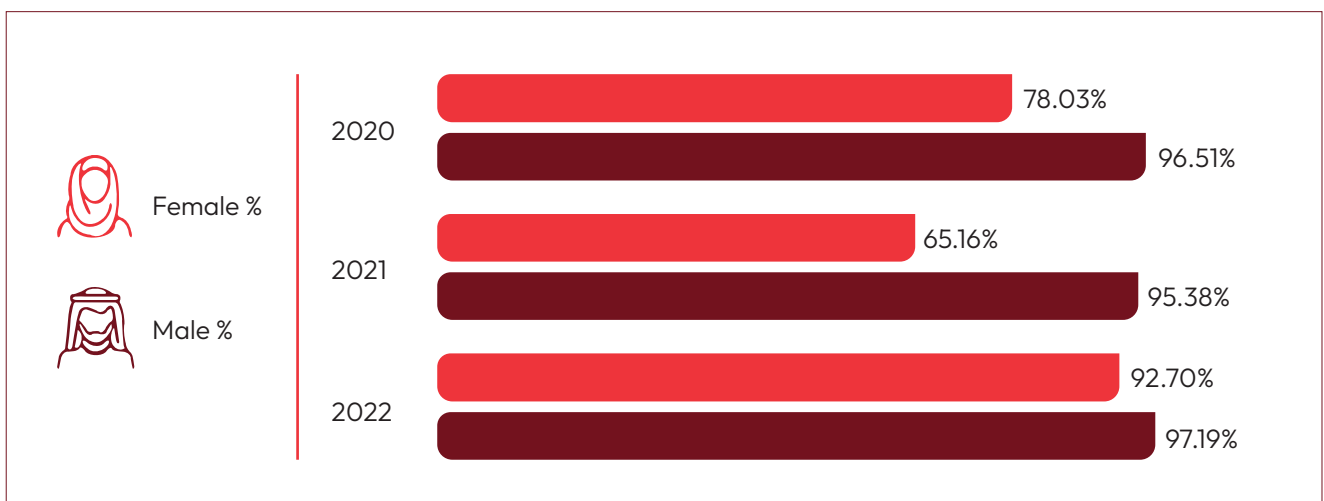
We have created employee surveys to canvass their views on a wide range of topics, including our business operations and working conditions. The feedback enables us to assess their needs and make improvements where necessary. One example was the

improvement in living conditions at ADA's employee villa complex while during COVID we also added two new restaurants following employee feedback.

ADA gives employees at all levels regular performance reviews to assess how well they are doing and identify needs for further training and development

Total Number of Employees - Performance Review				
	ADA			
	Female	Male	Female (%)	Male (%)
2020	51	907	100.00%	99.34%
2021	56	898	100.00%	99.34%
2022	60	921	98.36%	99.57%
	ADATC			
	Female	Male	Female (%)	Male (%)
2020	3	18	100.00%	100.00%
2021	3	18	100.00%	100.00%
2022	4	23	100.00%	100.00%
	Royal Jet			
	Female	Male	Female (%)	Male (%)
2020	41	175	58.57%	83.33%
2021	34	184	38.64%	78.97%
2022	93	233	88.57%	88.26%
	Maximus Air			
	Female	Male	Female (%)	Male (%)
2020	8	35	100.00%	100.00%
2021	8	35	100.00%	100.00%
2022	8	34	100.00%	100.00%

#### Total Number of Employees - Performance Review



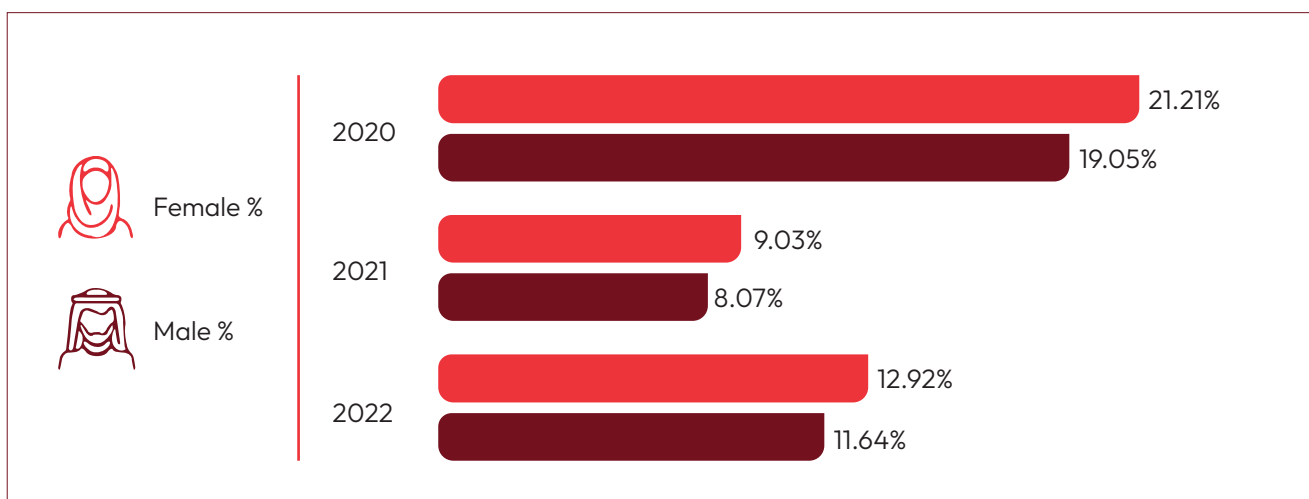


Total Number of Employees - Performance Review								
	ADA							
	Labour	Entry-Level	Mid-Level	Senior-to-Executive Level	Labour	Entry-Level	Mid-Level	Senior-to-Executive Level
2020	202	198	407	23	100.00%	100.00%	100.00%	100.00%
2021	216	211	440	23	100.00%	100.00%	100.00%	100.00%
2022	247	250	492	23	99.19%	97.60%	97.15%	100.00%
	Royal Jet							
2020	0	116	62	38	0.00%	95.87%	70.45%	95.00%
2021	0	112	67	39	0.00%	66.67%	98.53%	81.25%
2022	35	180	70	41	89.74%	86.12%	89.74%	83.67%
	Maximus Air							
2020	N/A	3	33	7	N/A	100.00%	100.00%	100.00%
2021	N/A	3	33	7	N/A	100.00%	100.00%	100.00%
2022	N/A	3	32	7	N/A	100.00%	100.00%	100.00%
Total								
2020	202	317	502	68	86.70%	98.45%	95.08%	97.14%
2021	216	326	540	69	83.72%	85.34%	99.82%	88.46%
2022	280	427	580	71	97.90%	92.42%	96.35%	89.87%

Due to our continued efforts to increase engagement and to maintain a high satisfaction rate ADA has a low turnover rate of employees.

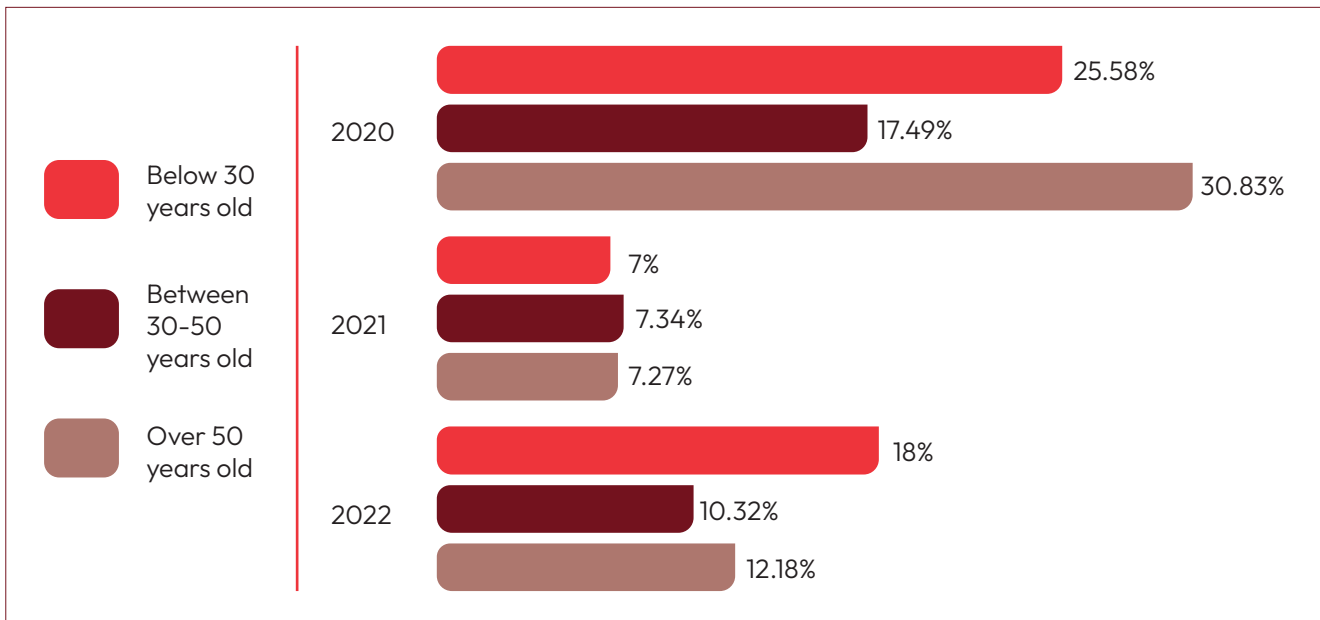
Employees that Left by Gender				
	ADA			
	Female	Male	Female (%)	Male (%)
2020	2	153	3.92%	16.76%
2021	2	87	3.57%	9.62%
2022	3	112	4.92%	12.11%
	ADATC			
	Female	Male	Female (%)	Male (%)
2020	0	0	0.00%	0.00%
2021	0	0	0.00%	0.00%
2022	2	2	50.00%	8.70%
	Royal Jet			
	Female	Male	Female (%)	Male (%)
2020	26	69	37.14%	32.86
2021	12	9	13.64%	3.86%
2022	25	29	23.81%	10.98%
	Maximus Air			
	Female	Male	Female (%)	Male (%)
2020	0	2	0.00%	5.71%
2021	0	0	0.00%	0.00%
2022	0	2	0.00%	5.88%

### Employees that Left by Gender TOTAL



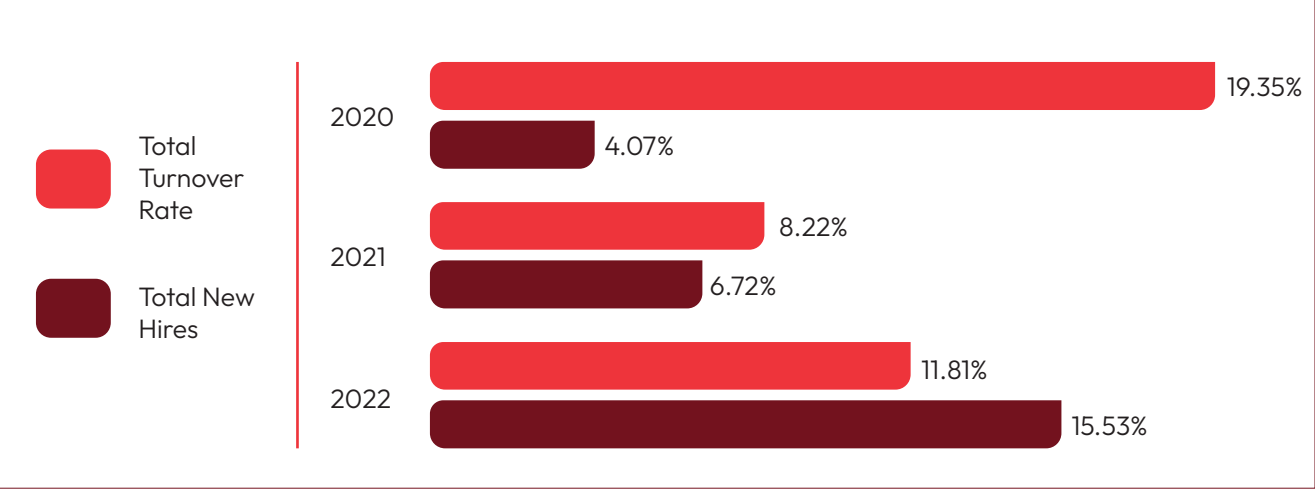
Employees that Left by Age Group						
	ADA					
	Below 30 years old	Between 30-50 years old	Over 50 years old	Below 30 years old	Between 30-50 years old	Over 50 years old
2020	7	66	81	28.00%	13.84%	27.36%
2021	5	40	24	14.29%	7.75%	7.82%
2022	12	60	44	18.46%	10.00%	12.68%
	Royal Jet					
	Below 30 years old	Between 30-50 years old	Over 50 years old	Below 30 years old	Between 30-50 years old	Over 50 years old
2020	4	55	36	23.53%	29.41%	47.37%
2021	1	15	5	2.63%	7.32%	6.41%
2022	18	28	8	30.51%	11.91%	10.67%
	Maximus Air					
	Below 30 years old	Between 30-50 years old	Over 50 years old	Below 30 years old	Between 30-50 years old	Over 50 years old
2020	0	0	2	0.00%	0.00%	100.00%
2021	0	0	0	0%	0.00%	0.00%
2022	1	0	1	7.14%	0.00%	7.14%

#### Employees that Left by Age Group TOTAL



Total Turnover Rate		Total New Hires
ADA		
2020	16.18%	4.07%
2021	9.31%	6.49%
2022	11.86%	12.89%
ADATC		
2020	0.00%	9.52%
2021	0.00%	0.00%
2022	14.81%	29.17%
Royal Jet		
2020	29.01%	3.36%
2021	6.99%	9.32%
2022	15.65%	25.51%
Maximus Air		
2020	4.71%	2.33%
2021	0.00%	0.00%
2022	4.65%	2.35%

TOTAL



## Training & Development

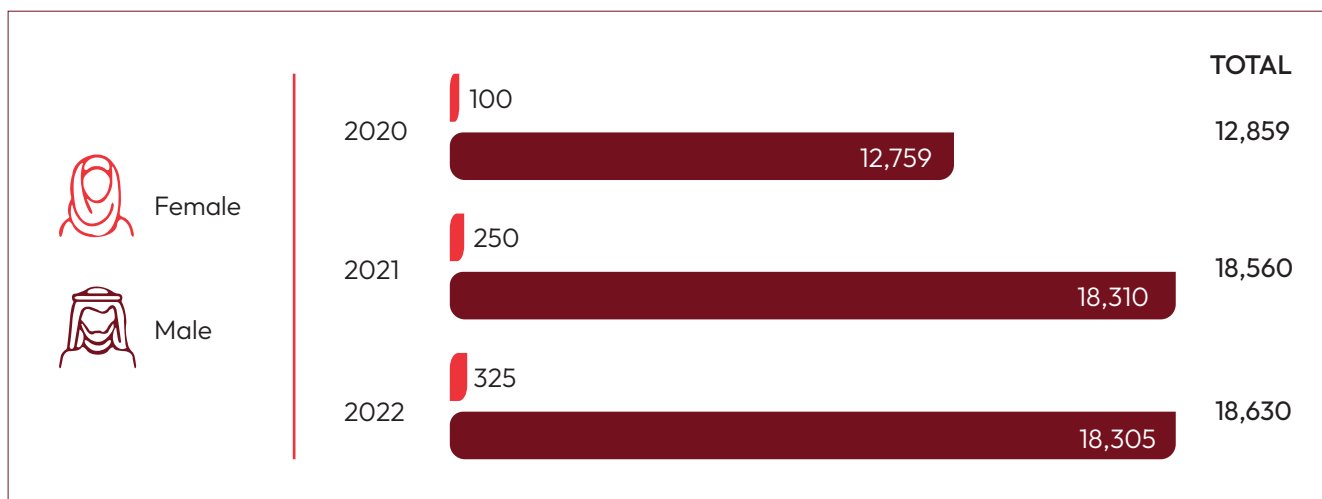
The nature of our business and the critical importance of maintaining an exemplary safety record means ADA places great emphasis on ensuring that all employees can consistently execute their duties to the highest possible standards. This is particularly the case for flight crew and engineers. We keep our staff up to date with the latest innovations for the assets we operate and all relevant new regulations to ensure compliance.

ADA owns and operates a world class training facility and offers training for third parties as an important revenue diversification aspect of our business. However, we also use this facility to train our own flight staff and engineers.

In 2022, ADA delivered over 18,630 of training hours to our employees at all levels of the company, on par with the previous year. Most of these training hours were dedicated to mid-level employees who represent our skilled flight crews and ground staff.

Total Training Hours by Gender			
	ADA		
	Female	Male	TOTAL
2020	100	12,607	12,707
2021	250	18,118	18,368
2022	325	18,200	18,525
	Royal Jet		
	Female	Male	TOTAL
2020	N/A	N/A	N/A
2021	N/A	N/A	N/A
2022	N/A	N/A	N/A
	Maximus Air		
	Female	Male	TOTAL
2020	0	152	152
2021	0	192	192
2022	0	105	105

### Total Training Hours by Gender



Total Training Hours by Employment Category				
	ADA			
	Labour	Entry-Level	Mid-Level	Senior-to-Executive Level
2020	N/A	504	11,725	378
2021	N/A	725	16,850	544
2022	N/A	728	16,926	546
	Royal Jet			
2020	31	121	88	40
2021	42	168	68	43
2022	39	209	78	43
	Maximus Air			
2020	N/A	N/A	120	32
2021	N/A	16	152	24
2022	N/A	N/A	80	25
	Total			
2020	31	625	11,933	450
2021	42	909	17,070	611
2022	39	937	17,084	614

ADA launched a new training program for 2023 called the ADAPT program for operations and maintenance training. The program has a major focus on sponsoring pilot training for UAE nationals with a view to recruiting them at the end of the program. As such, this program is part of our Emiratisation drive. More details are available in the Community section of the report.



## Diversity & Inclusion

ADA understands the value of being able to draw on a unique blend of experience and skills that comes with having a workforce comprised of people with diverse backgrounds.

As per our Code of Conduct, we provide equal employment and opportunities for advancement to all individuals based on merit, qualifications, and ability, regardless of gender, age, ethnic origin, nationality, religion, or disability.

Aviation is an international business and we are proud to be home to a truly global workforce made up of 65 different nationalities.

Total Number of Nationalities	
	ADA
2020	63
2021	63
2022	65
	Royal Jet
2020	41
2021	43
2022	43
	Maximus Air
2020	16
2021	16
2022	15



In 2022, ADA (including ADATC) had 1012 employees of which 65 (6.42%) were women. Half of our female employees are working in entry-level jobs, where they account for 14.68% of employees, mostly in administration.

TOTAL EMPLOYEES BY JOB CATEGORY AND BY GENDER								
	ADA							
	Labour		Entry-Level		Mid-Level		Senior-to-Executive Level	
	Female	Male	Female	Male	Female	Male	Female	Male
2020	1.49%	98.51%	13.13%	86.87%	4.42%	95.58%	4.35%	95.65%
2021	0.00%	100.00%	13.27%	86.73%	4.55%	95.45%	4.35%	95.65%
2022	3.24%	96.76%	12.80%	87.20%	4.47%	95.53%	4.35%	95.65%
	Royal Jet							
2020	35.48%	64.52%	29.75%	70.25%	25.00%	75.00%	2.50%	97.50%
2021	38.10%	6.90%	38.69%	61.31%	8.82%	91.18%	2.33%	97.67%
2022	38.46%	61.54%	38.28%	61.72%	10.26%	89.74%	4.65%	95.35%
	Maximus Air							
2020	N/A	N/A	0.00%	100.00%	24.24%	75.76%	0.00%	100.00%
2021	N/A	N/A	0.00%	100.00%	24.24%	75.76%	0.00%	100.00%
2022	N/A	N/A	0.00%	100.00%	25.00%	75.00%	0.00%	100.00%
Total								
2020	5.17%	93.99%	11.93%	79.81%	44.04%	90.91%	3.72%	87.14%
2021	5.30%	93.80%	15.92%	74.87%	34.69%	93.72%	3.37%	87.67%
2022	6.22%	91.96%	16.94%	75.11%	37.62%	93.69%	3.38%	86.30%

TOTAL EMPLOYEES BY JOB CATEGORY AND BY AGE GROUP %												
	ADA											
	Labour			Entry-Level			Mid-Level			Senior-to-Executive Level		
	Below 30 years old	Between 30-50 years old	Over 50 years old	Below 30 years old	Between 30-50 years old	Over 50 years old	Below 30 years old	Between 30-50 years old	Over 50 years old	Below 30 years old	Between 30-50 years old	Over 50 years old
2020	8.42%	64.85%	26.73%	4.37%	73.22%	22.40%	0.00%	51.89%	48.11%	0.00%	37.50%	62.50%
2021	10.19%	64.81%	.00%	6.63%	72.45%	20.92%	0.00%	53.02%	46.98%	0.00%	37.50%	62.50%
2022	15.32%	62.90%	21.77%	7.79%	70.49%	21.72%	1.61%	53.52%	44.87%	0.00%	26.09%	73.91%
	Royal Jet											
2020	9.68%	87.10%	3.23%	9.59%	66.44%	23.97%	0.00%	61.90%	38.10%	0.00%	60.00%	40.00%
2021	10.00%	85.00%	5.00%	20.00%	60.00%	20.00%	0.00%	66.18%	33.82%	0.00%	55.81%	44.19%
2022	12.82%	84.62%	2.56%	24.88%	58.37%	16.75%	2.56%	69.23%	28.21%	0.00%	60.47%	39.53%
	Maximus Air											
2020	N/A	N/A	N/A	0.00%	33.33%	66.67%	3.03%	72.73%	24.24%	0.00%	42.86%	57.14%
2021	N/A	N/A	N/A	0.00%	33.33%	66.67%	3.03%	72.73%	24.24%	0.00%	42.86%	57.14%
2022	N/A	N/A	N/A	0.00%	33.33%	66.67%	6.25%	68.75%	25.00%	0.00%	42.86%	57.14%
Total												
2020	8.58%	67.81%	23.61%	6.63%	69.88%	23.49%	0.20%	54.56%	45.23%	0.00%	52.38%	47.62%
2021	10.16%	67.97%	21.88%	12.74%	66.40%	20.87%	0.19%	55.93%	43.88%	0.00%	50.00%	50.00%
2022	14.98%	65.85%	19.16%	15.57%	64.69%	19.74%	1.98%	56.34%	41.68%	0.00%	47.95%	52.05%

# HEALTH & SAFETY OF OUR EMPLOYEES

Our Occupational Safety and Health Policy (OHS) states our commitment to providing a safe and healthy working environment for our workers, and to foster an accident-free workplace while meeting all relevant occupational health and safety legislations.

Our OHS Management System provides a structured approach to the management of risks inherent to our activities and commits us to carrying out the following actions:

- Complying with all applicable local and federal OSH laws and regulations such as the Abu Dhabi Occupational Safety and Health Systems Framework (OSHAD SF) and Abu Dhabi Department of Municipal Affairs and Transport OSH requirements
- Establishing and implementing risk management processes in order to eliminate or mitigate risks associated with our business activities
- Defining employee accountabilities and responsibilities for the delivery of safety
- Ensuring all employees are provided with

adequate and appropriate safety information and training to ensure they are qualified and competent to perform their functions

- Establishing and maintaining an effective Safety Reporting System for reporting information concerning OSH issues
- Establishing and measuring safety performance against realistic objectives and targets
- Ensuring that contractors and service providers adhere to our OSH Policy, guidelines and procedures
- Implementing audit and assurance programs to monitor performance and compliance
- Allocating the required human and financial resources to support this Policy and associated management programs
- Enforcing OSH as one of the primary responsibilities of management and employees
- Conducting annual management reviews to ensure continual improvement, suitability, adequacy and effectiveness of our OSH Management System

	Number of Fatalities	Number of Lost Time Injuries	Number of Workdays Lost Due to Injury	Number of Other Occupational Injuries	Number of High Potential Incidents	Number of Near Miss Incidents	Number of Hours Worked
	ADA						
2020	0	2	2	0	0	2	2,293,000
2021	0	2	2	0	0	2	2,178,500
2022	0	2	4	0	0	2	2,557,000
	Royal Jet						
2020	0	0	0	0	0	47	404,127
2021	0	0	0	0	0	40	1,558,784
2022	0	1	2	0	0	33	N/A
	Maximus Air						
2020	0	0	0	0	0	0	N/A
2021	0	0	0	0	0	0	N/A
2022	0	0	0	0	0	0	N/A

ADA including all its subsidiaries have had zero number of fatalities as a result of work-related ill health and only 2 number of cases of recordable work-related ill health.

The most common work-related illnesses and injuries that workers at ADA are likely to suffer from include minor injuries related to manual work or heat stress related to carrying out duties that require personnel to work outside during the summer months. ADA keeps a comprehensive register of hazards which is continuously reviewed and revised and regularly distributed to key personal.

To address these safety hazards and keep them to a minimum, ADA runs annual safety awareness campaigns related to heat stress, manual handling, noise awareness, use of personal protective equipment, stress management, and more.

We survey groups of employees by sending them questionnaires to get their views on safety issues within their specific field at ADA. In the recent past we have carried out this process for engineering personnel followed by the same for flight crew and received a high response rate. We used the feedback to produce a comprehensive report that provides the basis for an action plan to improve safety.

All incidents are thoroughly investigated and analysed to understand what went wrong and to assess whether any learnings can be extracted from the experience and used to prevent future occurrences.

## Flight safety

Operating a modern fleet of aircraft supports our efforts to maintain an impeccable safety record. Newer aircraft are equipped with sensors and smart technology to monitor the aircraft's systems. This leads to a reduced risk of sudden malfunctions as well as more advanced warning of any technical issues.

Safety Performance Measurement (SPM) is enhanced by being able to digitally gather data using advanced onboard systems. With around 60 flights per day ADA can gather and process large amounts of data and determine how pilots are operating the aircraft. This is a valuable tool for improving flight safety.

## Health and Safety Training

ADA ensures that all employees receive appropriate, adequate and regular health and safety training needed to perform their duty to the highest standards.

Our training program covers job hazards and work practices and procedures as required under the OSHAD and GCAA regulations.

Training needs are identified through a Training Needs Analysis (TNA) process carried out by Heads of Department and take account of the employee's duties and area of work. Identification of training requirements is also based on hazard identification and the risk assessment process.

We provide appropriate training for employees following the introduction of new technologies into our operations, new regulations, or any changes to our work processes. As an example, our subsidiary Royal Jet has offered a total of 315 hours of training focussed on health and safety in 2022.



# Case Study

## ADATC – A Talent Factory for the Aviation Sector

Launched in 2016, ADATC was conceived to train pilots to meet ADA's specific operational requirements as well as the local and regional aviation sector's demand for pilots qualified to fly niche aircraft.

The centre has exceeded all expectations. Pilots from 35 countries around the world have graduated from our elite training school equipped with state-of-the-art flight simulators.

In addition to working at ADA, pilots trained at ADATC currently work for some of the most prestigious private operators, government agencies, and armed forces.

Having our own training facility has delivered multiple benefits. It means we don't need to send our own pilots overseas which saves time and money, while locally based pilots benefit by being with their families during training. Bringing overseas candidates to Abu Dhabi for an extended period also has obvious benefits for the local economy.

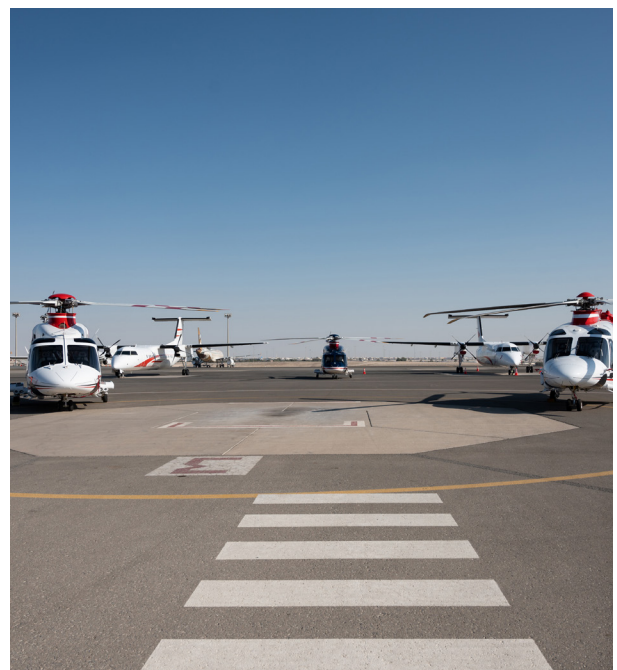
Not only is the cost of training our pilots in-house significantly lower compared to using a third-party provider, but the business supports our bottom line with an additional revenue stream.

Having full control of the process means we can continuously assess and fine tune the quality of training while we often get to recruit the most talented pilots for our own operations.

ADA has invested in state-of-the-art simulators that can train pilots to fly in all weather conditions. With a lifecycle of 20+ years, the simulators can function almost non-stop without fatigue, giving us the capacity to train up to 2,000 people annually.

Simulators are housed in a humidity and climate-controlled building to prevent corrosion and preserve longevity. Fully powered by electricity supplied from the local grid, they produce no direct emissions, though we have backup power generators onsite in the unlikely event of a power outage.

ADA is very proud of what we have achieved in a short time with ADATC and the contribution we make to the local aviation sector and the wider economy.



# Our Planet



## THE CHALLENGE OF CLIMATE CHANGE

### The Future of Aviation

Achieving more sustainable operations, especially when it comes to climate action, is a major challenge for the aviation sector because of its current reliance on hydrocarbon-based fuels. However, recent years have seen exciting developments in the sector, including the introduction of more sustainable aviation fuel (SAF), innovations in electric powered aircraft, and improvements in the fuel efficiency of aircraft engines.

Commercial airlines are currently leading the way when it comes to SAF and have already seen very promising results. The International Air Transport Association (IATA) estimates that production of SAF tripled to 300 million litres in 2022 from around 100 million litres in 2021. To date, more than 450,000 commercial flights have been operated using SAF and in 2022 more than 40 offtake agreements were announced.

ADA is closely monitoring the evolution of electric aircraft. As a company that operates a majority rotary wing fleet of aircraft engaged mainly in short haul operations there is the potential for us to make the transition faster than larger commercial airlines.

While we are seeing rapid progress in the development of these innovations more investment is required to achieve greater impact. Commercial airlines have the scale to drive sustainable innovation in the aviation sector, which will eventually filter down throughout the industry. For now, due to the investments required smaller operators are facing significant hurdles to achieving quick progress.

For ADA, the major opportunity to become more sustainable in the coming years lies in the continued expansion and optimisation of our fleet with newer and more fuel-efficient aircraft, in line with commercial imperatives. This will not only gradually improve our environmental footprint but also deliver cost efficiencies and benefits for customers in the shape of cleaner, quieter, smarter, and safer aircraft.

ADA is focused on addressing climate change through managing and reducing emissions across its operations in addition to looking at direct emissions from its flight operations. We will continually look to harness new technology to manage our operations in the most efficient way, including our supply chains, thereby achieving fuel and emissions savings.

## OUR ENVIRONMENTAL FOOTPRINT

ADA supports Abu Dhabi and UAE national initiatives and objectives when it comes to embedding sustainability and environmental protection within our operations.

Our EHS Management System provides a structured approach to the management of risks inherent to our activities. As an integral part of this system, the Company is committed to:

- Complying with all applicable EHS laws, regulations and requirements
- Establishing a policy and philosophy of “zero harm” to people and prevention of damage to property
- Establishing a process of continual improvement with regards to the prevention of pollution and respect for the environment
- Establishing key performance indicators (KPIs) to monitor and improve our EHS objectives
- Ensuring that contractors adhere to the policy, guidelines and procedures of our EHS Management System

- The implementation of EHS training programs to promote workforce awareness on EHS hazards and risk mitigation
- Conducting regular audits of the EHS Management System to demonstrate a clear commitment of continual improvement to customers and stakeholders
- Allocating the required resources to support this policy and program

### Measuring and managing our impact

ADA constantly reviews our operations for ways to better manage our environmental footprint by reducing energy and water consumption, cutting waste production, and reducing emissions.

## The Impact of our Fleet on the Environment

The operation of our fleet is the element that contributes the most to our total GHG emissions. Thereby representing our largest impact on the Environment and is an essential factor that will need to be managed for us to decarbonize our operation.

There are different means to reduce the fleet's impact on the environment including the use of Sustainable Aviation Fuel (SAF). As per a study by IATA, SAF could contribute around 65% of the reduction in emissions needed by aviation to reach net-zero in 2050. Other measures must be applied to further reduce emissions, and these include:

1. Choice of aircraft: The choice of aircraft we operate has an important impact on our scope 1 emissions (as well as noise pollution). The number of emissions produced by an aircraft depends on a number of factors include the size, type, and the engine technology used. Modern aircraft are designed to be more fuel-efficient and produce fewer emissions.

2. How we operate our aircraft: Flight planning and optimizing routes can allow for the reduction of fuel consumption and emissions. This could include avoiding headwinds, reducing flight altitudes, and reducing the number of flight manoeuvres.

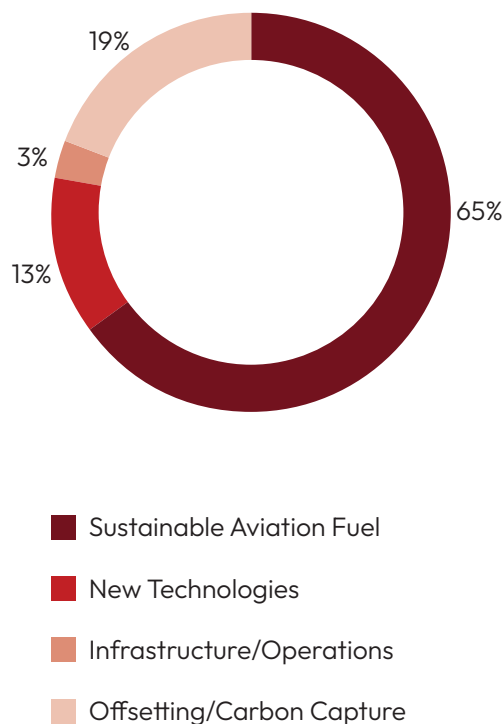
3. How we maintain our aircraft: An airline can implement efficient maintenance practices to keep its aircraft in good condition, thereby reducing fuel consumption and emissions. The way an aviation company handles the waste from its maintenance operation can also have an important impact on scope 3 emissions.

4. How we dispose of our aircraft: It's important to have a clear plan in that regard, as the disposal of aircraft has

an important impact on our scope 3 emissions. When an aircraft reaches the end of its operational life, it's usually scrapped for parts and material. The emissions generated from the process used for scrapping and recycling can vary depending on the method. Other factors include the transportation required to dispose of the aircraft. Properly recycling and repurposing the aircraft can help to reduce emissions.

5. Facility management: Finally, facility management of aircraft hangars should also be considered to lower emissions. Factors to take into account include the proper management of the heating, ventilation and air conditioning systems, the implementation of energy-efficient lighting systems, the proper management of water consumption, among other.

### Contribution to achieving Net Zero Carbon in 2050 (IATA)



## Energy Consumption

### Fossil Fuels

The vast bulk of ADA's energy consumption stems from the fuel we use for various types of aircraft that we operate. As this fuel represents one of our largest overheads as a business, we naturally make every effort to rationalise our consumption to be as efficient as possible, which has cost as well as environmental benefits.

### Electricity

To reduce electricity consumption, we identified key actions to take and assigned roles and responsibilities for internal stakeholders for monitoring, measuring and managing our progress.

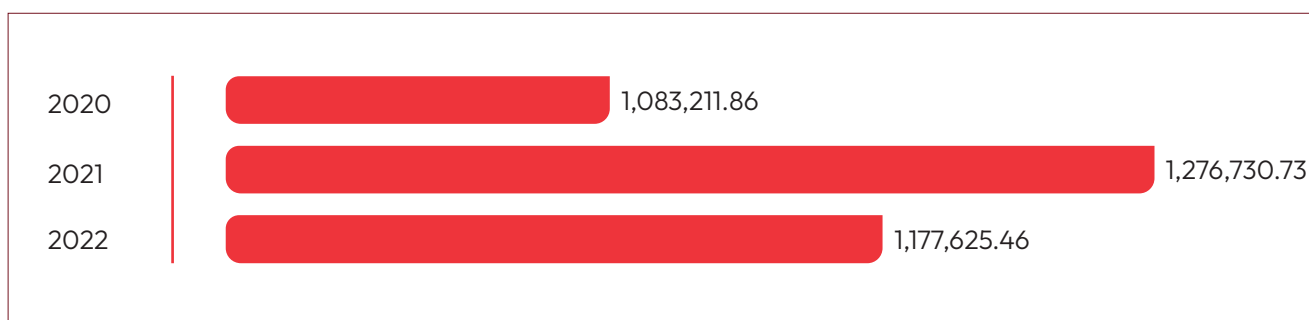
Actions include:

- Identify the amount of consumed electricity and gas through monthly electricity and gas bills
- Develop Corporate Agreement for Air Conditioning and Duct Cleaning
- Replace CFL bulbs with LED bulbs
- Develop energy conservation training and awareness program for employees
- Explore options for alternative energy source for water heating (e.g. installation of solar panels, etc)
- Coordinate with the relevant authorities to discuss alternatives to make use of the day light during the day and reduce the need for lighting
- Develop a monitoring and audit schedule/ program along with monthly energy consumption track sheet
- Coordinate provision of information on energy efficiency services, facilities, expertise, contractors, etc
- Targets and Goals to be tracked on a monthly basis.
- Corporate management of energy consumption program to be reviewed quarterly in order to achieve targets and goals and assess the effectiveness of program
- Monitor, review and report performance. Provide monthly report on reduction in energy consumption methods and procedure

## ADA at the Group Level:

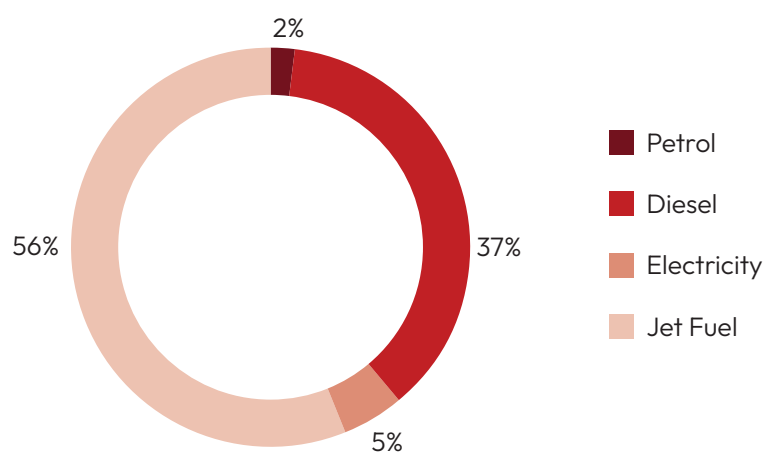
Energy Consumption (GJ)			2020	2021	2022
Energy Consumption	Direct Energy Consumption	Petrol	14,106.86	12,819.64	18,288.34
		Diesel	274,831.84	366,065.35	439,048.30
		Jet Fuel	732,539.37	833,045.20	657,015.94
	Electricity Consumption		61,733.79	64,800.54	63,272.88
Direct Energy Consumption			1,021,478.07	1,211,930.19	1,114,352.58
Indirect Energy Consumption			61,733.79	64,800.54	63,272.88

## Total Energy Consumption



Energy Intensity (GJ/Employee)	2020	2021	2022
Direct Energy Intensity	784.55	905.10	783.10
Indirect Energy Intensity	47.41	48.39	44.46
Total Energy Intensity	831.96	953.50	827.57

## 2022 Energy Mix







## Water Consumption

We are committed to reducing water consumption on our premises and have put in place a series of initial steps to monitor, measure and manage usage.

- Measure water consumption and conduct audit of all sources of usage
- Identify areas of excess usage and leakage
- Develop specific reduction targets and guidelines
- Install water-saving equipment, including ultra-low-flush toilets, faucet aerators, and pressure-control valves
- Water conservation awareness program for all staff and contractors working on our premises
- Evaluate the effectiveness of the reduction program and opportunities for further efficiencies
- Monitor, review and report performance

	2020	2021	2022
<b>Water Consumption for ADA</b>			
Total Water Consumption in m <sup>3</sup>	146,756	120,417	135,110
Total Water Consumption per Employee	153.19	126.22	137.17
<b>Water Consumption for Royal Jet</b>			
Total Water Consumption in m <sup>3</sup>	11,686	9,420	12,639
Total Water Consumption per Employee	41.74	29.35	34.25
<b>Water Consumption for Maximus Air</b>			
Total Water Consumption in m <sup>3</sup>	1,008	1,532	1,342
Total Water Consumption per Employee	23.44	35.63	31.95
<b>Total Water Consumption</b>			
 Total Water Consumption in m <sup>3</sup>	159,450	131,369	149,091
 Total Water Consumption per Employee	122.47	98.11	104.77

## Emissions


ADA uses the Greenhouse Gas Protocol to calculate our GHG emissions.

The boundary of our computed emissions currently includes:

**Scope 1:** Direct emissions from sources owned or controlled by ADA, including our fleet of aircraft, as well as other vehicles, machinery and equipment, generators, among others.

**Scope 2:** Indirect emissions from consumption of purchased electricity or cooling from local suppliers.

**Scope 3:** In future, we will look to extend the calculation to include elements of Scope 3 emissions related to water, wastewater, waste, paper and tissue consumption. This represents an important step towards enhancing GHG reporting and monitoring.

Scopes	Item	Sub-item	2020	2021	2022
Scope 1	Fuel consumption	Petrol	912.62	839.10	1,178.75
		Diesel	18,274.28	24,018.45	29,353.64
		Jet Fuel	48,691.18	55,372.06	43,671.49
Scope 2	Electricity		7,030.99	7,020.25	6,854.75
Scope 3	Water		433.07	356.80	404.93
	Wastewater		112.89	93.01	105.56
	Paper consumption		0.74	15.91	15.31
	Waste		377.51	508.73	505.01
	Business travel		21.95	33.15	38.81
 Total Emissions (MTCO2e)			75,855.21	88,257.46	82,128.26

Note: Royal Jet Scope 1 emissions only include data up to Q2-2022

Total Emissions (MTCO2e)	2020	2021	2022
Scope 1	67,878.08	80,229.61	74,203.88
Scope 2	7,030.99	7,020.25	6,854.75
Scope 3	946.15	1,007.60	1,069.62
Total	75,855.21	88,257.46	82,128.26

Note: Royal Jet Scope 1 emissions only include data up to Q2-2022

Emissions Intensity (MTCO2e/Employee)	2020	2021	2022
Scope 1	52.13	59.92	52.15
Scope 2	5.40	5.24	4.82
Scope 3	0.73	0.75	0.75
Total	58.26	65.91	57.71

Note: Royal Jet Scope 1 emissions only include data up to Q2-2022

## Waste Management

ADA manages and disposes of waste in a responsible and cost-effective manner in accordance with all relevant local and federal laws. The Centre of Waste Management (Tadweer) is responsible for regulating waste management across the emirate of Abu Dhabi.

ADA generates the following types of waste through its operations:

- General solid waste
- Construction and debris
- Waste from aircraft flights (deplaned waste)
- Compostable waste
- Hazardous and industrial waste
- Lavatory waste

Our Waste Management Policy forms an essential part of our Environment, Health and Safety Management System (EHSMS) and EHS Policy. This Policy aims to reduce the amount of landfill waste ADA generates and to ensure waste material is disposed of in an environmentally responsible manner, thereby reducing adverse environmental impacts.

We take a five-step approach to waste management based around the model Reduce – Re-use – Recycle – Treatment – Disposal

**Reduce:** Through purchasing policy, operational activity and by raising awareness, reduce the waste that will be created for disposal.

**Re-use:** Before discarding items, take action to re-use in the first instance within the Company and if this is not applicable, with external nominated organizations and contractors. Every opportunity to reuse items must be explored before being discarded as waste.

**Recycle:** Where opportunities exist and where regulations apply, waste recycling must be encouraged and implemented to minimize the amounts of waste destined for landfill.

**Treatment:** Where waste is sent for treatment to render safe or reduce hazardous properties prior to recycling or disposal the Company shall ensure that segregation, storage, handling, transport and treatment processes comply with legislation.

**Disposal:** Where the production of waste is unavoidable the Company shall ensure that segregation, storage, handling, transport and disposal processes comply with legislation.

Our Waste Management Plan 2022 contains the following measures, as per Tadweer requirements:

- A clear and visible commitment from top management for the execution of a compliant waste management system and implementation of 3Rs Program (Reduce, Reuse and Recycle)
- An analysis of the current waste management situation, as well as the measures to be taken to improve current practice
- The type, quantity and source of waste generated by the Company and existing waste collection schemes and major disposal processes, including any special arrangements for waste oils, hazardous waste or waste streams in accordance with legislations
- Future action plans for reduction
- The appointment of approved third-party Environmental Service Providers (ESPs) for the collection, segregation, transportation and disposal of waste
- The means to review, update and monitor the effectiveness of the Plan

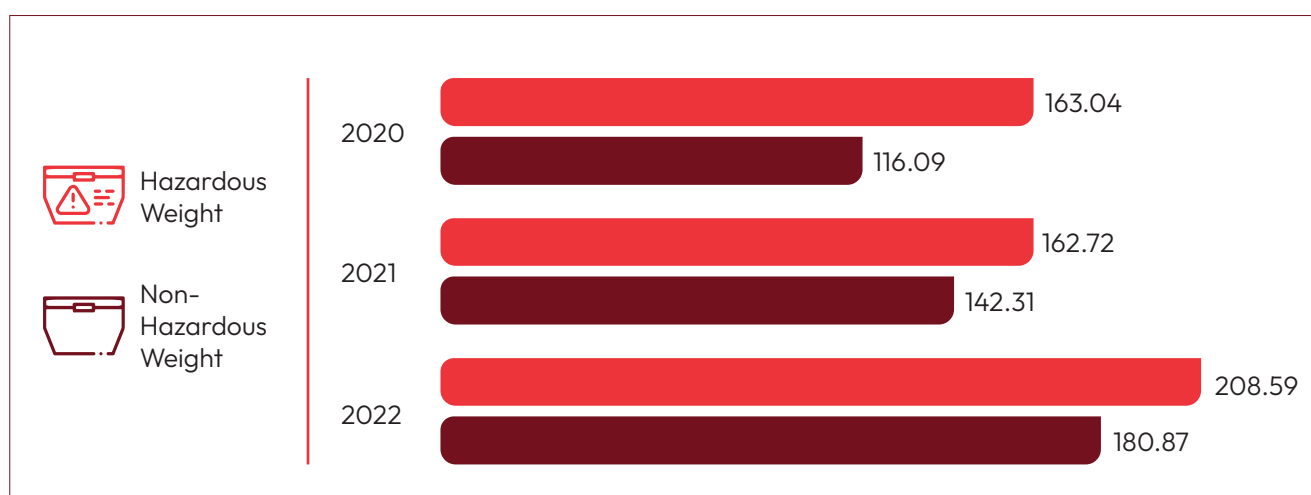
## Hazardous waste

Hazardous substances require special treatment because they can interfere with municipal wastewater treatment operation, contaminate groundwater or contaminate surface waters.

ADA has strict management practices governing the collection, storage, treatment and disposal of wastewater generated from its aircraft paint stripping and cleaning activities. Wastewater generated by these activities is categorised as hazardous industrial wastewater.

Total Weight of Waste Generated (in MT)		
	Non-Hazardous Weight	Hazardous Weight
ADA		
2020	102.00	162.72
2021	126.78	162.52
2022	120.76	208.26
Royal Jet		
2020	13.25	0.32
2021	14.49	0.20
2022	59.30	0.33
Maximus Air		
2020	0.85	N/A
2021	1.043	N/A
2022	0.81	N/A

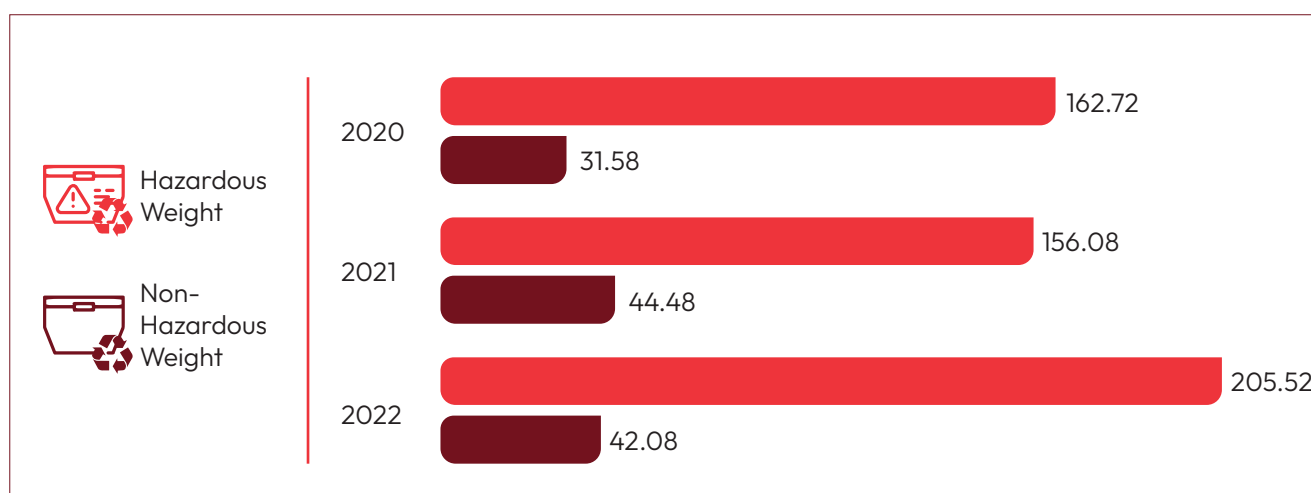
### Total Weight of Waste Generated (in MT)



Total Composition of Waste (in MT)				
	Paper/Cardboard	Aluminium	Used Oil	Hazardous Chemicals
	ADA			
2020	7.31	0.00	14.75	162.72
2021	5.87	0.00	29.24	156.08
2022	3.99	0.00	27.61	205.52
	Royal Jet			
2020	0.8	N/A	N/A	N/A
2021	0.1	N/A	N/A	0.18
2022	1.16	N/A	N/A	N/A
	Maximus Air			
2020	0.30	0	0	0
2021	0.28	0	0	0
2022	0.22	0	0	0
	Total			
2020	8.41	0.00	14.75	162.72
2021	6.25	0.00	29.24	156.26
2022	5.37	0.00	27.61	205.52

Total Weight of Waste Recycled (in MT)		
	Non-Hazardous Weight	Hazardous Weight
ADA		
2020	30.48	162.72
2021	44.10	156.08
2022	40.70	205.52
Royal Jet		
2020	0.8	N/A
2021	0.1	N/A
2022	1.16	N/A
Maximus Air		
2020	0.30	N/A
2021	0.28	N/A
2022	0.22	N/A

#### Total Weight of Waste Recycled (in MT)

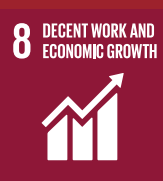




Total Weight of Waste Recycled (in MT)											
	Paper/ Card- board	Aluminium	Used Oil	Hazardous Contaminated water being treated and disposed of in the GMET Plant	Total IT Products Recycled	Printer Cartridges Recycled	Personal Computers/ ATM Machines/ Monitors/ Printers Recycled	Wood	Plastic	Tyre	Batteries
	ADA										
2020	7.3	0	14.74	159.51	0	0	N/A	5.34	0.53	2.54	0
2021	5.09	0	29.24	155.83	6.17	0	N/A	7.73	0.37	0.89	0
2022	3.21		27.61	198.93	0	0	0	7.57	0.64	0.89	2.74
	Royal Jet										
2020	0.8	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
2021	0.1	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
2022	1.16	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	Maximus Air										
2020	0.30	0	0	0	0	0.04	0	N/A	N/A	N/A	N/A
2021	0.28	0	0	0	0	0.05	0	N/A	N/A	N/A	N/A
2022	0.22	0	0	0	0	0.4	0	N/A	N/A	N/A	N/A
	Total										
2020	8.4	0	14.74	159.51	0	0.04	0	5.34	0.53	2.54	0
2021	5.47	0	29.24	155.83	6.17	0.05	0	7.73	0.37	0.89	0
2022	4.59	0	27.61	198.93	0	0.4	0	7.57	0.64	0.89	2.74



# Our Responsibility Towards the Local Community



## Emiratisation

ADA is committed to supporting the economic and social development of the UAE by increasing the proportion of UAE nationals in our workforce. Emiratis currently comprise almost 7% of all ADA workers, mostly at the senior executive level.

Currently, six of our rotary pilots are UAE nationals however 90% of our Search and Rescue (SAR) division are locals due to being ex-armed services.

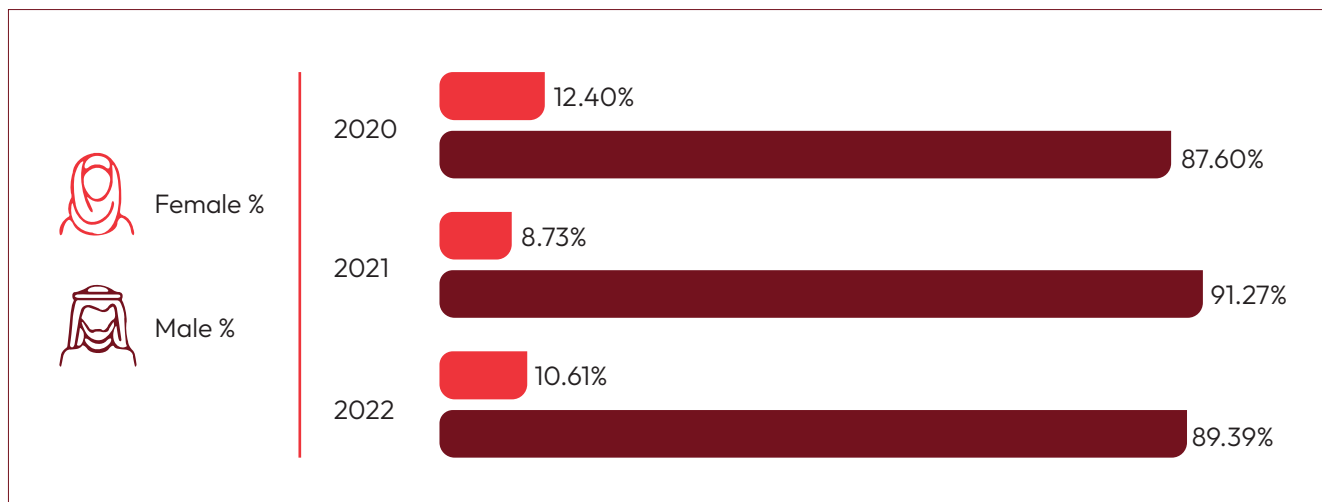
To address the skills deficit and recruit more Emiratis, ADA has introduced the ADAPT Training Program.

In 2022, there were eight female UAE nationals working at ADA, or around 15% of all UAE nationals employed at the company.

Globally, there is a very limited pool of around 100 female pilots and engineers qualified to work with the AW139 which ADA uses for commercial operations.

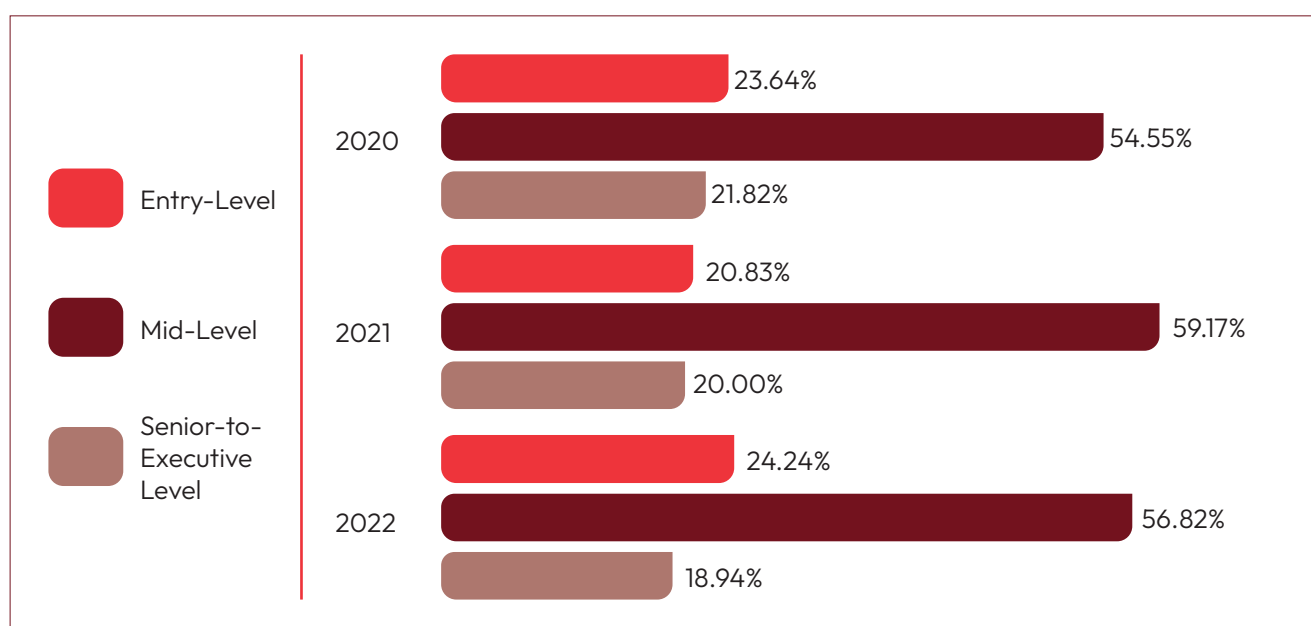
Number of UAE Nationals by Gender		
	ADA	
	Female	Male
2020	10.77%	89.23%
2021	12.31%	87.69%
2022	13.11%	86.89%
	Royal Jet	
2020	14.55%	85.45%
2021	5.00%	95.00%
2022	8.57%	91.43%
	Maximus Air	
2020	0.00%	100.00%
2021	0.00%	100.00%
2022	0.00%	100.00%

#### Total Number of UAE Nationals by Gender



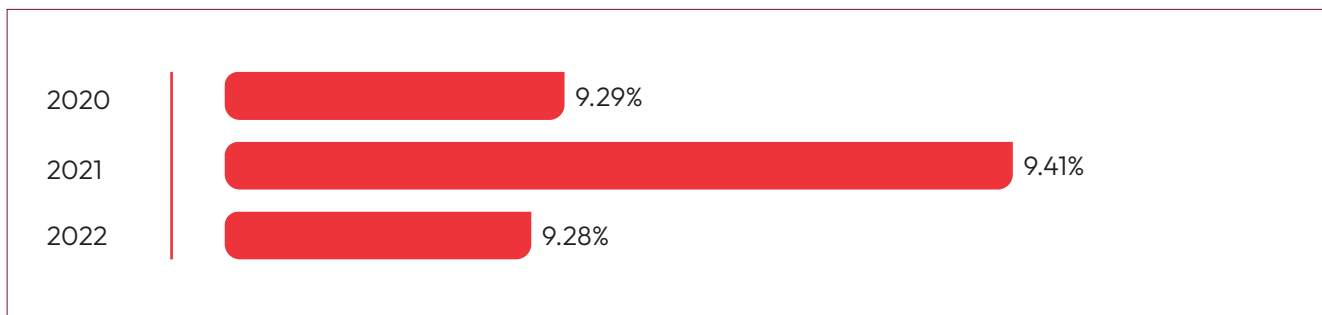
Number of UAE Nationals by Job Category			
	ADA		
	Entry-Level	Mid-Level	Senior-to-Executive Level
2020	1.85%	83.33%	14.81%
2021	3.39%	83.05%	13.56%
2022	4.84%	82.26%	12.90%
	Royal Jet		
2020	45.45%	27.27%	27.27%
2021	38.33%	36.67%	25.00%
2022	41.43%	35.71%	22.86%
	Maximus Air		
2020	0.00%	0.00%	100.00%
2021	0.00%	0.00%	100.00%
2022	0.00%	0.00%	100.00%

#### Total Number of UAE Nationals by Job Category



Emiratization Rate	
	ADA
2020	6.64%
2021	6.67%
2022	6.03%
	Royal Jet
2020	19.64%
2021	18.69%
2022	18.97%
	Maximus Air
2020	2.33%
2021	2.33%
2022	2.38%

#### Emiratization Rate



## Community investment and volunteering

In addition to our commitment to hiring and upskilling local workers, ADA contributes to the local community through a variety of initiatives.

### Abu Dhabi Desert Challenge

ADA sponsors this annual five-day desert rally which was launched in 1991 by Mohamed bin Sulayem, current FIA President and former President of the Emirates Motorsports Organization (EMSO). We also provide helicopters for surveillance and recording the event.

### JUDO sponsorship

ADA promotes community sports development through its sponsorship of Judo in Abu Dhabi.

### Social Welfare Program

ADA provides support for the Sheikh Khalifa bin Mohamed bin Khalid social welfare program.

We also have an employee assigned for Special Olympics:

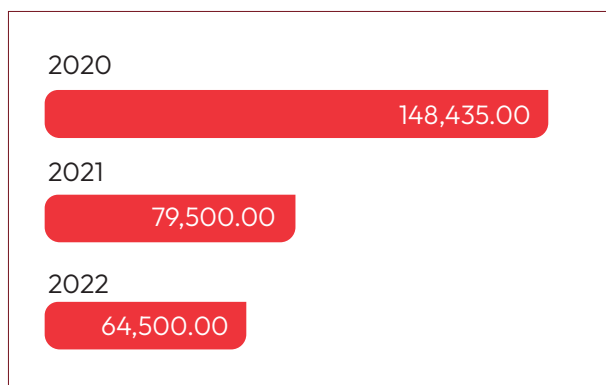
“Thanks to Abu Dhabi Aviation I am an employee that can contribute to the community due to the special leave clearance Abu Dhabi Aviation grants me to give back to my community in more than just a financial way. My role in Special Olympics is a grand role where I do both coach and sail as a unified partner with people of determination. Because of my time off work, I tend to focus and enhance the UAE national team in representing our country internationally.”

ADA Representative at the Special Olympics



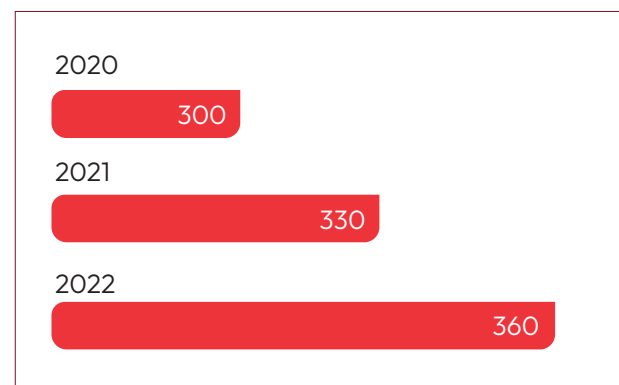
Community Investment Total Amount in AED	
	ADA
2020	148,435.00
2021	50,000.00
2022	50,000.00
	Royal Jet
2020	N/A
2021	N/A
2022	N/A
	Maximus Air
2020	N/A
2021	29,500
2022	14,500

#### Community Investment Total Amount in AED



Volunteer Hours	
	ADA
2020	300
2021	330
2022	360
	Royal Jet
2020	N/A
2021	N/A
2022	N/A
	Maximus Air
2020	N/A
2021	N/A
2022	N/A

#### Volunteer Hours Total



# Case Study

## Maximus Air's Humanitarian Mission

Humanitarian and relief services have become a key component of operations at Maximus Air. The company works closely with the UAE Red Crescent Authority to provide end-to-end solutions to support affected countries around the world.

Maximus Air's urgent response heavy cargo specialists were in Africa in 2022 to coordinate and execute another successful project with the United Nations.

In September, we transported two Mi-17 helicopters and accompanying equipment from Tianjin, China to Entebbe, Uganda. The helicopters were brought in to relieve the two previously delivered Chinese helicopters that had reached the end of their mission.

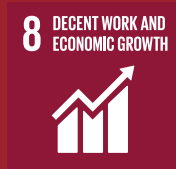
Upon delivery to Entebbe, the new helicopters were quickly assembled and dispatched to the Abyei area between Sudan and South Sudan to commence their support work for the United Nations Interim Security Force for Abyei (UNISFA).

This was not the first time the Maximus Air fleet has been mobilised to support the UAE's humanitarian efforts for refugees and displaced people.

- Our AN124 aircraft has moved various relief and food supplies along with ambulance cars.
- We arranged an urgent charter flight to transport medical supplies and relief goods to support Ukrainian refugees in Poland.
- Delivered a shipment of COVID-19 vaccines to Mauritania on board Maximus Air IL76TD.
- Transported much needed relief cargo and fire-fighting equipment from Abu Dhabi to Greece using our IL76TD.



# Responsible Business Practices



## ROBUST GOVERNANCE

ADA maintains the trust of all stakeholders by rigorously applying the principles of responsible governance to ensure maximum oversight of all decision making as well as transparency and accountability at the highest level.

### Board of Directors

The Board of Directors has ultimate responsibility for strategic planning and oversight at ADA. It provides appropriate guidance to the executive management team which is responsible for the implementation of the strategy within the authority delegated by the Board.

The Board comprises nine non-executive members, all of whom are UAE Nationals with extensive financial and business backgrounds.

**Chairman of the Board**

His Excellency Nader Ahmed Mohamed Al Hammadi

**Vice Chairman**

Sheikh Ahmed Mohammed Sultan Suroor Al Dhaheri

**Member**

His Excellency Homaïd Abdulla Ali Mohammed Al Shimmari

**Member**

Mr. Abdulla Seddiq Mohamed Husain Al Khoori

**Member**

Mr. Ahmed Ali Khalfan Al Mutawa Al Dhaheri

**Member**

Mr. Khalifa Yousif Abdulla Husain Al Khoori

**Member**

Mr. Saif Saeed Mohammed Al Dhaheri

**Member**

Mr. Abdulmunim Saif Hamoud Ahmed Al Kindi

**Member**

Mr. Mohamed Khalil Mohamed Sharif Foulathi

## Board Committees

**Audit Committee**

**Nominations and Remuneration  
Committee**

**Investment Committee**

**Risk Committee**

**Insiders Follow-up and Supervision  
Committee**

## Internal Control System

The Board of Directors is responsible for overseeing the company's internal control system and reviewing its effectiveness and efficiency. The system is designed to assess and manage risks, ensure that all internal policies and procedures are being adhered to, and ensure that ADA complies with all appropriate rules and regulations. The Internal Control Department is responsible for executing of internal control processes and for reporting periodically to the Board.

In 2022, there were no instances of non-compliance with applicable rules, regulations, or voluntary codes.



# SUSTAINABLE SUPPLY CHAIN

For ADA, it is vital to build and maintain strong, long-term relationships with key suppliers, particularly for high-value assets such as aircraft. We depend on these partners not only to supply the assets that are the bedrock of our operations but also spare parts and maintenance support for our fleet so that we can continue to deliver outstanding service for our customers.

ADA's supply chains are strengthened through strategic partnerships with key overseas suppliers. For example, AgustaWestland Aviation Services (AWAS), a joint venture (JV) between ADA (70%) and Leonardo Helicopters (30%), provides first class services to all Leonardo helicopters in the Middle East.

ADA is also the exclusive distributor of Honeywell's Multifunction Control Display Units (MCDU) products

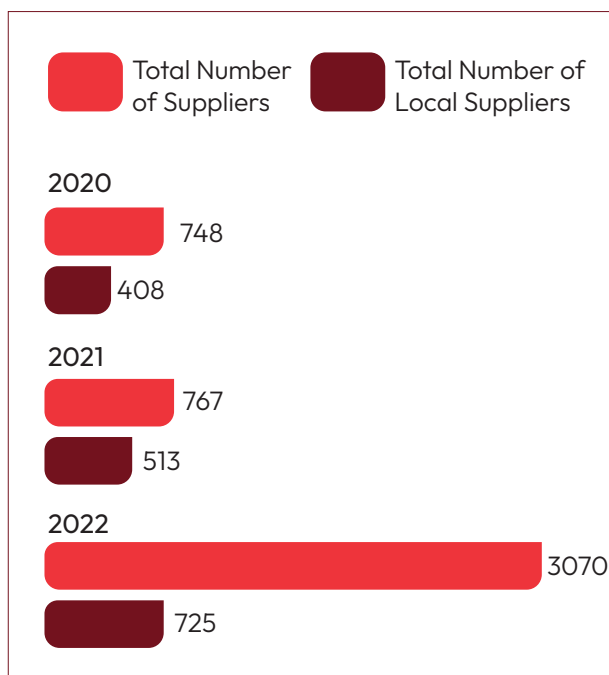
on Leonardo AW 139 helicopters worldwide, ex-US and Japan, while we are an authorised Bell helicopter customer service provider.

These partnerships ensure that our own need for spare parts is always met while also strengthening our vertical offering and our contribution to local and regional supply chains. Our procurement for spare parts is automated and digitalised with an average estimated lead time of 24-36 hours including delivery.

The nature of our business means the vast bulk of our procurement is with overseas suppliers, however we look to the local market for support services wherever possible, which we do through the UAE's Tejari system. All our suppliers are required to sign a Code of Conduct.

	Total Number of Suppliers	Total Number of Local Suppliers
ADA		
2020	N/A	N/A
2021	N/A	N/A
2022	2216	160
Royal Jet		
2020	376	195
2021	359	207
2022	452	243
Maximus Air		
2020	372	213
2021	408	306
2022	402	322

## Total



	Total Procurement Spending (in AED)	Total Procurement Spending on Local Suppliers (in AED)
	ADA	
2020	327,690,626.68	4,810,975.00
2021	415,186,909.63	5,472,025.00
2022	308,276,691.54	5,765,825.00
	Royal Jet	
2020	40,005,326.74	8,705,959.41
2021	32,752,948.89	14,910,587.19
2022	54,292,763.71	15,402,149.47
	Maximus Air	
2020	396,391,386.73	315,979,503.73
2021	317,996,019.57	260,895,804.57
2022	283,433,964.00	226,747,171.00
	TOTAL	
2020	764,087,340.15	329,496,438.14
2021	765,935,878.09	281,278,416.76
2022	646,003,419.25	247,915,145.47



# Appendix

## GRI & ADX INDEX

GRI 1: FOUNDATION 2021				
Statement of Use	Abu Dhabi Aviation (ADA) has reported the information cited in this GRI content index for the period 1 January – 31 December 2022 in accordance with the GRI Standards			
GRI 2: GENERAL DISCLOSURES				
GRI DISCLOSURE	CONTENT	ADX DISCLOSURE	REFERENCE SECTION	NOTES
The Organization and its Reporting Practice				
2-1	Organizational details			
2-2	Entities included in the organization's sustainability reporting	G7: Sustainability reporting G8: Disclosure Practices G9: External Assurance		
2-3	Reporting period, frequency and contact point	G7: Sustainability reporting G8: Disclosure Practices		
2-4	Restatements of information			
2-5	External assurance	G10: External Assurance		
Activities and workers				
2-6	Activities, value chain and other business relationships			
2-7	Employees	S3: Employee Turnover S4: Gender Diversity		
2-8	Workers who are not employees	G4: Supplier Code of Conduct		
Governance				

2-9	Governance structure and composition	G1: Board Diversity		
2-10	Nomination and selection of the highest governance body	G2: Board Independence		
2-11	Chair of the highest governance body			
2-12	Role of the highest governance body in overseeing the management of impacts			
2-13	Delegation of responsibility for managing impacts			
2-14	Role of the highest governance body in sustainability reporting	G3: Incentivized Pay		
2-15	Conflicts of interest	G6: Ethics & Anti-Corruption		
2-16	Communication of critical concerns			
2-17	Collective knowledge of the highest governance body			
2-18	Evaluation of the performance of the highest governance body			
2-19	Remuneration policies	G3: Incentivized Pay S1: CEO Pay Ratio S2: Gender Pay Ratio		
2-20	Process to determine remuneration	S2: Gender Pay Ratio		
2-21	Annual total compensation ratio	G3: Incentivized Pay S1: CEO Pay Ratio S2: Gender Pay Ratio		
Strategy, policies, and practices				
2-22	Statement on sustainable development strategy	G8: Sustainability reporting G9: Disclosure Practices E8 & E9: Environmental Oversight		
2-23	Policy commitments			
2-24	Embedding policy commitments			

2-25	Processes to remediate negative impacts			
2-26	Mechanisms for seeking advice and raising concerns			
2-27	Compliance with laws and regulations	G6: Ethics & Anti-Corruption		
2-28	Membership associations	S1: CEO Pay Ratio		
Stakeholder engagement				
2-29	Approach to stakeholder engagement			
2-30	Collective bargaining agreements			
GRI 3: MATERIAL TOPICS				
GRI DISCLOSURE	CONTENT	ADX DISCLOSURE	REFERENCE SECTION	NOTES
3-1	Process to determine material topics			
3-2	List of material topics			
3-3	Management of material topics			
GRI 200: Economic Standard Series				
GRI 201: Economic Performance 2016				
GRI 201 Topic Specific				
3-3	Management Approach			
201-1	Direct economic value generated and distributed			
GRI 202: Market Presence 2016				
GRI 202 Topic Specific				
3-3	Management Approach			
202-2	Proportion of senior management hired from the local community	S11: Nationalisation		
GRI 204: Procurement Practices 2016				
GRI 204 Topic Specific				

3-3	Management Approach			
204-1	Proportion of spending on local suppliers	G4: Supplier Code of Conduct		
GRI 205: Anti-Corruption 2016				
GRI 205 Topic Specific				
3-3	Management Approach			
205-1	Operations assessed for risks related to corruption			
205-2	Communication and training about anti-corruption policies and procedures			
205-3	Confirmed incidents of corruption and actions taken	G5: Ethics & Prevention of Corruption		
GRI 300: Environmental Standard Series				
GRI 302: Energy 2016				
GRI 302 Topic Specific				
3-3	Management Approach	E10: Climate Risk Mitigation		
302-1	Energy consumption within the organization	E3: Energy Usage		
302-2	Energy consumption outside of the organization	E4: Energy Intensity E5: Energy Mix		
302-4	Reduction of energy consumption	E4: Energy Intensity E5: Energy Mix		
GRI 303: Water and Effluents 2018				
GRI 303 Topic Specific				
3-3	Management Approach			
303-5	Water Consumption	E6: Water Usage		
GRI 305: Emissions 2016				
GRI 305 Topic Specific				

3-3	Management Approach	E8 & E9: Environmental Oversight		
305-1	Direct (Scope 1) GHG emissions	E1: GHG Emissions		
305-2	Energy indirect (Scope 2) GHG emissions	E1: GHG Emissions		
305-3	Other indirect (Scope 3) GHG emissions	E1: GHG Emissions		
305-4	GHG emissions intensity	E1: GHG Emissions E2: Emissions Intensity		
GRI 306: Waste 2020				
GRI 306 Topic Specific				
3-3	Management Approach			
306-3	Waste generated	E7: Environmental Operations		
GRI 308: Supplier Environmental Assessment 2016				
GRI 308 Topic Specific				
3-3	Management Approach			
308-1	New suppliers that were screened using environmental criteria	E7: Environmental Operations		
GRI 400: Social Standard Series				
GRI 401: Employment 2016				
GRI 401 Topic Specific				
3-3	Management Approach			
401-1	New employee hires and employee turnover	S3: Employee Turnover		
401-2	Benefits provided to full-time employees that are not provided to part-time employees			
GRI 403: Occupational Health & Safety 2018				
GRI 403 Topic Management Disclosures				
3-3	Management Approach			

403-1	Occupational health and safety management system	S8: Global Health & Safety		
403-2	Hazard identification, risk assessment, and incident investigation			
403-3	Occupational health services			
403-4	Worker participation, consultation, and communication on Occupational health and safety			
403-5	Worker training on occupational health and safety			
403-6	Promotion of worker health			
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships			
GRI 403 Topic Specific				
403-8	Workers covered by an occupational health and safety management system	S8: Global Health & Safety		
403-9	Work-related injuries	S7: Injury Rate		
403-10	Work-related ill health			
GRI 404: Training & Education 2016				
GRI 404 Topic Specific				
3-3	Management Approach			
404-1	Average hours of training per year per employee			
404-2	Programs for upgrading employee skills and transition assistance programs			
404-3	Percentage of employees receiving regular performance and career development reviews			

GRI 405: Diversity and Equal Opportunity 2016				
GRI 405 Topic Specific				
3-3	Management Approach			
405-1	Diversity of governance bodies and employees	S4: Gender Diversity		
		S6: Non-Discrimination		
		S11: Nationalisation		
		G1: Board Diversity		
405-2	Median Compensation			
GRI 406: Non-Discrimination 2016				
GRI 406 Topic Specific				
3-3	Management Approach			
406-1	Incidents of discrimination and corrective actions taken	S6: Non-discrimination		
GRI 410: Security Practices				
GRI 406 Topic Specific				
3-3	Management Approach			
410-1	Security personnel trained in human rights policies or procedures	S10: Human rights		
GRI 413: Local Community 2016				
GRI 413 Topic Specific				
3-3	Management Approach			
413-1	Operations with local community engagement, impact assessments, and development programs	S11: Nationalisation S12: Community Investment		
GRI 414: Supplier Social Assessment 2016				
GRI 414 Topic Specific				
3-3	Management Approach			



414-1	New suppliers that were screened using social criteria	S11: Nationalisation S12: Community Investment		
GRI 416: Customer Health and Safety 2016				
GRI 414 Topic Specific				
3-3	Management Approach			
416-1	Assessment of the health and safety impacts of product and service categories			
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services (GRI 416-2)			
GRI 418: Customer Privacy				
GRI 418 Topic Specific				
3-3	Management Approach			
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	G6: Data Privacy		