

COMMUNICATION ON ENGAGEMENT (COE)

Dubai Police



Period covered by this Communication on Engagement

From: 30 April 2018

To: 30 April 2020

Part I. Statement of Continued Support by the Chief Executive or Equivalent

Please use the box below to include the statement of continued support signed by your organization's Chief Executive or equivalent.

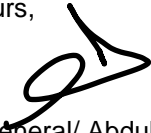
30 April 2020.

To our stakeholders:

I am pleased to confirm that Dubai Police reaffirms its support to the United Nations Global Compact and its Ten Principles in the areas of Human Rights, Labour, Environment and Anti-Corruption. This is our Communication on Engagement with the United Nations Global Compact. We welcome feedback on its contents.

In this Communication of Engagement, we describe the actions that our organization has taken to support the UN Global Compact and its Principles as suggested for an organization like ours. We also commit to sharing this information with our stakeholders using our primary channels of communication.

Sincerely yours,



Lieutenant General/ Abdulla Khalifa Al Marri
Commander-In-Chief of Dubai Police

The United Nations Global Compact (UNGC) Communication on Engagement

Dubai Police

2017-2019

Report Overview

We are proud to present our environmental, social and governance performance for the year 2019, with a thorough comparison of our performance with the preceding two years, reflecting on the achievements and improvements we have made over this time. This report embodies our aspirations of an increasingly sustainable police force in line with the Sustainable Development Goals (SDGs) and the United Nations Global Compact (UNGC) principles.

By reflecting on our performance for these recent years, we are able to develop a holistic understanding of sustainability within the framework of our core business and scope of work. This enables us to create a more defined vision, set better targets and define a clear roadmap to follow towards the sustainable future of Dubai Police.

We have determined the context of this report through an accurate and inclusive materiality process involving all of our stakeholders, which we cover in detail in this report. In addition, we continue to monitor and evaluate the sustainability performance of all of our departments, and introduce new measurement tools to help maintain the highest standards of sustainable practices across the organisation.

Terminology

The term 'Dubai Police' and "the Force" refers to all Dubai Police Force located in the Emirate of Dubai, United Arab Emirates, along with all its general departments, sub-departments, general councils, and police stations.

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Chapter 1 Sustaining Security .. Since 1956

1.1 The Origins

Dubai Police was founded on the 1st of June, 1956, through an executive order issued by His Highness the late Sheikh Rashid Bin Saeed Al Maktoum, the second Prime Minister of the United Arab Emirates, to maintain public safety and security through law enforcement as well as crime combat and prevention in all its forms. On the 1st of November 1968, His Highness Sheikh Mohammed Bin Rashid Al Maktoum was appointed as the Head of Dubai Police and Public Security, as a quantum leap for enhanced safety and security services in Dubai, laying down the foundations of the Force and leading its development to the level it realises today.

1.2 Two Thousand and Nineteen

With 63 years of services, Dubai Police has evolved from a conventional policing services provider to a world-leading organisation that integrates safety and security with the community's well-being and happiness. Today, the Force is headquartered in Al Twar Area, and operates from over 400 buildings across the Emirate of Dubai.

In 2017, Dubai Police was the world's first police force to introduce the Smart Police Stations (SPS), offering police services without any human interaction. The SPS operates round the clock, and provides services in the most discrete manner to its customers, offering confidentiality and a trust-worthy environment to file cases in a timely manner.

In 2019, Dubai Police has secured over 3 million citizens and 15 million visitors, with a workforce that exceeds 20,000 employees. With Dubai becoming a central hub for business development, the city is about to witness EXPO2020, a global exhibition that is expected to attract over 16 million visitors. Meeting the associated security challenges will be critical to the success of the city both now and in the decades that follow. To overcome the growing security challenges of the city, Dubai Police has an integrated advanced safe and resilient city plan in its core operations with a focus on three sectors:

- Operations
- Logistics support
- Criminal investigation

The safe and resilient city plan provides a range of smart systems including predictive analytics and big data, real-time response procedures and emergency response systems that enables the Force to better protect the community from any potential security threats including terrorist attacks and natural disasters.

Core Business Areas

1. Crime Prevention
2. Public Safety
3. Crisis and Disasters Management
4. Road Safety Management

1.3 Corporate Excellence Framework

The Force has developed a corporate excellence framework that includes 6 main components devised to achieve the mission and vision of the organisation in line with local and national directives. The framework components provide a set of principles and follow international standards in operational management, strategic planning, efficient resources management, community partnerships, and organisational innovation.

The Corporate Excellence Framework Main Components

1. The Strategy
2. The Strategic Planning
3. The Governance Structure
4. Ethics and Risk Management
5. Partnerships and Associations
6. Awards and Recognition

1.4 The Strategy (2019 – 2021)



1.5 The Strategic Planning

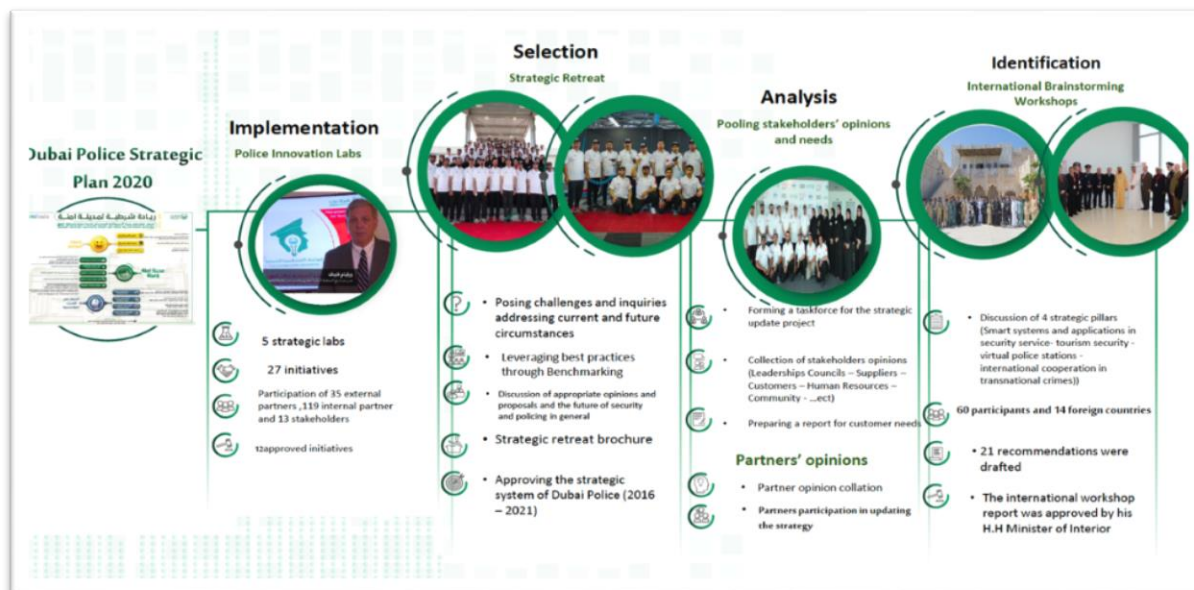
1.5.1 Local and National Alignments

In 2019, the Force has updated its strategy to keep pace with the Country's development and has restated its commitment to local and national directives including the 8 principles of Governance in Dubai, Dubai Plan 2021, the UAE Vision 2021 and the UAE Centennial 2071. In this update, the Force has aligned its 3 strategic goals Safe and Resilient City, Society Happiness and Innovation in Organisational Capabilities to the goals and KPIs of the aforementioned local and national visions and plans.

- The Most Secure Place
- A Safe and Resilient Built Environment
- Transparent and Reliable
- Happy Individuals Proud of their Culture
- Sustainable and Innovative in the Management of its Resources
- Sense of Security
- Judicial System Efficiency
- Road Traffic Death Rate per 100 Thousand Population
- Average Response Time to Emergencies
- Reliability of security and Police Services

1.5.2 A Global Approach to Strategic Planning

In 1995, Dubai Police was the first government entity in Dubai to develop a written organisational strategy. Since then, the Force has committed to update and roll out its strategy every 3 to 5 years. In 2019, Dubai Police was awarded as the first police force in the world to update its strategy in accordance with the Palladium Balanced Scorecard Hall of Fame for Executing Strategy and has also relied on rigorous international scientific methodologies and benchmarks against best practices in the policing sector.



1.6 The Governance Structure

1.6.1 Sectors and General Departments

Commander in Chief of Dubai Police

- **Headquarter Regulatory Office** - plans, monitors, and communicates orders as well as decisions issued by the leadership to all employees of the Force.
- **Emergency, Crisis and Disaster Management Centre** - Specialises in reducing exposure to disasters and promoting risk-awareness. It aims to transform Dubai into a resilient city and a global model for risk reduction in partnership with the United Nations Office for Disaster Risk Reduction.
- **The Future Foresight and Decision Support Centre** - Specialises in developing effective policing information and decision-making systems for current and future operations.

Assistant Commanding for Criminal Investigation

- **General Department of Criminal Investigation** – combats all forms of crime and develops as well as executes crimes prevention methods. It operates 10 police stations across the city of Dubai.
- **General Department of Forensic Science and Criminology** – manages specialised laboratories for forensic research and investigations, evidence storage, and heavy vehicle exam bay.
- **General Department of Anti-Narcotics** - combats narcotics and illicit drug use and smuggling within the UAE.
- **General Department of Punitive and Correctional Institutions** - rehabilitates prisoners through correctional educational programmes, sports activities, health and well-being treatment to reintegrate prisoners back into society.

Assistant Commanding for Community Happiness Affairs & Logistic Support

- **General Department of Community Happiness** - Implements initiatives to ensure internal and external community well-being and happiness.
- **General Department of Logistics Support**– Delivers logistic support for the operations of the Force. The Environment, Health and Safety Department resides here and caters for developing health and safety measures for the Force.

Assistant Commanding for Ports Affairs

- **General Department of Airport Security** – Prevents any threats in airports affairs and ensures aircraft and passengers security.
- **Air Wing Centre** – implements air patrols to monitor roads and beaches as well as conducts search, rescue and transportation of injured people to hospitals.
- **Ports Police Station** secures port facilities and protects sea operations

Assistant Commanding for Academy and Training

- **General Department of Training** – builds capacities of staff through awareness programmes, expert trainings and advanced educational programmes.

- **Dubai Police Academy** – Offers higher education in areas such as law, criminal investigation, as well as providing military training for police cadets.

Assistant Commanding for Excellence and Pioneering

- **General Department of Excellence and Pioneering** - sustains organisational performance development and measures stakeholders' satisfaction rates.
- **General Department of Human Rights** – sustains human rights in-line with international mandates and country laws, and combats violence, human trafficking and all forms of abuse against children and women.

Assistant Commanding for Operations Affairs

- **General Department of Transport and Rescue** – Manages police fleet operations, and rescue operations in man-made and natural disasters.
- **General Department of Traffic** – Manages road traffic safety and traffic order.
- **General Department of Protective Security and Emergency** – Secures and protects human lives against any threats, violence and unlawful activities.
- **General Department of Operations** – Manages city-wide surveillance to coordinate emergency responses, search and rescue operations on land and sea.

Assistant Commanding for Administration Affairs

- **General Department of Administrative Affairs** - Prepares statistical and research studies to support the advancement of the organisation's affairs.
- **General Department of Finance** – Plans and maintains the operations budgets and projects' finances.
- **General Department of Human Resources** – Develops and implements an integrated strategy for human resources management systems in the Force.
- **General Department of Artificial Intelligence** - Develops efficient and smart policing solutions for the internal and external stakeholders' services.

1.6.2 Dubai Police Councils

1. Senior Leadership Council
2. Executive Leadership Council
3. Central Leadership Council
4. Directors of Police Stations Council
5. Port Security Strategic Council
6. Police Consultative Council for Community Service
7. Dubai Police Council for Reputation Management and Customer Service
8. People of Determination Council
9. Dubai Police Positivity and Happiness Council
10. Optimal Exploitation Resources and Expenditure Council
11. Social Security Fund Board of Directors
12. Human Resources Councils
13. Policewomen Council for Community Service
14. Judicial Judiciary Council

15. Youth Leadership Council
16. Dubai Police Institutional Development Council
17. Institutional Excellence Council
18. Innovation Council
19. Dubai Police Council for Colleges and Universities Students
20. Scientific Council of Dubai Police Academy
21. Dubai Police Academy Board of Directors
22. Dubai Police Scholars Council
23. Dubai Police Scientists Council
24. Hemaya School Board of Trustees

1.7 Ethics and Risk Management

1.7.1 Ethics and Compliance

Safeguarding employee conduct and organisational reputation is the primary motivation of the Force. Robust ethics and compliance framework are designed as part of the organisation's strategy, and implemented in the daily operations of every general department and police station. The ethics and compliance functions are overseen by the Regulatory Office at the Force, which focuses on reporting on compliance performance and audit results of the general departments and police stations to the leadership of the organisation. The Force communicates its policies and standards, and systems for strong ethics and compliance functions to all internal and external stakeholders in efforts to sustain a culture of integrity. The Force has long encouraged and ensured the reporting of concerns or suspected wrongdoing. The leadership has promoted an open environment for employees to comfortably raise issues at an early stage to avoid outright misconduct and maintain high-quality ethics and compliance.

1.7.2 Risk Management and Business Continuity

In the recent years the Force has developed and updated specific policies and guidelines to ensure the effective management internal and external risks. Additionally, in 2015, the Force has updated its Information Security Policy in-line with the UAE Law No. (2) of 2015 on Risk Management and incorporated it in all the organisation's strategic planning, operations, services and external relationships with the public and suppliers.

Due to the highly sensitive information and classified communications required in its operations, the Force has long implemented the Information Security Management System (ISMS) (based on ISO 27001:2013) which consists of well-defined and structured policies and procedures to manage organisational risks and provides a management approach that maintains a secure information processing and storing environment. The Force has also ensured the delivery of awareness and expert training to the employees for effective implementation of the policy and management system. The Force designed management approach is further bolstered by a robust Failure Mode Effects Analysis (FMEA) framework, which is fully communicated to all the employees.



Chapter 2 – Securing Sustainability



1.1 The Sustainability Team

In 2017, Dubai Police has formed a Sustainability Team, headed by Colonel / Dr. Tamim Mohammed Alhaj, the Director of the Environment, Health and Safety Department. Since then, the team has worked on building a comprehensive sustainability framework that aligns the core business of the Force with the local and international sustainable development mandates. The team acts as the linking point between all the departments, police stations and councils, and has established their respective focus areas in the social, economic and environmental dimensions of sustainability. Additionally, the team has been appointed with numerous roles and responsibilities that work together to maximise the contribution of Dubai Police sustainability efforts to Dubai and the UAE as a whole.



The Responsibilities of the Sustainability Team

1. Develop a sustainability framework in line with local and international mandates.
2. Review and adopt local and global best practices.
3. Build capacities through awareness, training and development programmes.
4. Monitor and verify the sustainability performance of departments and police stations.
5. Report on organisational performance in line with international guidelines.
6. Benchmark performance against international best practices in relevant sectors.

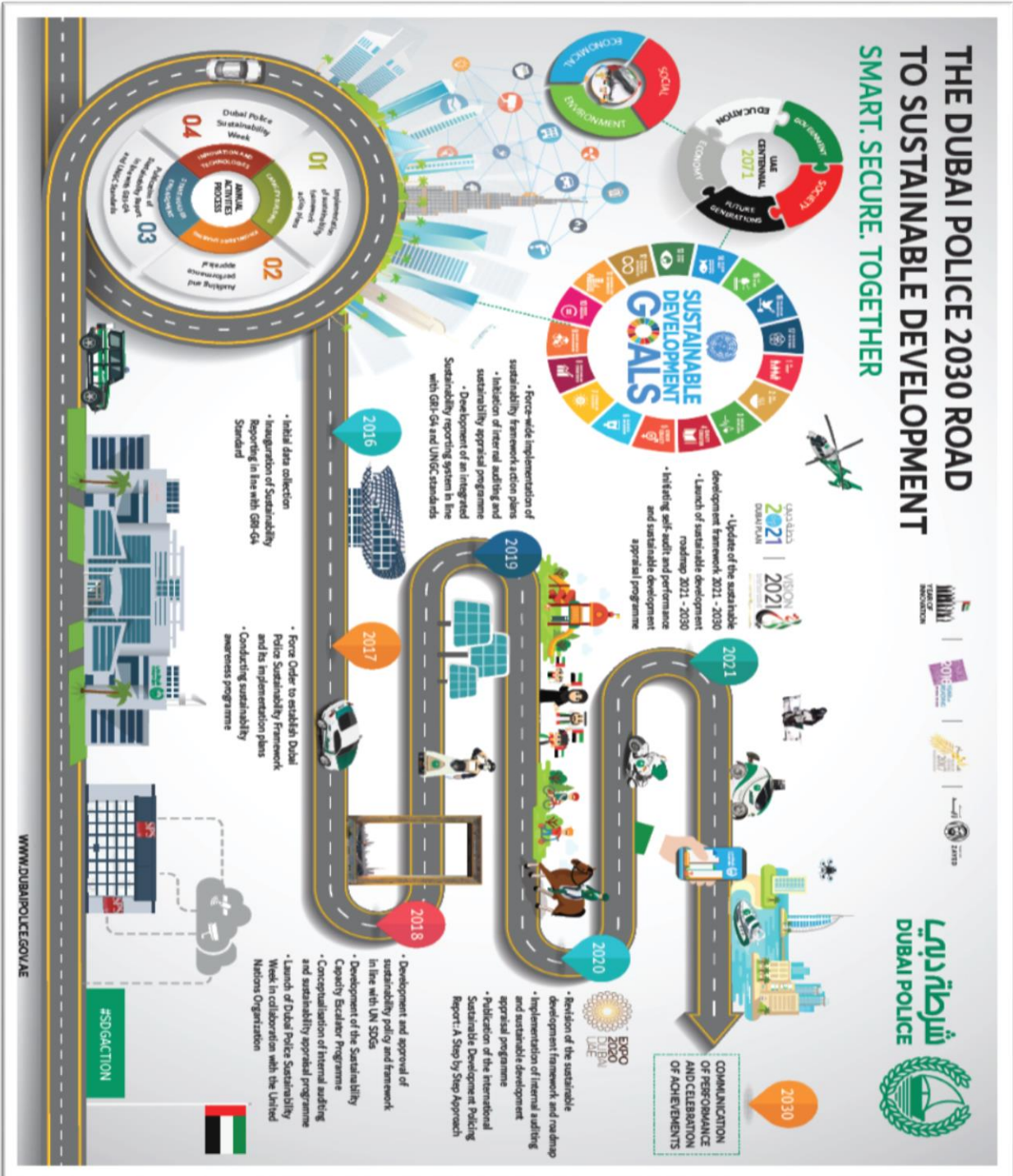
1.2 The Dubai Police 2030 Roadmap to Sustainable Development

In 2018, Dubai Police has launched the Dubai Police 2030 Sustainable Development Roadmap, in presence of His Excellency Dr Thani Al Zeyoudi, the UAE Minister of Climate Change and Environment. The roadmap highlights the organisation's commitment to build capacities, implement action plans and report on progress and organisational sustainability performance. It aims to devote the vision of a sustainable police to achieve the highest standards of employee well-being and customer experience.



The roadmap aligns with 43 local mandates such as the Dubai Plan 2021, UAE Vision 2021, the Green Economy for Sustainable Development, and the UAE Centennial 2071. It also aligns with international mandates, primarily with the United Nations 17 Sustainable Development Goals and the United Nations Global Compact Principles. The roadmap

combines all the local and international alignments as inputs to provide, as an output, a unified sustainable policing framework which can be scaled or replicated by any policing or security agency in the world.



1.3 Dubai Police Joins the UNGC Platform

In 2018, Dubai Police has proudly joined the United Nations Global Compact to support the ten principles of the UN Global Compact with respect to human rights, labor, environment and anti-corruption, becoming the first police force to achieve this feat globally. This reflects our values, which include support for human rights, minimum working standards, preventing corruption and preserving the environment, which are all essential components in establishing the security, safety and happiness of the entire Dubai community. With this commitment, Dubai Police has expressed its intent to support the Global Compact advancing these principles, and has pledged to participate in and engage with the UN Global Compact in the following way(s):

- Implement the UN Global Compact's Ten Principles through the Force's strategy and operations
- Encourage businesses and stakeholders to interact with to participate in the UN Global Compact



1.3.1 Engagement with the UN Global Compact Local Network

Upon the UN Global Compact membership, Dubai Police has proactively sought engagement with the UN Global Compact local network to study opportunities for local and international cooperation between various business sectors and government and private organisations as well as exchange expertise and best practices to create solutions and practical strategies for the security sector. The engagement has included site visits by the local network officials to Dubai Police headquarters and various facilities.

The cooperation has enabled the two entities to benchmark local policing practices with international best practices in areas such as community well-being and happiness and advanced security operations to reduce and prevent illicit activities.



1.4 Our Stakeholders

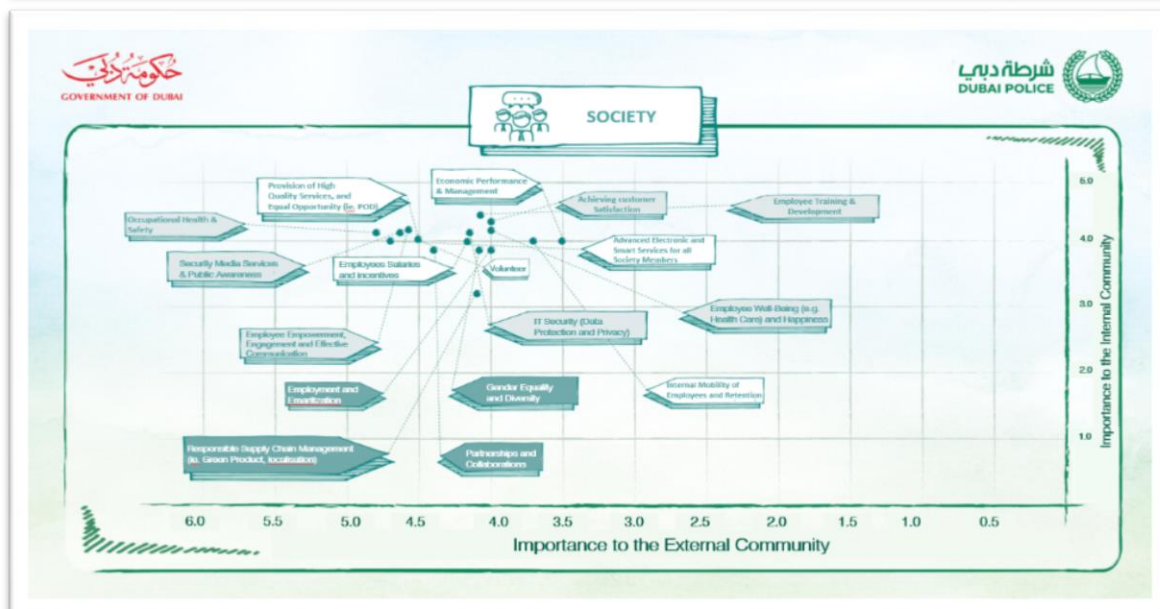
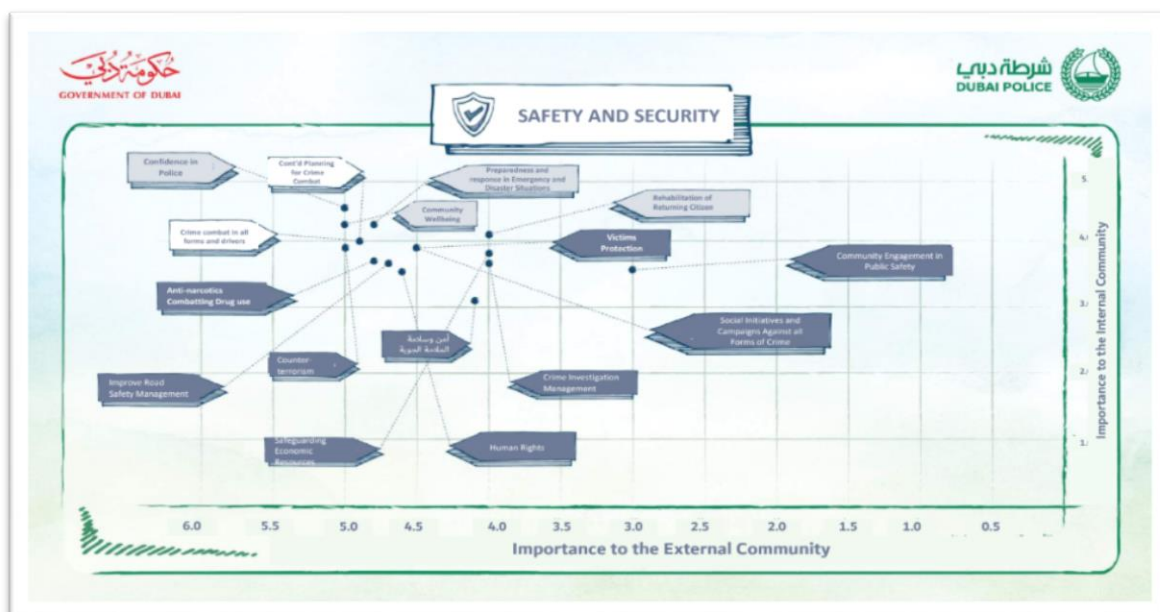
Stakeholder engagement is at the heart of Dubai Police strategic approach, as it enables inclusive decision making, collaboration and constant improvement of the organisational performance and services provided. In 2019, the Sustainability Team has conducted thorough research on sustainable policing practices, locally, regionally and internationally, identifying over 350 sustainability related topics. The identified topics were filtered using the three pillars of Dubai Police Strategic Directions (Society Happiness, Secure City, Innovation in Organisation Capabilities), the UN SDGs and the UN Global Compact 10 principles.

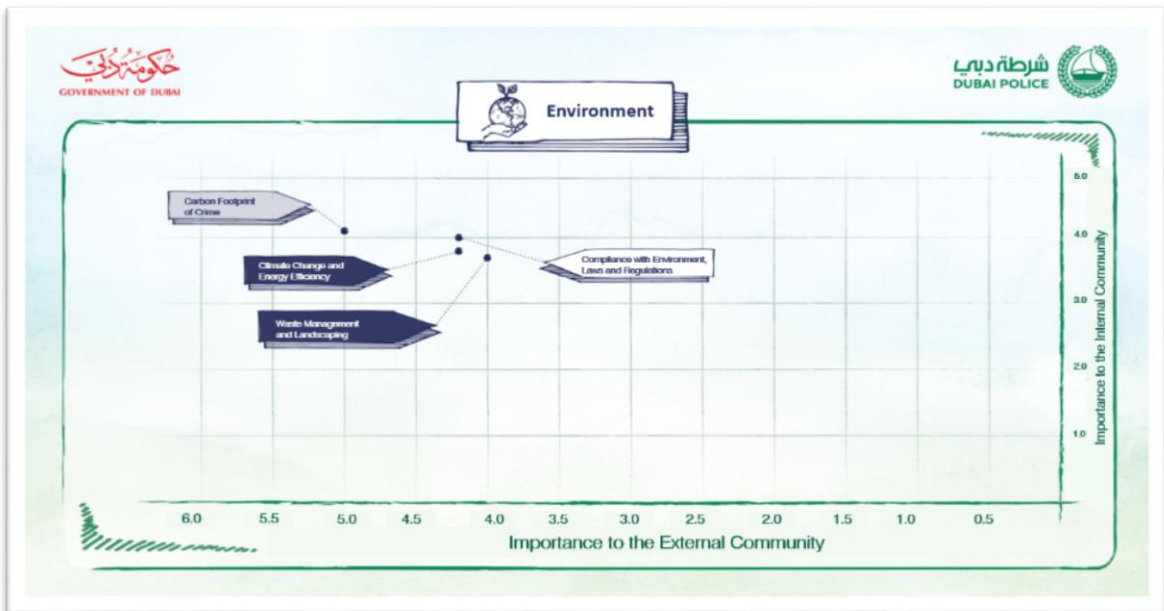
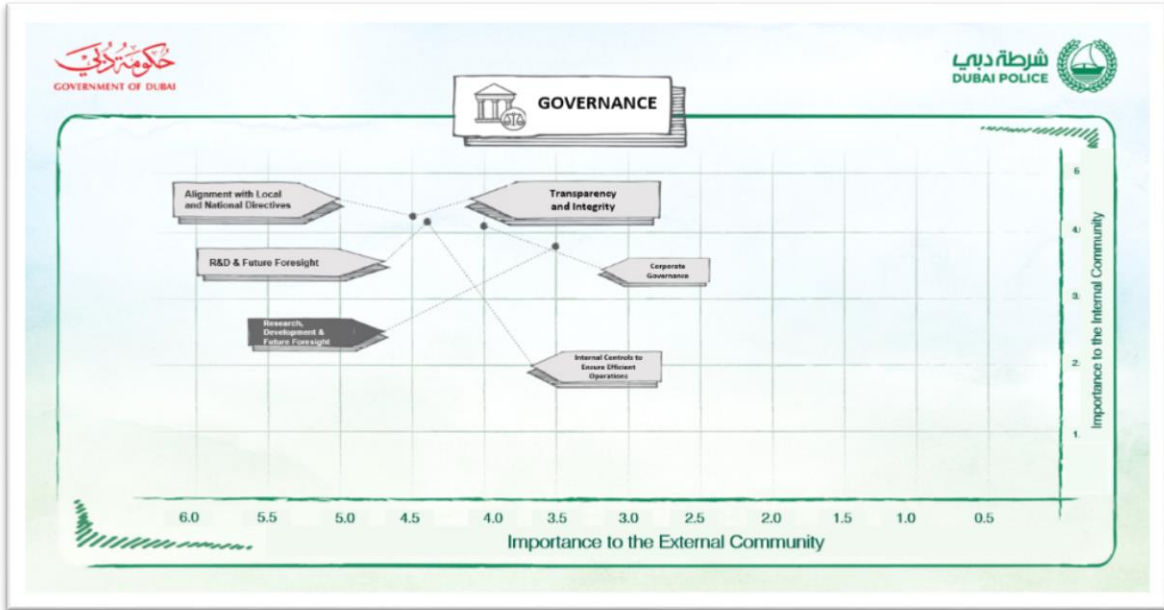


This mapping exercise has resulted in identifying 45 key sustainable policing topics, which were divided into four overarching themes:

- 1) The Society: 18 Topics
- 2) Safety and Security: 17 Topics
- 3) Governance: 6 Topics
- 4) The Environment: 4 Topics

A total of 34 topics were identified as highly material to both Internal and External Stakeholders of Dubai Police. These topics received an average rating of 3.75 or higher (on a scale from 1 to 5) and represent topics of greatest significance to Dubai Police.





Chapter 3 The Social Pillar: *Citizens and Cops*

3.1 Community Happiness and Confidence in Police

Dubai Police operations are designed to serve the happiness and wellbeing of the society. Our society includes the Force's employees, and the city's citizens, residents and visitors. The Force has continuously sought to enhance its response rate to emergencies and build community trust through numerous initiatives, programmes, campaigns and events. In the last three years, we have continuously enhanced and therefore reduced our response time to all emergency situations by over 3 minutes. This change was clearly reflected in the percentage of individuals who have confidence in the police, and consequently increasing the community happiness rate during the last three years.

Key Performance Indicator	2017	2018	2019
Percentage of Individuals who have Confidence in the Police	91%	92%	93.4
Community Happiness Rate	88.8%	89.1%	93%

To sustain confidence, we have prepared and published 18 awareness films on various security issues (public safety, traffic violations, anti-social behaviour, work ethics and others) that have contributed significantly to communicating awareness messages to the largest segment of society. The societal initiatives are numerous, serving over 211,000 beneficiaries from all around Dubai in the past year.

3.2 Public Safety and Security

Strong relationships of mutual trust and confidence between police agencies and the communities they serve are crucial to maintaining public safety and effective policing. Dubai Police has achieved a remarkable rate of sense of safety in the city throughout the years, with an average of 100% of the people in Dubai feeling safe. This rate is a reflection of the significant reduction of the general and alarming crimes despite the population growth that Dubai has witnessed in the respective years.

3.2.1 Dubai Police's air wing responds to more than 800 emergencies

The Air Wing centre have carried out 820 tasks in 2017 including 438 patrols and 112 emergency missions to transport accident casualties and other multiple tasks. The Air Wing's mission extends to the security services and the implementation of air patrols to monitor roads and beaches. Its mission is to ensure that Dubai is safe by responding to emergency situations and providing support to the ones in need. The centre also focuses on reaching the emergency site quickly by taking off within a maximum of 3 minutes. We are the only Police Force in the country that has this capability, and has even succeeded in achieving a lower take-off time.

3.2.2 Dubai Police launch Bicycle Search and Rescue Patrols

A total of 14 officers have graduated as the first batch of bicycle patrols. The team is to provide rescues with the required skills to use bicycles effectively in emergency cases. They will be on all Dubai's public beaches in the future to provide the best police and

rescue services. Bicycle patrols can reach congested areas narrow streets and beaches. They remain equipped with first-aid kits and connected to the command and control centre in case of emergencies. Added Smart helmets that the officers can use will feature voice and video transmission systems that facilitates group calls with GPS trackers to provide smart and efficient security services to the society.

3.3 Roads and Traffic Safety

In its mission to preserve human lives, Dubai Police key strategic objectives includes reducing road traffic accidents deaths, through numerous traffic regulations and technologies. These activities positively contribute to the reduction of traffic violations and to the penalty of violators through fines, which are primarily derived from the technical control devices implemented by the Traffic Technologies Department at the Force. The Department has achieved a significant reduction in the number of road accidents deaths, showcasing a 27% reduction in the last three years, which contributes to reaching **zero** deaths per 100 thousand of the population by 2020.

3.4 Anti-Narcotics Efforts

Illicit drugs have become a major global problem in recent decades following the increase of trade, travel and globalization as a whole. Dubai is highly prone to such harmful activities as it is the 4th most visited city in the world with trade and business relations from all over the globe, exposing it to illicit drug activities.

Dubai Police has devised the General Department of Anti-narcotics to work effortlessly alongside other relevant authorities to take the appropriate legal actions against all drug dealers, users and promoters. The Force's efforts in combating drugs are not in any way limited to law enforcement activities, but extend to extensive collaboration and communication with various public and private entities to spread the awareness and education on the negative effects associated with drugs. Moreover, the Force has taken an unprecedented approach towards rehabilitating addicts and reintegrating them back into society, through humanitarian initiatives and awareness-raising programmes that provide various kinds of support for repentant addicts and their families. Such initiatives aim to reduce the chances of recurring addiction, while saving efforts, money and time, which ultimately lead to community stability and empowered youth.

3.5 Human Rights Protection

The UAE's constitution guarantees the integrity of civil liberties and sets out rights that protect all society members equally and fairly. Human rights are of a top priority in all the Force's activities and interactions with the public, where we ensure justice, equality and tolerance are always embodied in all practices. The Force has continuously collaborated and communicated with various entities, both locally and internationally, to enhance human rights procedures. The UN Global Compact membership is the latest of the many prior collaborations, where Dubai Police reaffirms its commitment to sustain the highest quality of human rights services. The Force's approach to human rights protection follows an integrated framework that ensures raising awareness, protection and guidance to all

society members without any discrimination. The General Department of Human Rights operations focus on the following 3 areas:

- Human Trafficking Crime Control
- Women and Children Protection
- Rights and Freedoms Protection

3.5.1 Human Trafficking Crime Control

The UAE was the first country in the region to adopt and enact a broad anti-human trafficking law (Federal Law No. 51 of 2006), putting the UAE as a key party in the global campaign against human trafficking. The law is aligned with the UN TIP Protocol that focuses on Preventing, Suppressing, and Punishing trafficking in persons. In line with the country's commitments to these laws and standards, and as a law enforcement authority, the General Department of Human Rights operations focuses on:

- Monitoring and analyses of human trafficking crimes through scientific research
- Promoting and protecting the rights of workers
- Raising societal awareness through programmes, training, and initiatives
- Applying the Human Trafficking Crime Law to both the accused and victims
- Strengthening training cooperation at the local and international levels with the private and public sectors to combat human trafficking crimes

In 2016, the Force has launched a Diploma in Combatting Human Trafficking crimes, aiming to prepare qualified caliber in all public departments and institutions concerned with combating human trafficking crimes in Dubai. In 2019, 34 participants have received the Diploma, to ultimately contribute to strengthening the country's efforts to combat such crimes, and ensure protection of its victims.

3.5.1.1 Campaign Against Human Trafficking

Dubai Police, in collaboration with the National Committee to Combat Human Trafficking (NCCHT) and Dubai Airports, have launched an awareness campaign aimed at all travellers entering or passing by Dubai. The campaign includes advertisements warning traffickers of the harsh penalties under the applicable laws, and provides victims with a toll-free number to call and report potential crimes. The Ad reaffirms travelers and advises them to report any suspicious behaviour among other travellers.

3.5.2 Women and Children Protection

In 2011, Dubai Police has established the Department of Child and Women Protection to provide and strengthen social and legal support to children and women that are in situations that jeopardize their safety or wellbeing. The Department has long implemented a variety of initiatives aimed at interacting and spreading awareness regarding child and women rights, enhancing the values of social solidarity in our community.

3.5.2.1 Education to Fight Child Abuse

Holding a series of workshops related to protecting women and children from sexual harassment, Dubai Police has highlighted the importance of being aware of sexual predators' behavior to lure their victims as the best weapon of prevention. Dubai Police has held workshops "how to say NO" to all society members to ensure that awareness is spread to everyone in the society and children from all over the city are made aware of their rights and how to defend them and ask for help when needed.

3.5.3 Rights and Freedoms Protection

The Department of Rights and Freedoms Protection at Dubai Police seeks to achieve noble human principles to provide a safe society through the following activities:

- Receiving Complaints from the external public about deficiencies of the services provided, as well as complaints related to employees behavior. The Force ensures proper investigation and corrective action are taken for all complaints received
- Receiving and processing staff grievances related to harassment or unjust treatment
- Providing material and moral support to Dubai Police affiliates and their families that are in need, to ensure family and community cohesion and happiness

3.6 Innovation and Customer Happiness

In line with the country's vision and directives, Dubai Police has placed the customers happiness at the forefront of its operations and has implemented numerous initiatives and innovative solutions that increased customer satisfaction and enhanced the operational performance. In the recent years, Dubai Police has maintained an average of 89% customer satisfaction rates, attributed chiefly to the provision of smart technologies in recent years, where all our customers can access and request transactions through numerous smart channels at their own convenience.

3.6.1 Smart Services

As one of the first security institutions at the local and international level to provide smart electronic services, Dubai Police has long continued to connect and unify its customers under the umbrella of a smart government that works around the clock. Dubai Police Smart Application is a prominent online channel providing smart services that are accessible on all smart devices (Android and IOS operating devices). Launched by the General Department of Artificial Intelligence, the app includes a number of services provided in seven languages, including; Arabic, English, French, Chinese, German, Russian and Spanish. In total, Dubai Police offers a total of 65 Smart e-services for all members of society, that not only enhance the efficiency of our services, but also reduce the time and effort that our customers put in seeking these services; by eliminating the time spent commuting to Police Facilities and also waiving the waiting times spent in conventional queues, for the following services:

1. Interactive Conversation Centre service that allows users to choose their required service at ease. The Service Provider will then provide it on behalf of the customer.

2. Fast reporting feature that has shortened the time needed to report traffic violations or any suspicious behaviour.
3. Corporate file service enabling companies' delegates to complete company transactions without the need to fill in data periodically.
4. Virtual assistant that allows the user to send suggestions and notes and to pay violations through the special voice commands (SIRI), without the need to open the Dubai Police smart application.
5. Text messaging service (imessage) allowing everyone to use the main smart services, without the need to enter the application.
6. Intelligent violations application for military personnel affiliated with Dubai Police, it allows them to report traffic violations and edit them via smart applications
7. Smart platform enabling access to the main services through the keyboard
8. Driving feature service that allows the application to send sound alerts about all incidents or accidents occurring near the user's location.

3.6.2 The Smart Police Stations

In 2017, Dubai Police launched the Smart Police Station (SPS), the first smart police station in the world, to offer police services without any human interaction, for which it holds a Guinness certificate. All smart stations are open 24 hours, 7 days a week and offer a confidential service point for the public where they can speak openly and freely. The idea is that people can seek assistance remotely and interact with police officers through video conferencing, whenever required, in the language of their choice. Moreover, this project utilises the latest technologies and monitoring techniques to provide the highest level of security, spreading a sense of safety among the public. The stations are user friendly and accommodate all payment options including cash and card payments. The stations offer a variety of criminal, traffic, social, certificates and permit services to all who seek assistance at their convenience, to prevent actions of inequalities and promote safety and security in Dubai, with the following features:

- 27 key services such as reporting crimes and traffic incidents
- 33 services from good-conduct certificates to social support for violence victims

3.7 Employee Engagement and Happiness

Dubai Police Force recognises that the employees are one of the main driver of sustainable development and form the backbone of our operations, services and strategic goals. Since inception, the leadership has been heavily invested in attracting and nourishing the national human capital, and empowering them to lead Force. Through the General Department of Human Resources, the Force ensures that all its employees are treated fairly and with a great deal of support and incentives; mainly through competitive and incentivised salaries, along with various privileges (Health-care, end of service reward, annual leaves, and all dues). The Force has put in place a highly rewarding incentives guidelines that ensure inclusiveness and fairness in incentives given to all outstanding employees at Dubai Police. As the Force expands in number and duties through the years, so does the incentives and rewards granted to the employees, to ensure that everyone is appreciated and rewarded for all their remarkable efforts.

Every General Department at Dubai Police puts great emphasis on the well-being and happiness of its employees, and ensures continuous communication on their suggestions, complaints, and general feedback. The happiness rates of employees is surveyed on annual basis, and the Force has witnessed a gradually increase of employee happiness to over 10% over the course of the last three years.

Strategic KPI	2016	2017	2018
Percentage of Job Happiness	83%	87%	91.7%

3.8 Fostering Equality, Diversity and Inclusion

3.8.1 Gender Equality

Dubai Police practices reaffirms that equality is key to growth, innovation, and excellence. The Force encourages and promotes equality and diversity in all departments and fields through active actions. The recruitment and retention policies aim to create a gender-balanced environment where both men and women are equally empowered with equal opportunities to grow and prosper, and maintain the **salary remuneration rate of 1:1** between women and men. In 2018, over 29% of the Force's newly hired employees were women, a 15% percent increase from the 2016 base year.

3.8.1.1 Dubai Police established Dubai Women's Police Council

In 2017, Dubai Police established the Women's Police Council to give direct care to the family and community, and it played a pivotal role in the development of their power. The council provides initiatives and programmes that consolidate human values, support family ties that guarantee stability and community safety, and empowers women in co-operating in solving social issues and trends strengthening cooperation between police force and the community and exchange knowledge and expertise in local and international entities that support women's issues.

3.8.2 Age Diversity

Youth talent and knowledge is a key strength that the Force acknowledges, as over 74% of the workforce is comprised of the wider youth age category between 18 and 44 years and 81% of the newly hired employees are from the youth age group. The Force also ensures that age diversity is maintained by gradually and consistently increasing the retention of the more senior members of our workforce aging 45 and above, and increasing the newly hired senior employees by 8% over the past three years.

3.8.3 Fostering Inclusion

A diverse working environment is the foundation of a culture of creativity, openness and inclusivity. Dubai Police employees are from a diverse mix of nationalities from 53 countries. The Force has made remarkable progress in creating sustainable employment opportunities for the citizens in alignment with the government requirements and visions.

At Dubai Police, we have been contributing to this crucial area for the welfare and happiness of citizens by emphasizing the potential of our national employees to lead the security development and in return enhance local economy and stability. The Force seeks to encourage graduates from different disciplines to take advantage of the jobs offered at Dubai Police through numerous events and recruitment fairs aimed at attracting national cadres and young competencies to provide suitable and prosperous opportunities for the UAE youth. Dubai Police also has specific programmes aimed at supporting People of Determination, ensuring their inclusion in providing services, which have seen a notable 26% increase in the number of hired People of Determination in the last three years.

3.9 Talent Management

3.9.1 Smart and Streamlined Recruitment

In 2017, and in collaboration with Smart Dubai, Dubai Police has launched the state of the art 'Fajwa' platform to help all decision-makers at Dubai Police process candidates' data to find the most suitable employees, eliminating biases, discrimination, or any other form of mishandling of candidates' applications. The platform was implemented across the entire recruitment process, and performance evaluation to ensure that the Force consistently measures up to the government excellence standards. The service bundle includes performance indicators for Human Resources, Payroll and Time Management, among other key criteria. It has gained international recognition since its foundation, and in 2018, it received three international prominent awards for its innovation and efficiency.

3.9.2 Employee Training and Development

Dubai police has long focused and recognized on training frameworks to ensure the retention of the right people and contribute to the efficiency and excellence of our policing operations. The General Department of Training overlooks the creation, implementation and evaluation of a wide array of training programmes, with the support from every every department at Dubai Police to identify training needs according to their respective line of work. In 2018, Dubai police has provided numerous external and internal training programmes, that totaled to 263,436 training hours, a 6% increase compared to 2016.

3.9.2.1 Training for Justice

Dubai Police has long communicated the significance of human rights to its employees through a number of codes, policies and standards. These are all aligned to the government labor laws, and the Dubai Police General Department for Human Rights. The efforts in communicating human rights policies and procedures extends further, as the Force provides training and education in such policies to the specialised employees in human rights laws and policies.

	2016	2017	2018
Total Number of Training Hours in Human Rights Related Topics (Hrs)	1430	5032	3655

Total Number of Employees Trained in Human Rights Related Topics	94	382	290
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3.10 Community Service and Volunteering

Dubai Police has placed great emphasis on volunteer work, and believes in its role in building civilised societies to achieve sustainable development. Dubai Police has worked to root and develop the volunteer work institutionally, through the volunteering platform. This, in turn, supports existing volunteering opportunities such as the "We Are Police", which utilises the volunteering efforts of the community members to report on incidents and suspicious behaviour.

The smart volunteering platform is the first of its kind at Dubai government institutions level in the country, and allows all Dubai Police employees to participate in various internal and external volunteering opportunities. The platform is a central tool for accessing all opportunities as it is a comprehensive interactive platform for developing and organising volunteer efforts in the country. The number of volunteer opportunities since the introduction of the platform in 2018 has reached 258 internal opportunities and 1138 external opportunities, with more than **54,499 volunteer hours** achieved.

3.11 Health, Safety and Wellbeing of Employees

Dubai Police Health and Safety Officers have designed an Integrated Environment, Occupational Health and Safety (EOHS) Management System in order to conform our highly operational work and simulate the practical reality. This system targets EOHS observers, system operators and representatives of General Departments and Police Stations, and targets:

- Maintaining the safety of both employees, inmates, and customers, and eliminating the risk of injuries related to the work and the surrounding environment.
- Applying EOHS standards for each job and process.
- Raising awareness of all General Departments and Police Stations regarding safety instructions and risks associated with their operations

The EOHS system meets a number of global standards including, the Environmental Management System (ISO 14001), the Occupational H&S Management System (OHSAS 18001) and the Quality Management System (9001). It includes rigorous training programmes and specialized courses on various aspects of health and safety, including:

- General education on environment, health and public safety
- Environmental Health and Safety Management System courses
- Theoretical and practical trainings on fire extinguishers
- Training courses and workshops on sudden evictions

Chapter 4 The Economic Pillar: *The Numerics*

4.1 Responsible Supply Chains

Dubai Police has long adopted the efficient management of procurement processes to achieve the strategic goals of Dubai Police, the innovation in resource management. From this standpoint, the Force has issued a Purchasing Process Management Policy which aims to:

1. Provide all police requirements in a manner that maintains the continuity of quality performance and effectiveness in all circumstances.
2. Commit to applying the provisions of Law No. 6 of 1997 regarding contracts for government departments in the Emirate of Dubai
3. Rationalise expenses related to procurement
4. Managing a distinct relationship with suppliers, through:
 - Measuring supplier performance.
 - Supporting local SMEs.
 - Ensure continuous communication with suppliers
 - Holding an annual meeting with suppliers
 - Supplier poll and suggestions
 - Commitment to transparency in dealing with and applying governance

Dubai Police procurement activities are in accordance with **ISO 20400:2017 Sustainable Procurement Guidance**, where all contracts and supplier activities are subject to satisfactory surveillance audits. Throughout the last three years, Dubai Police have maintained a very high suppliers satisfaction rate with an average of 96% satisfaction.

The guidance requirements include:

- Labor rights is an essential clause that is included in all contracts, where suppliers are legally liable to ensuring that the UAE labor rights in terms of wages, working hours, occupational health and safety are maintained
- Environmental integrity in all issued contracts, where all procured equipment, products or services are environmentally friendly, and produced according to the environmental safety in the UAE
- To ensure the development of the local economy, and in efforts to empower local enterprises and industries, **100%** of the procurement activities are carried out with locally registered suppliers
- To ensure compliance with the abovementioned contract clauses, Dubai Police is entitled throughout the contracting period to conduct any relevant audits or tests directly or through partners such as the Dubai Central Laboratory, without any prior notice period to the contracted party

4.2 The Battle Against Economic Crimes

As the world becomes closer and more connected, economic stability and integrity becomes a greater challenge to sustain. Today, financial crimes come in vast forms, and

the repercussions on victims lead to safety and security issues. Through the Financial Crimes Department, Dubai Police takes a leading role to secure Dubai's local economy through combatting all forms of economic crimes. These crimes can range from theft, fraud, deception, blackmail, corruption, money-laundering and many others. The nature of financial crimes means that the work often results in collaboration with various public and private entities outside the law enforcement community, to ensure adequate collective efforts are in place. As a result of these efforts, the UAE was ranked the second safest and most secure country in the world according to a study published in 2017 by the World Economic Forum (WEF).



Chapter 5 The Environmental Pillar: *Climate Action*

5.1 The UAE's Commitment to Environmental Sustainability

In the past few years, the UAE has come a long way in environmental management and climate change advocacy, under the frameworks of Vision 2021 and the Green Economy for Sustainable Development 2030, that were launched by His Highness Sheikh Mohammed bin Rashid Al Maktoum, Vice-President and Prime Minister of the UAE and Ruler of Dubai. The UAE has also built and activated the enablers to meet the challenges of the 2030 United Nations 17 Sustainable Development Goals (SDGs). In this mission, the UAE has announced to invest AED 600 billion by 2050 to meet the growing energy demand and ensure a sustainable growth for the country's economy.

5.1.1 Local Alignment

Dubai Integrated Energy Strategy 2030

- Generation of at least 7% by 2020 and 15% by 2030 of Dubai's energy from renewable resources.

Dubai Clean Energy Strategy 2050

- Production of 75% of Dubai's energy from clean resources by 2050.

UAE Energy Strategy 2050

- Increasing the contribution of clean energy in the total energy mix from 25% to 50% by 2050.
- Reduction of carbon footprint of power generation by 70%, thus saving AED 700 billion by 2050.
- Increasing consumption efficiency of individuals and corporates by 40%.

5.2 Dubai Police Climate Action

As a large-scale organisation with 20,000+ employees, serving a population as high as 3.1 million residents and 15.9 million visitors round the clock, Dubai Police operations are designed to mitigate challenges and improve the living environment, operating under the principles of knowledge-sharing and leading by example. Coupled with Dubai's consequent march towards becoming the world's lowest carbon footprint city by 2050, Dubai Police objectives and strategies have expanded to face challenges related to advocating and promoting environmental education and awareness. Naturally, the Force's core duties are law enforcement, combatting crime and the provision of public safety and happiness. The objective is to perform these duties to the highest possible standard to achieve sustainable development.

In 2012, Dubai Police established the Environment, Health, Safety and Environment Department (EHS) to promote environmental stewardship and pioneer projects from within to establish them as benchmarks for scalability and replication in-line with local and national guidelines. The EHS operations are dynamic in nature, and are represented by eight pillars, each of them with their own objectives and performance indicators. The environmental sustainability operations include six organisational KPIs devised to measure, report and verify the performance in line with ISO 14001, ISO 14064-1, ISO

50001:2018, ISO 46001:2019, ISO 14046-2014 requirements and the UNGC principles for environmental sustainability. This contributes to achieving the objectives of the organisation's sustainability material topics: Climate Change and Energy Efficiency, Compliance with Environmental Laws and Regulations, and Waste Management and Landscaping, which ultimately details the organisation's contribution on a local level towards achieving:

- SDG 7:** Affordable and Clean Energy
- SDG 11:** Sustainable Cities and Communities
- SDG 12:** Responsible Consumption and Production
- SDG 13:** Climate Action

Environmental KPIs

1. Percentage of Completion of the Zero Carbon Police Force Plan in a Specific Timeframe.
2. Total Organisational GHG Emissions in a Specific Timeframe.
3. Percentage of Reduction in Water Consumption in a Specific Timeframe.
4. Percentage of Reduction in Electricity Consumption in a Specific Timeframe.
5. Percentage of Compliance to Green Buildings Guidelines in the Organisation in a Specific Timeframe.
6. Percentage of Green Procurement in the Organisation in a Specific Timeframe.

5.2.1 The Zero Carbon Police Force

In efforts to contribute to achieving the UAE vision in climate action and sustainable development as a whole, the EHS department has developed its Climate Action Master Plan 2020 and has actioned it through the Force-wide Zero Carbon Police Force Initiative, becoming the first police force to implement this feat globally. Through this initiative, Dubai Police aims to achieve the lowest possible carbon footprint via energy and resource efficiency initiatives, then begin its carbon offsetting programme for the unavoidable carbon emissions, ultimately achieving a carbon neutral profile by 2020.

Established in 1956 with only one building to run its operations, today, the Force owns over 400 buildings and manages more than 3,000 vehicles to run its operations. The zero-carbon initiative is designed in a way that carbon emissions are controlled through adoption of best practices despite any expansion plans. The initiative was set up to meet local, national and global climate change directives and the methodology follows standards that can be tailor-made to any organisation regardless of size, operations, or geographical location. The targets used allow for flexibility within the first years of implementation, considering the challenges encountered and the learning curve in the first stages of implementation. The success of replicating the initiative stems from the basic foundational principles of relevancy, completeness, consistency, transparency and accuracy.



Examples of actions stemming from the initiative include green procurement with focus on the adoption of energy-efficient appliances, and developing route optimisation platforms for police patrols to reduce fuel consumption. Clean energy adoption is a vital element of the zero-carbon initiative. It includes the implementation of solar water heaters, installing solar rooftops across Dubai Police buildings with plans to increase clean-energy dependency to its maximum capacity by 2022.

Environmental Education

To achieve the highest positive impact possible, Dubai Police has focused on setting up a strong programme to raise employee awareness on environmental sustainability and energy conservation. The awareness programme has succeeded in creating an internal culture of environmental stewardship, through the appointment of the 'Carbon

Champions’ and department representatives, a group of individuals within the police who are responsible for spreading awareness and drive implementation across the entire workforce. To date, over 70 awareness workshops were carried out targeting 2,000+ employees across all the Force. We, at Dubai Police, believe that knowledge is power. The one-to-one awareness workshops serve as a primary tool for turning the knowledge gained into fruitful actions.

5.2.2 The Greenhouse Gases (GHG) Inventory: Design and Development

Building upon the ambitious Climate Action Master Plan 2020, the Force has committed to calculating its annual GHG emissions and reporting it in-line with ISO 14064-1:2018. The inventory report provides strong technical insights on the consumption performance across the organisation. The data collected is regularly reviewed by internal and external experts, and transparently indicates any extrapolations or estimations. The GHG inventory utilises emission factors derived from scientific sources and relevant government agencies, both locally and internationally. Since 2014, Dubai Police has fully reported on Scope 1 and 2 emissions, while scope 3 emissions boundaries are limited to the availability of third-party data.

Scope 1: Energy Direct Emissions

- Fuel combustion in transportation and standby-generators
- Refrigerants consumption for air conditioning and maintenance operations
- Cooking gas (owned) consumption in kitchens and pantries

Scope 2: Energy Indirect Emissions

- Purchased electricity
- Purchased desalinated water

Scope 3: Indirect Emissions

- Wastes sent to landfill
- International business travel
- Cooking gas used by the third parties

5.2.3 The GHG Inventory: Calculations

Total Organisational GHG Emissions Profile

Scope	Unit	2014	2015	2016	2017	2018	2019
Total Organisational GHG Emissions (Actual)	tCO2e	128,366	124,017	127,463	130,887	131,309	141,363

Total Organisational GHG Emissions (Scope 3)

Scope	Unit	2014	2015	2016	2017	2018	2019
Scope 3	tCO2e	1,996	2,255	2,815	2,005	1,996	2,255

5.2.4 The GHG Inventory: Avoided Emissions

Alternative methods of policing in pursuit of energy conservation have contributed massively in avoiding emissions when compared to the conventional policing methods. The auctions of goods, rather than landfilling, have promoted a more circular 'reuse' culture. Since 2016, the Force has successfully increased its auctioned materials and therefore **avoided over 600 tCO₂e** through diversion from landfills.

The smart transformation of police public services and auctioning management approach have the highest impact on avoiding emissions as shown in the table below. The smart transformation of services, now allowing customers to access policing services through their mobile devices, has **avoided a total of 19,558.5 tCO₂e** that would have been otherwise emitted if customers travelled to police stations or departments to request the same services.

5.2.5 The Carbon Footprint per Crime

While policymakers have long sought to quantify the social and economic costs of crime, in a first attempt for a police agency world-widely, Dubai Police takes a leap to quantify the environmental footprint of crime committed in Dubai. The footprint calculations include direct and indirect energy consumption emissions resulting from criminal investigations, prison time served, and associated administration services required for police operations. The sum of the emissions (Scope 1 and Scope 2) is then compared against the total number of crimes recorded each year. Between 2016 and 2019, emissions per crime has scored an estimated **average of 5.76 tCO₂e per crime** in Dubai, which include all registered crimes with the exception of bounced cheques offences that are accounted in the electronic crimes avoided emissions calculations.

5.3 Beyond Conventional Policing

The Conference of Parties (COP'23)

Led by His Excellency Lieutenant General / Abdullah Khalifa Al Marri, Commander-in-Chief of Dubai Police, a delegation from Dubai Police has visited COP'23 in Germany to showcase the Zero Carbon Police best practices. In this visit, the UNFCCC announced and lauded Dubai Police aspirations to become the world's first Zero Carbon Police through the adoption of efficient and clean energy practices. This participation has led to the UNFCCC official visit to Dubai Police, to discuss future initiatives advocating women and policing in climate change mitigation.

"I-Serve - Sustainable Fleet at Your Service

The force has adopted efficient practices in its fleet management and operations. The I-Serve initiative was launched to compliment the former objective through transforming the entire service fleet of Dubai Police into a sharing model. It offers employees an attractive transportation solution that reduces carbon footprint and associated financial costs. By 2024, Dubai Police service fleet is expected to be fully commissioned by I-Serve, ultimately avoiding an estimated amount of 6,294 tCO₂e. This initiative contributes

to the UAE's plans to grow its electric car fleet, and is set to achieve a 10% increase in eco-friendly vehicles purchases in Dubai Police.”

Zayed's Coasts Initiative Protects the Ocean

The Marine Pollution Control Centre in the General Department of Transport and Rescue has achieved outstanding results in combatting oil spills in the country's waters, resolving 100% of all cases tackled. In collaboration with Dubai Municipality, Zayed's Coasts Initiative has sought to spread awareness and train over 120 volunteers from the wider community in combatting oil spills.

Divers Join Hands to Clean Up Dubai Creek

The Marine Pollution Control Centre organises initiatives to clean up the creek at the heart of the bustling market area in Dubai on annual basis. To date, the initiative gathered over 200 volunteers and achieved over 6 tonnes of waste removal from the waterfronts.

Battling Ivory Trafficking

In the battle against elephant poaching, and despite the best attempts by authorities around the world, ivory continues to be illegally trafficked. In 2018, the General Department of Airports Security at Dubai Police seized over 1,849 pieces of elephant ivory, and campaigns have been administered to extend the message to a million airline passengers. In 2019, Dubai Police has seized over 2,272 tusks from elephants, gazelles and rhinos, weighing a total of 1,346kg.

5.4 Recognised Locally and Globally

- The UAE United Nations Sustainable Development Goals Award
- The Emirates Energy Award
- The RTA Green Economy Award
- The World Energy Award
- The IACP 'Environmental Crimes Prevention' Award
- The United Nations Framework Convention on Climate Change (UNFCCC) Momentum for Change