



OPERATIONAL EXCELLENCE

Optimise organisational policies and procedures

GOVERNANCE

Advisory Board

The advisory board comprises six members appointed by the Chairperson and is the highest governance body responsible for the supervision of DMCC policies and directions.

Executive Committee

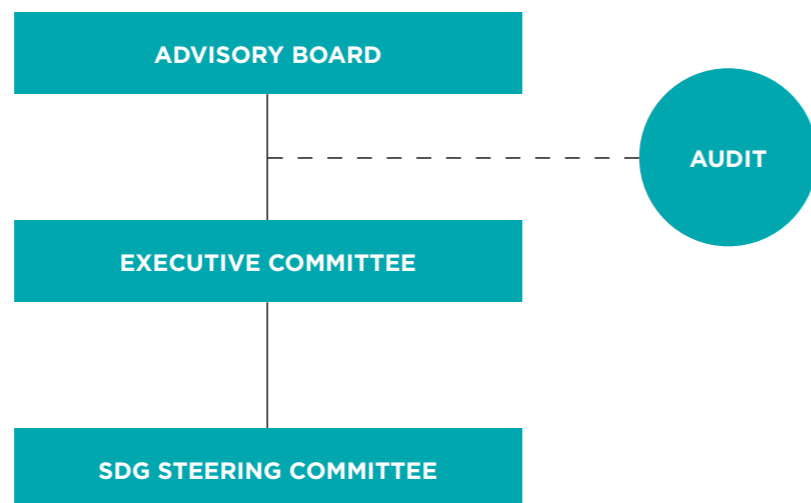
The Executive Committee comprises the primary decision-makers of the organisation. The Committee includes heads of business units that ensure the organisation's strategic directions are being followed.

Internal Audit

The Internal Audit upholds the highest standards for ethical management. The audit function is independently managed to enhance policies, procedures, and organisational value through risk-based, objective advice, and insight.

Sustainability Governance

The ultimate responsibility for sustainability resides with the Executive Committee. The SDG Steering Committee ensures the collaborative implementation of the sustainability strategy, which allows us to meet our commitments to the UN Global Compact, UN WEPs, and the UN SDGs. Chief Operating Officer Feryal Ahmadi and Executive Director of Commodities & Financial Services Sanjeev Dutta lead the DMCC sustainability agenda.



In his capacity as Ruler of Dubai, His Highness Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE, has issued Law No. 3 of 2020, to be implemented in 2020, which will require DMCC to establish a Board of Directors. The objective is to enhance the flow of commodities in the UAE through strong governance.

ECONOMIC PERFORMANCE

We are acutely aware that our success directly impacts Dubai's macroeconomic growth. Therefore, we are continuously finding new ways to diversify our revenue streams. DMCC's free zone contributes the highest proportion of overall revenue for the organisation.

CUSTOMER EXCELLENCE

Customer-centricity is at the core of DMCC's DNA. We believe that the strength of our customer relationships increases their chances of survival and is, therefore, mutually beneficial.

Amongst our range of customers, we have the most interaction with our member companies. Of these, the majority are SMEs. Therefore, DMCC takes the view that supporting SMEs is not only the right thing to do but is also good for business.

A source of pride for DMCC is the work it does to support entrepreneurship in the UAE. This year, SMEs and entrepreneurs were provided with 38 training hours on cybersecurity, Value

Added Tax (VAT) updates, UAE employment law, digital marketing, trade with China, and access to several webinars on free zone services.

DMCC's key achievements towards economic performance and customer excellence in 2019 include:

- **Winner of 'Global Free Zone of the Year' by the Financial Times FDI.**
- **17,000 businesses out of which 72% are SMEs.**
- **DMCC contributes to 10% of Dubai's GDP.**
- **Launched "A Voice of the Customer" programme, which facilitates a closed-loop process to analyse and report on customer feedback.**

HUMAN RIGHTS AND PROCUREMENT PRACTICES

We approach human rights in line with the UN Global Compact's principles on human rights and the Universal Declaration of Human Rights. We also respect the International Labour Organisation Declaration on Fundamental Principles and Rights at Work in compliance with UAE labour laws.

We understand that our responsibility to protect these fundamental rights goes beyond our operations and that we must also look at our supply chain. Therefore, this year, the supplier code of conduct was revised to emphasise DMCC's commitment to the Ten Principles of the UN Global Compact, the UN SDGs, and the UN WEP's. Suppliers are encouraged to familiarise themselves with, and adopt, these international standards.

DMCC is in the process of integrating sustainable supply chain practices into the tender process. We define local suppliers as those entities that have in-country operations and conduct transactions in UAE dirham.

DMCC's key achievements towards human rights and procurement practices in 2019 include:

- **Integrated human rights in the supplier code of conduct.**
- **Educated free zone companies and senior management on the ten principles of the UN Global Compact.**
- **Developed a questionnaire and guidelines for responsible procurement.**
- **Sourced 95% of its procured services and materials from local suppliers, a 1% increase on the previous year.**

DIVERSITY AND INCLUSION, EMIRATISATION, AND GENDER EQUALITY

We recognise that a diverse workforce leads to innovation and creativity. Therefore, we are proud of our equal opportunity recruitment policy. Additionally, no incidents of discrimination were reported during 2019.

We evaluate three components when we assess diversity & inclusion: Emiratisation, gender equality, and 'people of determination'. These three components are backed by national programmes, and progress under each assists the UAE national plan.

We host an Emiratisation graduate programme that resulted in the recruitment of five young Emiratis this year. It is because of efforts like this that Emirati nationals are the second-largest nationality at DMCC.

TRAINING AND DEVELOPMENT

We want our employees to have staying power and to be fulfilled. We understand that to achieve these two things, employees need opportunities to learn.

Therefore, we offer a variety of learning opportunities and, with every year, become more innovative in our approach. Some of these opportunities include leadership programmes, coaching, and rotations. All employees receive a performance review and are provided with a satisfaction survey to fill out to ensure continuous improvement. This year, we introduced online training, which resulted in a considerable boost of learning hours for the entire workforce.

We were the first free zone in the country to become a WEPs signatory and have made a concerted effort towards a 'top to bottom' gender balance of our workforce.

The UAE commits to empower 'people with determination' through love, employment, and facilities. At DMCC, we champion this mandate.

DMCC's key data points on diversity and inclusion in 2019 include:

- **22% of senior managers are Emirati nationals who make up 13% of the total workforce versus 23% and 14% in 2018.**
- **Ten interns participated in the Emiratisation graduate programme.**
- **6% increase in female representation on the board.**
- **36% female representation in the workforce versus 37% in 2018.**
- **One person of determination recruited.**

DMCC's key data points towards training and development in 2019 include:

- **5,767 online learning hours, including customer service staff engagement.**
- **A target of 20 hours per employee annually was established.**
- **The average female employee received 23 hours of training and the average male employee received 16 hours.**
- **An 80%+ target for the satisfaction survey achieved an 86% average score.**

In 2019, HR launched the Learning Management System (LMS) as a digital solution for all learning and development needs. The solution acts as a learning gate for employees to be able to access all training and development courses and materials in different formats. The target is that 100% of DMCC employees utilise the LMS.



Launched a partnership with LinkedIn to empower employees with eLearning tools with engaging, multimedia content and tailored curricula.

WELLBEING

In 2019, we introduced wellbeing into our sustainability agenda after it was identified as a material topic by stakeholders. It was found that employees, visitors, and residents want experiences that elevate mental and physical health. The National Programme reinforces this notion of happiness and wellbeing, which we wholeheartedly support.

DMCC has a successful track record as host to vibrant events that elevate the human spirit, mentally and physically, such as 'DMCC Family Days', which have been held for the last three years.

DMCC's key achievements toward wellbeing in 2019 include:

- **Launched eight events and activities focused on wellness and health.**
- **Offered 11 wellness-related concessions to DMCC employees and family.**
- **Held 39 events in partnership with community restaurants, retailers, and local organisations.**
- **For the third year in a row, DMCC Corporate Games took place, which engaged employees, encouraged them to get active, and involved various sports and physical health challenges.**
- **Aligned with the UN Global Compact SDG 3, DMCC invited employees to participate in a free body analysis conducted by Fitness First Gym in celebration of World Health Day.**



Executed 14 events with a total of 36,959 attendees including employees, visitors, and residents



Gym and fitness club memberships, healthy meal plans, dental and health check-up concessions



JLT Festive Market held in December attracted 20,696 visitors



Outdoor cinema event held throughout March and April attracted 4,900 visitors