



Best
Practices
Report
2010





Introduction



It gives me great pleasure to be able to highlight TDIC's progress and ambitions in this Best Practices Report 2010.

Tourism Development & Investment Company, otherwise known as TDIC, was established in 2006 by a decree issued by His Highness Sheikh Khalifa bin Zayed Al Nahyan, the Ruler of Abu Dhabi, to be a master developer of major tourism destinations in Abu Dhabi. As a key contributor to Abu Dhabi's economic and cultural progress, TDIC is a company built on solid foundations with a sound corporate structure and vast aspirations.

Our objective is to develop a diversified economy through the creation of unique destinations relating to culture, hospitality, leisure, commercial and residential projects that will enhance Abu Dhabi's tourism offering.

TDIC, along with our private sector partners, is supporting Abu Dhabi in its goal of becoming a truly international destination of distinction.

TDIC's core values are its commitment to environmental sustainability, progressive partnerships, cultural stewardship and enhancement, and socio-economic viability. The company takes great pride in ensuring that its practices and policies regarding labour, health and safety, and sustainability go above and beyond the standards as defined by the relevant laws.

We believe that communication is central to success. Since 2009 we have made a commitment to publish an annual report detailing policies, programmes and performance against these critical social responsibility benchmarks. The following is the second annual report in this regard.

Thank you.

Lee Tabler
Chief Executive Officer
TDIC



Saadiyat Island Construction Village

1 Commitment to Workers' Rights

TDIC has strict guidelines for its own use, and that of its contractors and joint venture partners, to ensure that workers at projects overseen by TDIC enjoy their core labour rights. TDIC has enlisted world-leading specialists to provide advice and assistance in ensuring that the guidelines meet with relevant domestic laws and on some occasions exceed the established international standards.

TDIC's management works closely with governmental agencies and other appropriate statutory bodies to ensure that labour guidelines are constantly met. By working with these organisations, TDIC ensures that it fully complies with all legislation and has a consistent and legal approach to labour issues throughout the development projects run by the company.

All contract firms that work on TDIC developments are made fully aware of the importance of following all appropriate laws and the company's guidelines on labour regulations before work on-site is allowed to commence. TDIC works closely with its contractors to ensure they follow the guidelines stated hereafter and the practices set out by related laws.

The following are some of the commitments defined in TDIC's site workers guidelines. Every worker will have:

- The right to enjoy appropriate, safe, clean and spacious living environments
- Air-conditioned rooms
- Access to decent private shower facilities
- Accommodation with green open leisure spaces
- Adequate washing facilities
- Cafeterias with strict hygiene standards
- A selection of ethnic cuisines offered by kitchens with strict hygiene codes
- Access to recreational facilities which include table tennis, pool, TVs and concert stages. Sports facilities for tenants to exercise including, for example, basketball courts and other fields for group sports
- Convenience stores with a selection of low-cost goods.

“TDIC is committed to safeguarding the rights and welfare of its workers and actively upholds the high measures introduced by the UAE Government to protect workers in issues relating to health and safety, accommodation, insurance and payment of salaries. In all agreements with contractors TDIC clearly states that relevant labour laws must be strictly adhered to.”



His Excellency Saqr Gobash, Minister of Labour visits Saadiyat Construction Village.



Employment Practices Compliance
 TDIC has an in-house department of Employment Practices Compliance to further ensure the rights of labourers involved in its projects are protected. The department head, who reports directly to the TDIC Board, has the full resources and authority to monitor the performance of TDIC and its contractors as it relates to the welfare of the workforce. This department is also charged with maintaining liaison with the UAE Labour Ministry which is responsible for enforcing labour laws.

Employment Practices Policy
 It is TDIC's policy to implement and maintain fair employment practices amongst all workers and contractors who are employed on TDIC's projects, and that a high priority is given to all aspects relating to employment practices.

- All contractors are therefore committed to:
- Establish fair Employment Relations Practices for their projects in conjunction with TDIC
 - Compliance with UAE Labour legislation
 - Promote and support continuous drives to achieve the status of Employment Site of Choice
 - Fair treatment of all employees irrespective of race, gender, religion, creed or ethnic origin
 - Wage equality across gender line
 - Create a safe and healthy working environment for all
 - Eliminate all elements of victimisation
 - Maintain open channels of communication and free airing of grievances
 - Use of the Construction Village Contact Centre
 - Not withhold passports of employees.

“The Employment Practices Policy (EPP) aims to ensure that employment harmony is maintained across all projects when engaging contractors and sub-contractors. As a minimum, all contractors shall comply with local legislation and regulations and standards set out by TDIC.”

Examples of Employment Practices Policy clauses		
EPP Clause	Description	Comments
10.3	Grievance Procedure	Ensure the contractor has a formal grievance procedure
10.3	Disciplinary Procedure	Ensure the contractor has a formal disciplinary procedure
10.3	HR Policy	Monitor company HR policies for compliance with EPP and UAE Legislation
10.3	Copy of Employment Contract	Confirm contractor uses Standard Contract as required by UAE Law
10.3	H&S Induction Program	Ensure contractor has a health and safety programme that meets requirements of client
15.4	Monthly Manpower Report	Receive and monitor monthly manpower reports of employees on site
17.2	Monthly Personal Document Report	Monitor compliance of personal document non-retention by contractors.
19.1	Employee Induction	Confirm and monitor compliance of induction process by contractors.
21.9	Proof of Wages Payment	Ensure contractor pays employee wages on time and through WPS system
30.2	Maintain leave Record	Ensure contractor maintains leave record of employees
44.4	Industrial Handling Procedure	Ensure contractor has Industrial Handling procedure in case of work stoppages, etc.

Employment Relations Manager Role

To deal with the above and other issues, a full-time Employment Relations Manager oversees the application of the policy by all contractors. The role of the ERM is to ensure compliance to the EPP by all TDIC's contractors. Various forums are established for each project which are chaired by the ERM and any incidents or policy changes are reported directly to TDIC's HR Director.

Main responsibilities include:

- Implementing and maintaining the EPP.
- Establishing and maintaining effective communication structures, with specific emphasis on the effective management of employee relations, HR policies, procedures and practices through the various Employee Relations Group Forums.
- Ensuring that sound recruitment practices are followed in full compliance with the principles of the EPP and Site Assignment Agreement (SAA).
- Ensuring that fair employment relations practices are observed and that grievance and disciplinary procedures are effectively, objectively and fairly managed.
- Regular reporting of the status of employee relations as well as critical events to senior management.
- Liaise with the Employment Practices Compliance Auditor (EPCA) on the subject of EPP certification and ensuring that effective remedial action plans are prepared and implemented to address and eliminate EPP non conformances.

Best Practices Case Study: Implementing the EPP

Over the last six months the application of the EPP Policy has resulted in two sub-contractors being removed from one of TDIC's projects due to non-compliance. Both the contractors were asked to vacate the site due to non-payment of wages and/or late payment of wages of their employees. They were instructed by the main contractor to pay employees and their services were subsequently terminated.

As a result of applying the EPP, TDIC has assisted several contractors to put together disciplinary and grievance procedures and has also ensured that contractors pay their employees through the Worker Protection System (WPS).

Successes have been achieved on some of the sites whereby contractors have issued the passports of employees whose passports were previously kept by the contractors. On one of the sites the sub-contractor was given an ultimatum by the main contractor to issue the passports to employees or their services would be terminated. The sub-contractor complied.

The application of the EPP has also resulted in employee grievances being handled and resolved before they escalated. This was as a result of the mechanisms in place, such as forums where grievances could be openly discussed.

Saadiyat Island Construction Village

An exemplary model of best practice is the Construction Village at Saadiyat Island which has been built to house up to 40,000 workers employed by contractors during the construction phase of Saadiyat Island. It reflects the island's ethos of development with thoughtful consideration and respect to people. It covers 40 hectares and facilities including shops, Internet booths, recreational parks, laundry facilities, dining areas and sports and leisure facilities such as a cricket pitch, multi-purpose courts and landscaped gardens. The project comprises two phases, each phase with a capacity of 20,000 workers. The first phase is complete and the village currently houses approximately 5,000 workers.

This responsible approach to human resources has involved world-leading employment specialists, such as Al Habtoor Engineering and Australia's Atco Structures who provided advice and assistance in ensuring that the village meets with established international standards.

All contractors working on Saadiyat Island are obliged to house their workers in the Construction Village. The additional charge for this is covered by the contractor and is not passed down onto the worker.

Facilities & Entertainment

- Large dining areas and kitchens with strict hygiene standards
- Internet cafes
- Cinemas showing films in various languages suitable for nationalities within the village
- Barbers
- Satellite TV
- Daily laundering service
- Eight smaller landscaped park areas and one larger main landscaped park area suitable for various sports activities
- Grocery shops

Sport Facilities

A cricket pitch

The Construction Village Contact Centre

The Construction Village Contact Centre (CVCC) has been set up to provide construction labourers with an option of escalating their work-related issues should the need arise. The contact centre supports the majority of languages spoken by the labourers, including Hindi, Urdu, Bengali, Telugu, Malayalam and Tamil.

The contact centre is open and available to all workers on Saadiyat Island. After a worker logs their issue with the contact centre, it is then addressed with the relevant contractor. Each contractor has an Employment Relations Practitioner (ERP) who is tasked with ensuring that the issue is resolved. It is the role of TDIC's Employment Relations Manager (ERM) to follow up on outstanding issues to ensure a solution is found.



His Excellency Saqr Gobash, Minister of Labour tours Saadiyat Construction Village



Her Excellency Sheikha Lubna bint Khalid Al Qasimi, UAE Minister of Foreign Trade enjoying the facilities at the Saadiyat Construction Village



Frédéric Mitterrand, French Minister of Culture and Communication at the Internet Cafe

	Current UAE Standard	Saadiyat Construction Village
Labour accommodation space allowance	2.4m ²	4.0 m ²
Junior staff accommodation space allowance	2.5 m ²	5.0 m ²
Toilet and shower per No. workers	Not specified	1 per 8 persons
Laundry services	No provision required	Laundry service provided
Kitchen	Provision of cooking area (workers cook own meals)	Meals provided via purpose built kitchen and dining facilities
Recreation	Not required	Purpose built and supervised recreation facility

“The Construction Village Contact Centre supports the majority of languages spoken by the labourers, including Hindi, Urdu, Bengali, Telugu, Malayalam and Tamil.”



Mangrove nursery on Saadiyat Island has produced over 700,000 seedlings

2 Commitment to Environmental Sustainability

The objective is to maintain and protect existing environmental and social assets, as well as achieve enhancement of these for Abu Dhabi's future generations.

To achieve this aspiration, TDIC is committed to:

- Promoting practices consistent with environmental protection and sustainable development within the organisation, and communicating these to key stakeholders.
- Exploring opportunities to demonstrate a positive environmental impact in all of the company's activities and developments; identifying and incorporating environmental assets within planning and decision making processes.
- Complying with environmental legislation and regulation as a minimum, but seeking to attain improvements beyond these.
- Ensuring continual improvement on environmental and sustainability performance through implementing monitoring and training programmes.
- Implementing best practice principles for sustainable communities and built environment design; seeking to utilise examples of both International Green Building standards as well as complying with relevant Abu Dhabi-based Estidama's urban environmental guidelines.

Responsibility

TDIC has a dedicated in-house environment and sustainability team reporting directly to the Executive Director of Development, who oversees development, implementation and monitoring of environmental sustainability practices and reports these aspects to TDIC's Board of Directors.

Approach

TDIC has developed a number of measures to help address environment and sustainability issues within its organisation and across its projects. These measures have been chosen to reflect aspects which could impact or be impacted by the company's key stakeholders, as identified hereafter.

To help meet TDIC's vision, 10 key environmental sustainability policies for the Saadiyat Island development have been identified. These policies are communicated to TDIC's key project stakeholders in order to ensure understanding and adherence with its approach.

“TDIC is committed to ensuring environmental sustainability principles are embedded throughout its developments.”



Mangrove nursery



These are:

I. Water Use

TDIC understands the importance of protecting and preserving water as it is a vital but scarce resource in the United Arab Emirates, and its developments are designed to ensure efficient water management. The design of both the infrastructure and buildings will implement, wherever possible, the following basic principles:

- Design all aspects with water scarcity in mind.
- Wastewater streams shall be segregated from potable and reusable supplies.
- Grey water will be treated and used for non-potable supplies.
- Efficient and modern water-saving technologies and equipment are used, where possible and appropriate, on every development.

II. Energy Use, Conservation and Generation

TDIC recognises that a significant contribution can be made towards tackling global climate change by adopting a strategy for reducing energy consumption of the

“The efficient use of energy is a fundamental consideration given to infrastructure and building design and, wherever feasible, the non-essential use of energy will be avoided.”

construction and operational sides of its developments.

III. Sustainable Transport

TDIC will seek to develop infrastructure that provides a sustainable transport system that supports and enhances the community. Examples include:

- Reducing the demand for private motorised transport through integrating community access and amenity needs with infrastructure design.
- Reducing vehicle emissions and noise by encouraging the use of alternative types of vehicles and fuels.
- Reducing car dependency through the provision of public transport and encouraging non-motorised travel.
- Reducing the visual and aesthetic impact of transport infrastructure on the community.
- Promoting safe transport through best techniques in design and public education.

IV. Community and Livability

TDIC will masterplan developments to ensure high levels of access to facilities and amenities for all communities.

Our developments are designed to consider varieties of demographic groups and end-user needs. All occupiers of buildings should have access to high standards of indoor living and working environments.

TDIC is committed to ensuring that all its developments are in line with international best practice; raising the desirability of the developments and ensuring their longevity.

V. Conservation and Habitat Protection

TDIC always takes into consideration the surrounding natural environment before embarking on developments. The effect on the local flora and fauna will be determined and where possible enhanced over and above its original status.

TDIC also seeks to ensure that the benefits of the local ecology are made accessible to the public for their enjoyment and education.

TDIC will also seek to advocate and utilise native plant species, wherever possible, within landscaping designs.

VI. Conservation and Enhancement of Cultural Heritage

TDIC is committed to ensuring the indigenous culture of the UAE is preserved and communicated to a wider international audience.

TDIC seeks to identify and preserve any existing cultural heritage sites within its developments, and where possible, ensure their accessibility in order to further awareness and education.

TDIC actively seeks and promotes cultural enhancement opportunities and will develop facilities and programmes to further this.

VII. Materials Use

Materials used in TDIC developments are, where possible and appropriate, taken into consideration using the following basic tenets:

- Reduce materials required through innovative and considerate design
- Ensuring materials are locally sourced, where possible
- Materials are non-toxic to the human and natural environment
- Originate from renewable sources
- Have a minimal ecological footprint
- Are considered economically viable

“Where improvements can be made to the quality of the existing environment, TDIC is committed to ensuring these beneficial changes are fully realised.”

This is applied to all materials sourced and used for the development of the infrastructure.

VIII. Pollution Prevention

TDIC is committed to ensuring that the quality of air, land and water are not subject to pollution either in the development phase or following occupation by residents and businesses in relation to its developments.

The proactive minimisation of noise, water and air pollution by considerate design and construction are fundamental elements of environmental protection and TDIC strives to develop infrastructure in such a way as to avoid or minimise any adverse contributions to the environment.

IX. Waste Management

TDIC designs and develops its projects by taking into consideration the need to efficiently manage waste and provide the necessary facilities to support the following waste hierarchy principles:

- Reduce
- Reuse
- Recycle or compost
- Recover (by converting material into useable energy)
- Disposal (only where other options are exhausted)

TDIC will, wherever possible and appropriate, consider waste as a resource and will always seek not to dispose of materials which could otherwise be reused.

X. Environmental Education and Community Awareness

TDIC is committed to ensuring long-term sustainability of its projects and initiatives. To this end, TDIC will seek to identify and implement environmental education and induction programmes for its staff and relevant key stakeholder groups.





Mangroves at Saadiyat Island

Best Practice Examples

A key component of TDIC's environmental and sustainability vision is to move beyond compliance in adopting best practice. To this end, TDIC implements a number of strict sustainability and environmental guidelines which it uses to ensure that its practices are sustainable, minimise environmental impacts and meet national and international best practice.

For the design phase, these practices include the development of bespoke Sustainable Design Regulations for building typologies including hotels, villas and apartments. These draw on international best practice from highly accredited international green building rating systems such as the US Green Building Council's Leadership in Energy and Environment Design (LEED) and UK-based Building Research Establishment's Environmental Assessment Method (BREEAM). This also pre-dated Abu Dhabi Urban Planning Council's Estidama programme to set sustainability standards within TDIC's developments from an early stage. With the forthcoming release of Estidama Pearl Rating system, TDIC will seek to ensure all developments comply with the relevant standards. In addition, service providers are also requested to demonstrate best practice in environment and sustainability within their proposals for design based contracts.

TDIC is also focused on minimising impacts from the construction phase. All contractors working on Saadiyat Island are required to produce and implement a site specific Construction Environmental Management Plan (CEMP), which reflects the overall CEMP and findings from the Environment Impact Assessment. Contractors are provided an environmental induction upon arrival, and are continuously monitored by TDIC and third-party auditors for environmental compliance and improvement opportunities. TDIC has also designed and implemented a Contractor Rating Scheme, which identifies environmental performance of contractors, and reports findings to procurement teams and contract managers. Opportunities for individual and company awards against the scheme are also provided to encourage good compliance.

In keeping with TDIC's commitment on waste minimisation, TDIC has introduced its Recycling Management Facility on Saadiyat Island. This facility provides a centralised collection area for recyclable segregated wastes from contractors prior to transfer to appropriate recycling centres. In addition, a concrete crushing and screening unit at this site provides valuable recycling of material for reuse as sub-base, diverting large volumes of waste from landfills. A similar recycling management facility will also be maintained for the operational component of Saadiyat Island.

TDIC has sought to implement programmes to maximise and enhance existing sensitive habitats on Saadiyat Island. In this regard, an inter-tidal mangrove nursery was set up which to date has produced over 700,000 seedlings. In addition, TDIC has identified and enforced a protection zone for the native dune habitat on Saadiyat Beach. This zone will be protected throughout the phases of Saadiyat Island's development and operation.

“All major TDIC facilities and developments will be required to develop and implement Operational Environmental Management Plans. These will ensure compliance the Abu Dhabi Environment, Health and Safety Management System Regulation, and will provide data monitoring opportunities for continual improvement.”

Examples of Environmental Measures

	Theme	Example Measures
1	Water Use and Management	<ul style="list-style-type: none"> Project landscaping strategies: Reducing irrigation through use of native species and low water consuming plants. Water recycling and reuse Water saving technologies in built environment and public realm
2	Energy Use and Generation	<ul style="list-style-type: none"> Green Building and sustainable community strategies Lighting strategies District cooling Incorporation of renewables to built environment
3	Sustainable Transport	<ul style="list-style-type: none"> Master-planning of communities to reduce transportation need Multi-modal public transport Cycle and pedestrian routes
4	Community and Livability	<ul style="list-style-type: none"> Master-planning to create liveable communities with good access to facilities and amenities Building designs to consider indoor environmental quality for a variety of end users, such as hotel guests, residents and office workers Construction village to provide high standard of accommodation and amenity for workers
5	Conservation and Habitat Protection	<ul style="list-style-type: none"> Habitat enhancement programmes, including the mangrove nursery and Saadiyat Beach dune enhancement Protection measures for sensitive habitats such as the Saadiyat Beach dunes Training on environmental issues to internal staff and contractors
6	Conservation and Enhancement of Cultural Heritage	<ul style="list-style-type: none"> Protect and incorporate existing archaeology within masterplan Provide cultural promotion and preservation facilities Provide cultural development and education programmes
7	Materials Use	<ul style="list-style-type: none"> Minimise consumption through sustainable designs Seek to pool resources to maximise use efficiency and reduce deliveries and packaging Utilise green procurement strategies
8	Pollution Prevention	<ul style="list-style-type: none"> Selection of appropriate, healthy materials from design through to operation Implementation of Construction Environmental Management Plan (CEMP) for all projects Monitoring and auditing of contractors Lighting strategies to minimise light pollution and impacts to ecology
9	Waste Management	<ul style="list-style-type: none"> Implement waste hierarchy principles (reduce, reuse, recycle, recover) through all project phases Recycling facility provided on site to assist contractors with recycling and waste management Implement green procurement plans
10	Environmental Education and Community Awareness	<ul style="list-style-type: none"> Implementation of education programmes for internal staff and contractors on sustainability and environmental management issues Environmental induction programmes for contractors Collaboration with non-governmental organisations and Environment Agency-Abu Dhabi on wider public education/awareness raising programmes Provision of environmental education resources and facilities within developments



Abu Dhabi Adventure Challenge 2009

3 Commitment to Employees

Matrix Organisation

TDIC is structured as a Matrix organisation that uses cross-functional teams to deliver its projects. Key elements of a Matrix organisation include dual reporting lines, shared decision-making and sharing of knowledge. As TDIC grows, it will need to acquire new competencies as it evolves from a developer to a deliverer and ultimately to an operator of tourism-related assets.

This is commonly seen in organisations that are focussed on delivering projects. The benefits of this type of organisation enable employees to access resources across functional and divisional teams as well as provide greater access to a diverse range of specialist skills and perspectives. Employees also benefit from increased communication across the business as they develop into more multi-skilled people.

Internal Communications

TDIC has an Internal Communications division dedicated to engaging and empowering staff. As Internal Communications naturally refers to the communications inside a company, usually between departments or between the company and employees, TDIC's Internal Communications division daily engages its growing staff base through a bilingual (English and Arabic) bimonthly newsletter, TDIC intranet, staff events, social clubs, sports, competitions, desk drops, workshops and other tools to ensure that employees are fully informed about the company's strategy, objectives and the issues relating to their work.

Social and sporting activities TDIC has participated in include the Abu Dhabi Dragon Boat Festival, Go Kart racing, Abu Dhabi Triathlon, Duplays five-a-side football, Terry Fox Run, RAK Half Marathon, Abu Dhabi Adventure Challenge and Saadiyat Beach Classic golf tournament.

Sharing knowledge among divisions by coordinating consistent and coherent communications within TDIC is crucial. A Masterclass is conducted regularly to highlight interdepartmental awareness with hot topics, debates and "real life" case studies presented. As a way of sharing best practice across the business, the Masterclass concept was introduced to encourage better communication, provide a forum to share information and broaden the knowledge base of TDIC staff.



Abu Dhabi Dragon Boat Race 2009



The Workout Room at TDIC

Health & Fitness

TDIC is embracing a health and fitness strategy that will benefit all employees. The Workout Room Health and Fitness programme at TDIC brings awareness to all employees to inspire actions that will improve their overall health and fitness, through education and behaviour modification. The ultimate outcome is long-lasting lifestyle behavioural changes, conducive to active, healthy and productive living.

Headed by TDIC's Health and Fitness Manager, the programmes provide health promotion opportunities and solutions for the enhancement of overall wellness to achieve productive harmony, the primary focus being education and activity. The Workout Room extends throughout TDIC, the hotels and resorts, offering the following:

- Inspiration to take control of your health to achieve physical and mental balance
- Health Screening and Wellness Consultations (cardiovascular, orthopaedic and lifestyle)
- Goal-specific fitness and wellness prescriptions, supported through guidance motivation and encouragement
- Ongoing wellness education to positively impact healthy lifestyle habits.

Programmes offered to employees:

The Workout Room Experience

Taking care of the whole wellness programmes of a person, to include personalised and result focused programmes, nutritional analysis, consultation, physiotherapy and rehabilitation and follow up assessment.

Special Training Solutions

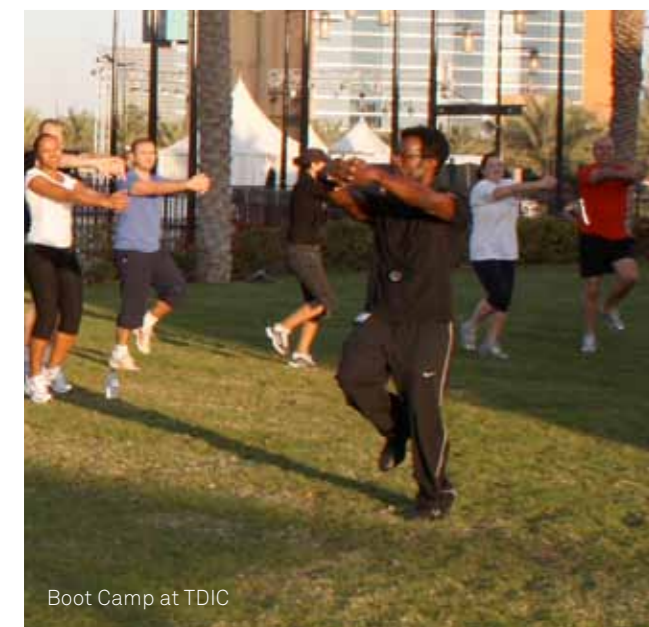
Variety of special training programmes to cater to different types of goals of individuals.

Classes and Outdoor Training

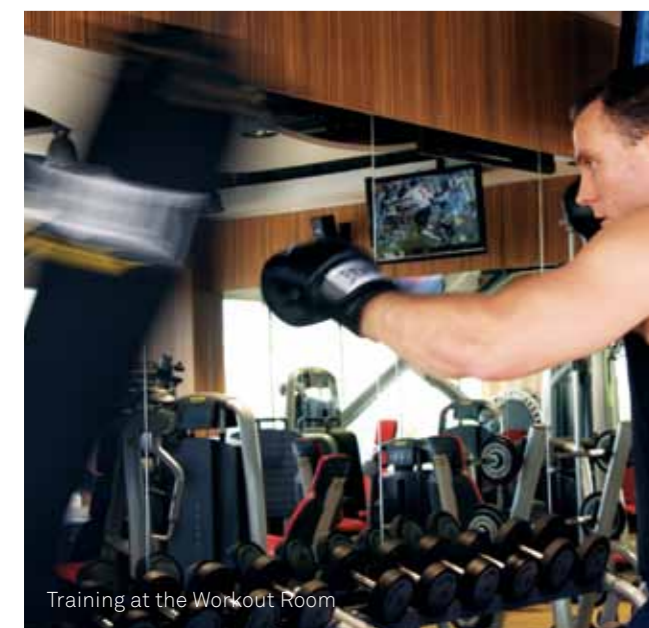
To include mixture of group activities, from yoga and Pilates to boot camps and biking, there is no limit to what could be offered.

Health Promotions

To launch a programme that will encourage health and wellness awareness and also promote ongoing education, seminar, workshop and fitness retreat programmes for companies and individual clients.



Boot Camp at TDIC



Training at the Workout Room

“Within your body is where you live, so make the best of it.”



Training at the Workout Room



Worker at Saadiyat Island

4 Commitment to Health & Safety

The company, in partnership with its contractors, has developed and employs a range of site safety policies and safe working practices. The company requires that safety audits, risk assessments and on-site visits are regularly conducted. The information gathered from these activities is used to produce reports, detailing Health and Safety issues, which are used by TDIC's management for the continuous review and advancement of on-site safety procedures.

TDIC's management works closely with government agencies and other appropriate statutory bodies on Health and Safety implementation. Working together ensures that the best Health and Safety working practices are identified and practiced throughout all of the development projects run by the company. TDIC is in the process of developing an integrated environmental health and safety management system which shall be in compliance with Abu Dhabi Government's regulations.

All contractors working on TDIC's developments are made aware of safety regulations before work on-site is allowed to commence. We seek regular assurances and evidence from our contractors that they are adhering to all legal practices and provide them with periodic updates on any additional practices that we require them to take into consideration.

TDIC requires that contractors:

- Submit the names, ages, qualifications, experiences, permanent and present addresses, and passport-size photographs of all employees and workers.
- Provide workers with the appropriate safety equipment and clothing for their duties.
- Guarantee that all tools and machinery are in safe working condition and are certified by the relevant statutory bodies.
- Remove all damaged/unsuitable tools and machinery from the site.
- Ensure that all visitors are given a safety induction on arrival at a site and are accompanied by a member of staff throughout their visit
- Provide all other staff or subcontract staff with site-specific safety inductions prior to them being allowed on site.
- Ensure all visitors wear the mandated safety clothing, boots and helmets when on site.

“TDIC has an excellent site safety record and actively commits to meeting and surpassing all legal Health and Safety obligations.”





Abu Dhabi Junior Golf Championship - November 2009

5 Commitment to the Community

TDIC supports its employees and partners, where possible, in charity and philanthropic activities.

The company will support and enhance its funding to charitable organisations, focusing initially on local issues and expanding to national and international initiatives in due course. TDIC plans to develop a strong charitable network and collaborate with local and regional organisations on community development programmes.

The scope of TDIC community support programmes will remain broad in an effort to cover as many of the societal priorities as possible. These will include, but are not limited to:

- Arts and culture
- Humanitarian support
- Environment
- Education
- Health and nutrition
- Housing
- Poverty

Charity Golf Tournament

The Saadiyat Beach Classic charity gala dinner was held in January 2010 and was hosted by Gary Player, the designer of the golf course. Local and international celebrities and decision makers gave generously to support a host of local and international charities, raising more than AED1.2million for the event.

The funds went to the Classic's five charity partners: the Zayed Higher Organization for Humanitarian Care and Special Needs; Khalifa Bin Zayed Al Nahyan Foundation; Red Crescent UAE; Future Centre for Special Needs; and the Gary Player Foundation. A proportion of the proceeds also went to aiding victims of the recent Haiti earthquake and to assist with the growing relief efforts.



Celebrities at Saadiyat Beach Classic - January 2010



Desert Islands Education Centre on Dalma Island

Commitment to Education

Desert Islands Education Centre

The Desert Islands Education Centre (DIEC) is a community engagement initiative that provides Dalma Island residents with vocational education that will advance career opportunities emerging from Desert Islands' development.

DIEC offers a growing range of programmes and courses recognised by the business community.

DIEC aims to:

- Facilitate contact between students and business on and off the islands, and assist students with gaining entry into university
- Initiate a student development process that guides individuals through tailored learning and advice
- Foster best practices in education and business to create an optimum learning experience relevant to those seeking to enhance their professional marketability.

Facilities

- The 1,000 square metres, purpose-designed centre is conveniently located on the first floor of the Dalma Shopping Mall.
- The centre has three classrooms, two computer labs and can accommodate 80 students at any given time.
- Students have access to state-of-the-art equipment, including six projectors and 32 computers.
- There is a large, walk-in experience area for prospective students to learn more about the centre and the Desert Islands project.

Students

- In respect of the local culture, male and female students study separately. However, some courses catering to the business community may replicate the workplace environment by offering classroom experience with both males and females.
- There are no entry or minimum age requirements. The centre caters to the community's needs and offers courses for personal and professional development.
- All courses are available to UAE nationals free of charge. Fees apply to non-nationals.
- Classes are limited to a maximum of 16 students, ensuring each student receives personalised instruction and attention.

“Education is essential to create opportunities for the local and regional community.”



Students at Desert Islands Education Centre



Teaching at Desert Islands Education Centre

Through a competition, a group of national males and females were engaged in a competition, presenting their architecture portfolios to the TDIC-designated judging team. The top students for these rounds have been selected from the UAE University, specifically the third and fourth year students in the field of architecture. The internship is composed of a one-month internship programme at TDIC, and three-month internship at Frank Gehry's Los Angeles office.

This initiative is a great example of integrating TDIC's international expertise and talent in an education system aligned with the UAE's vision of empowering Emiratis in the workforce. This opportunity aims to further open doors to the participating group of students, and support them in becoming future architectural leaders. This opportunity will be available twice a year, each time focusing on a different university in order to offer opportunities to diverse educational systems.

Student Awareness Programme

TDIC is committed to promoting awareness of its projects by maintaining constant communication with the public through the media, public events (local and international trade shows and conferences), art and cultural exhibitions, and organised onsite tours to members of the community.

TDIC regularly hosts students from various universities, schools and institutions from the region and around the world. The objective is to engage students about Abu Dhabi's long-term vision and developments currently in the making.

Courses

Courses currently offered include:

- English and computer studies
- Vocational/soft skills: Business Writing; Communication Skills; Task Planning and Time Management; Professional Work Values; Office Organising; Decision Making and Problem Solving; Fundamentals of Customer Service; Presentation Skills; Administrative Assistant Skills; Career Planning and Job Search
- In time, more courses will be offered, including courses to develop specific skill sets that will benefit Desert Islands' development.

Accredited Programmes

- A number of accreditation and certified programmes are offered, including International Computer Driving Licence (ICDL)
- The centre offers all seven ICDL modules: English accreditation such as International English Language Testing System (IETLS), Test of English as a Foreign Language (TOEFL) and Preliminary English Test (PET)
- Internationally accredited English certifications. The centre prepares students for a variety of English accreditation from beginner to advanced levels. Accreditation testing is conducted at special sites off the island
- Work placement preparation
- Certificate of completion
- Development is underway to partner with a reputable college or university so accredited programmes can be offered in areas such as travel and tourism.

TDIC's Internship Programme

In support of the development of the United Arab Emirates' future generations, TDIC commits to provide educational as well as internship opportunities for Emiratis. One area of focus taking place during 2010 is an internship programme dedicated to students looking to further develop their architectural skills. This new programme which kicked off in February 2010, selected top students to train at TDIC's offices as well as the opportunity to work with Pritzker-prize winning architects, such as Louvre Abu Dhabi's architect Jean Nouvel and Guggenheim Abu Dhabi's architect Frank Gehry.



Desert Islands Education Centre



Emirati Expressions - Children Workshop, February 2009

Commitment to Arts and Culture

The principal goal of TDIC's cultural programme, up to and including the creation of the Saadiyat Island Cultural District – the world's largest single concentration of premier cultural institutions - is to establish an international platform in the UAE for arts and culture.

Unprecedented in scale and scope, the Saadiyat Cultural District will include museums such as Zayed National Museum, Louvre Abu Dhabi, and the Guggenheim Abu Dhabi, all due for completion in 2013.

TDIC's mission is to engage the community in the city's urban, cultural and artistic development and help widen professional skills and knowledge in the community through a dialogue with representatives from the world's leading cultural organisations.

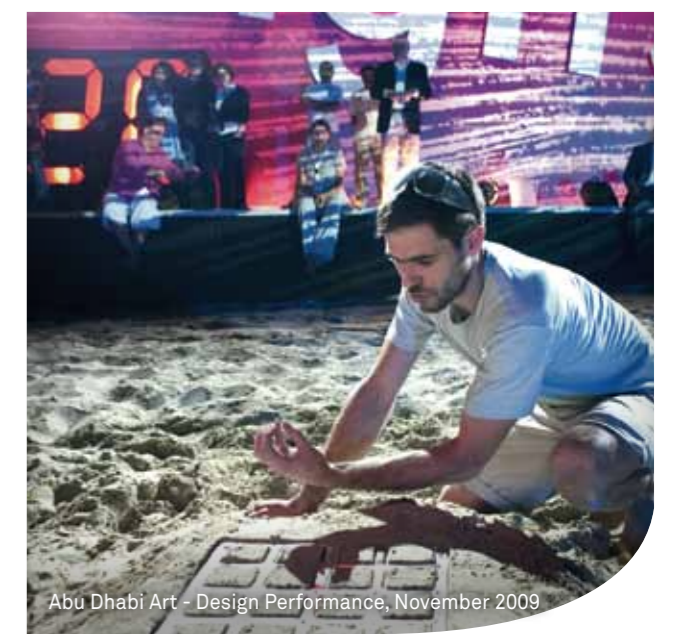
Alongside the Cultural District project, TDIC presents a diversified programme of art exhibitions, events and talks to further engage audiences in the arts including public discussions with many of the world's greatest artists, curators, scholars and museum leaders.

Cultural Programme

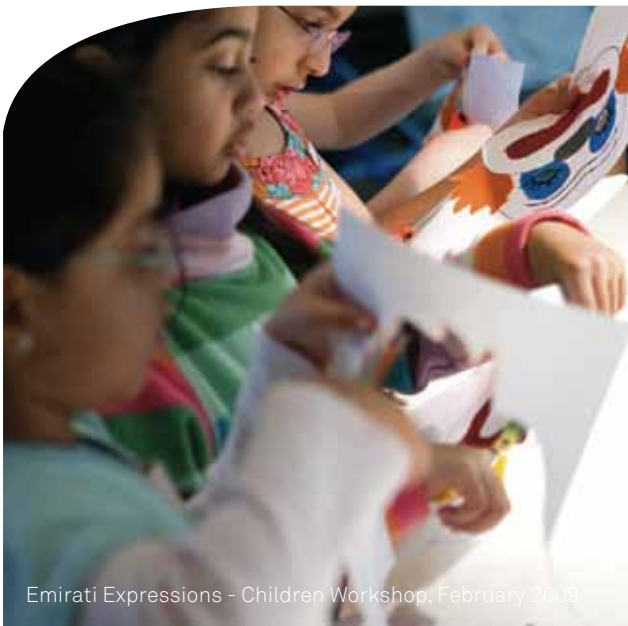
In line with the development of the museums, a strategy was created to increase the awareness of arts and culture in the region through conducting various exhibitions, symposiums and conferences. These have been held at Gallery One, Emirates Palace, and at Manarat Al Saadiyat, a new exhibition space on Saadiyat Island.

To date exhibitions have included:

- The Art of Islam: Treasures from the Nasser D. Khalili Collection (January 2008)
- Picasso Abu Dhabi: Masterpieces from the Musée National Picasso, Paris (May 27 – September 4, 2008)
- Emirati Expressions - First comprehensive survey to hold 64 UAE artists under one platform (January 20 – April 16, 2009)
- Talking Art: Louvre Abu Dhabi - masterpieces from the first acquisition of Louvre Abu Dhabi and French Museums.
- Guggenheim: The Making of a Museum (November – February 2010)
- Abu Dhabi Art (November 18 – 21, 2009)
- Disorientation II Exhibition (November – February 2010)
- A Story of Islamic Embroidery in Nomadic and Urban Traditions (April 7 – July 28, 2010)



Abu Dhabi Art - Design Performance, November 2009



Emirati Expressions - Children Workshop, February 2009



Artscape Picasso - Workshop, June 2009



Artscape Madina, March 2010

Cultural Workshops

TDIC's cultural department produces various cultural programmes supporting cultural awareness to the people of Abu Dhabi, the United Arab Emirates and the region as a whole. Through an extensive series of exhibitions prior to the opening of Saadiyat Island's Cultural District, the Cultural Department aims to bring art closer to UAE's residents.

The cultural department strongly believes in promoting art and culture educational opportunities to people of all ages. Workshops by the cultural department's education team have been taking place regularly, in line with each exhibition. These workshops, which are available to students, offer the public the opportunity to interact with leading artists to learn about the various artistic and cultural perspectives. In addition to the workshops, interactive lectures and forums by TDIC's international partners are also organised, presenting to the audience various topics and discussions.

The cultural department works closely with various schools and universities throughout the UAE to offer internship and volunteering opportunities for students. For example, students from Abu Dhabi's Sorbonne University and Zayed University have participated in many of the cultural department's exhibitions as well as Abu Dhabi Art, an initiative launched by TDIC and Abu Dhabi Authority for Culture and Heritage (ADACH) as a platform for modern and contemporary art. Their involvement is crucial in the success of Abu Dhabi's cultural vision, as the aim is to integrate UAE's nationals, residents and visitors into a tolerant community of arts and culture.

“The cultural department strongly believes in promoting art and culture educational opportunities to people of all ages.”