



Sustainability Report

January 2021





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**The goals are clear, the road
is paved and the clock ticks;
there is no place for hesitation.
There are many who talk,
we accomplish.**

His Highness Sheikh Mohammad bin Rashid Al Maktoum
Vice President and Prime Minister of the UAE and the Ruler of Dubai

Transguard's CSR Journey

When Transguard officially embarked on its CSR journey in 2016, our goal was simple: To weave our commitment to providing the highest possible quality of life for our employees together with our dedication to respecting and preserving the environment. To do so, we focused on four distinct areas where we knew our efforts would have the most immediate and long-lasting impact: Our People, Our Environment, Our Community and Our Marketplace. With this as our foundation, our initiatives began in earnest.

Since then, our corporate social responsibility programme has grown in new and unexpected ways: Our recreational team is a regular fixture in our accommodations, providing diverse activities and other engagement opportunities for our employees who are looking for ways to unwind and connect with their colleagues. What's more, through our collaborations with Dubai Chamber we've been enmeshed into a vibrant network of likeminded organizations who learn from one another, while our outreach into the community has afforded us the opportunity to support those less fortunate with our time and talent. We've reconnected with the environment around us with clean up drives, conservation efforts and recycling drives and in 2019 made the decision to transition the entire company to a paperless existence!

Five years on and our CSR programme is one of the leading initiatives of its kind, with the Arabia CSR Award to its credit, as well as its first CSR Label certification from Dubai Chamber, which was awarded in October 2020.

This Sustainability Report is the first of its kind for Transguard, and while it documents the full development of our CSR programme, it includes a particular focus on the last two years when the programme matured in particularly significant ways.

We look forward to sharing the continued growth of this vital part of Transguard.


Greg Ward
Managing Director

About Transguard

Transguard Group LLC was established in 2001; it is a joint ownership between Emirates Group and Al Hail Group and has diversified interests in a number of fields, including Cash Services, Security Services, Manpower Services and Integrated Facility Services. The company currently solely operates in the United Arab Emirates, which is also where it is headquartered.

Transguard's headquarters are in the Dubai Airport Free Zone, with satellite offices in Al Quoz and Dubai Investment Park (DIP); its training facility, Centre of Excellence, is also located in DIP. Transguard currently operates 27 residential accommodations.

Transguard is the UAE's most trusted business support and outsourcing provider and has a large, dynamic and culturally diverse workforce numbering in excess of 61,000 people. Our vision is to change the landscape of business support services and the outsourcing environment in the region, and our mission is to be our customers' trusted partner by delivering total business support solutions that enable our customers to focus on their core business.

In addition, Transguard Group recognizes its role to be socially responsible by ensuring that its broader corporate

Change the Business Landscape

vision is backed by its "TRUST" values, which, in turn, reinforce our commitment to build strong and sustainable relationships, as well as to the wellbeing and safety of our people.

The company's net sales for the year ended 31 March 2020 was AED 2,554 million. The Debt to Equity ratio as of 31 March 2020 was 47:53. Transguard supports the local economy through its 60% spent on materials and 40% spent on Services; 100% of its services are outsourced locally and 98% of its materials are purchased locally.

Transguard currently operates 27 residential accommodations. Transguard supported the local economy through its 60% spent on materials and 40% spent on Services; 100% of its services are outsourced locally and 98% of its materials are purchased locally.



The CEO of Transguard Group, Dr Abdulla al Hashmi (right) is joined by Managing Director Greg Ward and Transguard employees from a variety of sectors during a site visit to a company construction site. The site now houses two purpose-built Transguard accommodations in Jebel Ali.

Our Business Units

Cash Services

Transguard Cash Services is the recognised market leader in the provision of cash management and ATM services, offering complete end-to-end cash management solutions to banks, financial institutions, major retailers and corporate and VIP customers. We offer a diverse range of cash services, including cash in transit, cash deposit centers and cash processing. Our fully integrated, customer-focused approach continuously delivers the best services practices, which are crucial to the success of our clients' business needs.

Our facilities include a state-of-the-art cash centre, high security vaults, a high tech command and control centre, the highest international standard of security systems, a dedicated customer service department, 450+ vehicle fleet and electronic vehicle tracking.



Security Services

As the UAE's premier security company, Transguard provides on-site and mobile security solutions tailored to each of our client's business and security needs. These include various types of access control, CCTV and perimeter intrusion detection systems. We provide 24/7 technical support services, facilitating client site operations, accommodations and some of the UAE'S critical national infrastructure.

Our Security Services include manned guarding, event security, smart security solutions, certified explosive detection canine, design and consulting and systems integration.



Manpower Services

Supplying fully outsourced workforces since 2001, Transguard is one of the largest manpower suppliers in the UAE and offers a true end-to-end HR outsourcing solution, from recruitment, onboarding and training to full workforce management including seasonal peak variations. We serve a wide spectrum of sectors, including hospitality, aviation, construction, hospitality, logistics, HR outsourcing and payroll and workforce solutions:

Hospitality

We serve the hospitality industry by providing a full range of highly trained hospitality personnel, including front of house staff, cleaners, housekeepers and food and beverage professionals.



Aviation & Logistics

Our Aviation and Logistics division supports airport operators to deliver their services both airside and landside with forklift operators, aircraft loaders, aircraft cleaners, drivers and baggage handlers to name a few.



Workforce Solutions

We deliver professional contract staffing across a wide range of industries within the UAE. We provide complete end-to-end staffing solutions, including visa sponsorship, HR management, employee well-being and payroll bureau services.



Facility Management

With more than a decade of experience, Transguard's Facilities Management is the UAE's largest integrated facilities services provider in the UAE. Through our single services or integrated service models we have well-established business relationships with some of the UAE'S most iconic assets.

Our services include Technical Services, Cleaning Services, Hospitality and Catering, Call Centre 24/7, Health and Safety, Consultancy and Home Maintenance.



Transguard Living



Launched in Dubai in early 2017, Transguard Living offers home maintenance, cleaning and moving services in all seven emirates. As the first dedicated home services company to provide support across the UAE, we offer a comprehensive suite of services to individuals, landlords, property developers and real estate agents. Our services include: Clean, Fix, Maids, Move, Smart, AMCs, Home Improvement and Other Services.



Transguard Delivery



Transguard Delivery, a Transguard Group company, provides safe and secure delivery services throughout the UAE. Using the latest in tracking and tracing technology, Transguard Delivery now offers its services and expertise to the country's SMEs. Our services include the following types of deliveries: Express (Same day - 4 hours delivery), Same Day (9 hours delivery) and Standard (Next Business Day - 24 hours)



Innovation as a Business Standard

Transguard focuses on innovation and continuous improvement as a foundation for developing and maintaining competitiveness in the market. These initiatives, led by our internal Transformation team, are focused around four key pillars: Continuous Improvement (CI), Digital Transformation, People and Process, all of which are reinforced by four Lean Six Sigma training programmes; called White, Yellow, Green and Black Belts, each one requires specific, mandatory training and a clear project delivery framework.

Since its introduction in 2016, Continuous Improvement initiatives – supported by senior leadership, embraced as a methodology by employees and thus embedded within Transguard's culture – have been responsible for driving significant savings across the business. Here's how it works: At the beginning of each financial year, senior management sets profit and savings targets for the business as a whole, as well as for each business unit. Achieving these

Develop and Maintain Innovation

targets is a KPI on every scorecard and progress is reviewed each month by senior management. With innovative thinking encouraged at all levels of our organization and through other related LSS efforts, we reached AED 15.01 million in savings and AED 85.3 million plus through the Continuous Improvement (CI) log in the last financial year.

Transguard's Sustainability Memberships

Active in Corporate Social Responsibility since 2016, Transguard Group is proud of its various Sustainability memberships, including the Dubai Chamber Sustainability Network, Engage Dubai and the recently awarded CSR Label.

member of **Sustainability**
2020 **Dubai Chamber** Network

ENGAGE **DUBAI** **DUBAI CHAMBER**
2020 **CSR LABEL**

الجائزة العربية للمسؤولية الاجتماعية للمؤسسات
ARABIA CORPORATE SOCIAL RESPONSIBILITY AWARDS

2nd RUNNER UP
LARGE BUSINESS CATEGORY
12th Cycle 2019

Stakeholder Engagement

Transguard Group believes stakeholder engagement is key to a successful sustainability approach. We have identified nine main stakeholder groups with whom we regularly engage and then seek to incorporate their feedback into our strategic decisions and daily targets.

Shareholders

With significant financial and strategic investment in our business, engaging with our shareholders is of paramount importance. Regular updates, annual meetings and monthly reports are a few of the ways we engage with this key group.

Employees

Transguard is a people business, which means that two-way communication with our employees is vital to our success. Not only does intentional communication go a long way to position us as an employer of choice, it also empowers our staff and keeps them engaged while ensuring best practice in all they do. Health and safety, training, and building a sense of pride and belonging are other benefits from purposeful employee engagement. Some of these methods of engagement include:

- Employee Engagement Program
- Employee Services Portal App
- Employee Engagement Survey
- Digital feedback points in all accommodations
- Internal communication channels
- Social media
- Training and career development
- Tool box talks on company standards, expectations and our code of conduct
- Events and social activities

Strategic Decisions and Daily Targets

Suppliers and Contractors

We work closely with third parties in light of our transparent procurement process that focuses on local procurement. We also support our suppliers in improving their Health and Safety culture. All of this is accomplished via our rigorous procurement process and health and safety standards, as well as regular meetings.



Local Communities

Investing in our local community is a vital way to educate others on best practices, as well as to contribute to its socio-economic development. Transguard's engagement also allows us to contribute to UAE Vision 2021 by contributing to a safe public space. In addition to physical activities where we're working with the community, we also interact in the digital space via social media and traditional media.

NGO/NPOs

We engage with local NPOs in order to stay abreast of the needs in the community, particularly those with disabilities or underprivileged. Transguard is able to lend a hand thanks to our internal resources, which include not only service-led initiatives but also employee volunteers. Youth development and helping others achieve their sustainable development goals are additional motivators for our involvement. Engagement with NGOs and NPOs is comprised of meetings, sponsorships, memberships, initiatives and volunteering opportunities.

Business Associates

Meeting with our business associates allows us to promote our best in class sustainability practices, as well as build sustainable partnerships and share topic-based knowledge. Our website, social media channels and press releases are a few ways we engage with this group of stakeholders.

Media

Relationships with the media are vital to expand the brand exposure and awareness of Transguard in the UAE and the region. This allows us to share not only new developments within the company but also to showcase our position as subject matter experts. These relationships are maintained through regular press releases, interviews and advertising initiatives.

Customers

Understanding and responding to the needs of our clients is of the utmost importance to us as a service-based company. Engaging with our customers allows us to support their sustainability journey and also help them achieve their own targets. These conversations allow us to offer innovative and sustainable solutions that we ourselves are using, as well as share best practices and our latest services. Regular meetings, events, articles in the media and sharing company standards are a few of the ways we connect with our client base.

Local Communities

With nearly 20 years of active service in the UAE, Transguard is well-acquainted with the laws and regulations of the UAE. Working closely with various government entities allows us to stay current on new laws and rulings, as well as helps us eliminate any potential breaches to social and environmental regulations while simultaneously supporting the government's sustainable vision. These collaborative efforts take place over regular workshops and meetings, firm relationships developed by our government relations team and regular audits and inspections.

Stakeholder Mapping



Governance

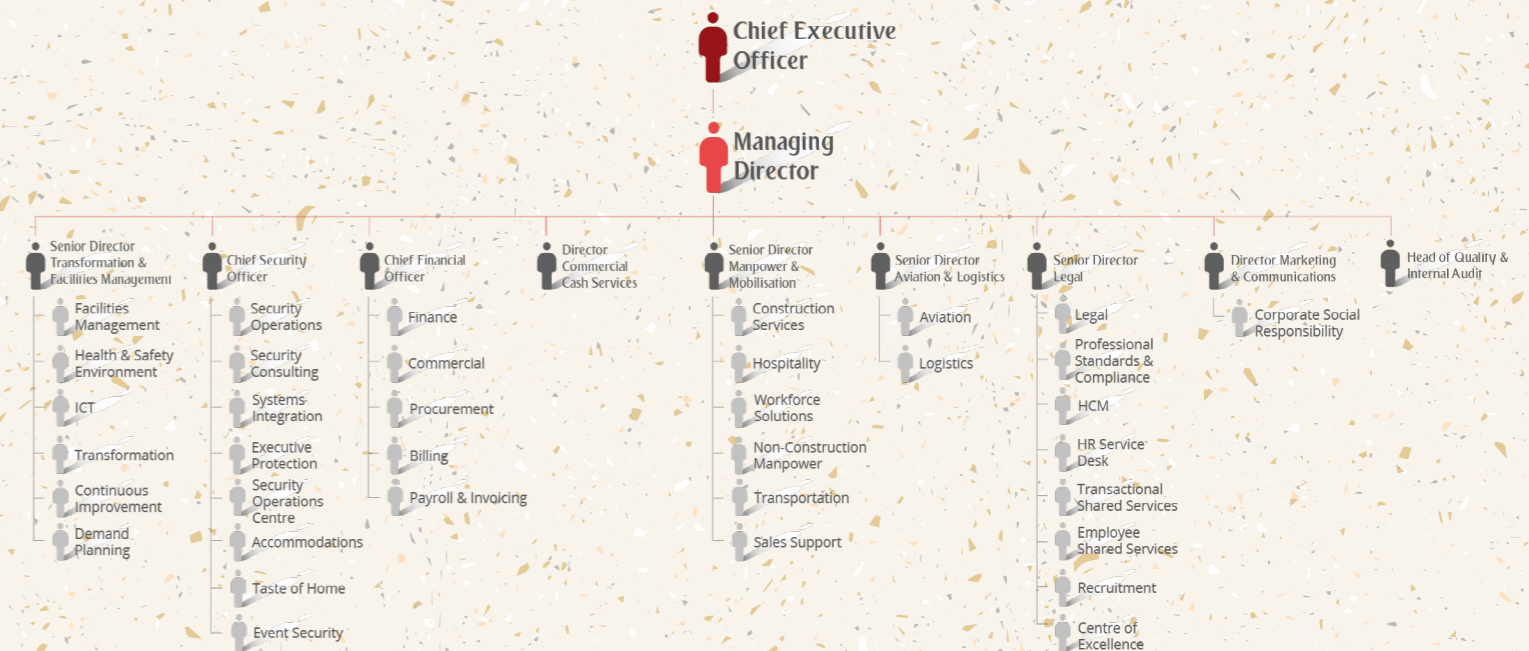
Our Corporate Governance Standards are derived from an integrated system of corporate integrity and best practices and is modeled on international best practice.

Transguard has two Shareholders (Emirates Group and Al Hail Holding), and its board consists of two members from each shareholder. Board members select the Managing Director (MD), and an authority matrix is in place, which cascades from shareholders to the MD and Chief Financial Officer, both of whom are responsible for establishing the right framework. In addition to the Board, the MD and CFO are also authorized signatories. This framework sets out the responsibilities of the Board and individual Directors with appropriate delegation of authority to Management.

Clear responsibilities and reporting lines for each BU have been defined, and dedicated corporate governance and internal control procedures are in place. Transguard has various types of structured meetings with defined roles and responsibilities, including meetings of the Leadership Team and Extended Leadership Team.



Our Organizational Structure



Awards

As a company, Transguard has a commitment to operate in a responsible manner and recognizes the interest of its stakeholders. This approach enables Transguard to take a long-term proactive approach to all aspects of the business, including financial, social and environmental perspectives by delivering value to all our stakeholders. As an outcome of a good performance, Transguard has won several prestigious awards. The list covers awards given in various fields which again confirms the value of our vision and mission:

FY	Organization	Award	Status
2017 - 18	Transguard Cash	Dubai Quality Award (DQA)	Won
2017 - 18	Transguard Group	BICSc Annual Awards 2017	Won
2018 - 19	Transguard Group	Dubai Quality Award (DQA)	Won
2018 - 19	Transguard Group	MRM Business Award (MRMBA)	Won
2018 - 19	Transguard Group	MRM Business and Innovation Award (MRMBIA)	Won
2018 - 19	Transguard Cash	Sheikh Khalifa Excellence Award (SKEA) - Gold	Won
2018 - 19	Transguard Group	fmME Awards "Security Company of the Year"	Won
2018 - 19	Transguard Group	fmME Awards "Engineering Service of the Year"	Won
2019 - 20	Transguard Group	Sheikh Khalifa Excellence Award (SKEA)- Silver	Won
2019 - 20	Transguard Group	CSR Arabia award	Won
2019 - 20	Transguard Group	Security company of the year	Won
2019 - 20	Transguard Group	UAE innovation Award	Applied, still waiting for the results

Our Approach to Sustainability

In support of 'UAE Vision 2021' and the United Nation's Sustainable Development Goals (SDG) 2030, Transguard strives to be a trusted partner and a responsible business that is economically robust, protects the environment and contributes to our employees' welfare and wellbeing while supporting community needs. In 2016, Transguard established its first official CSR strategy. Called "Dream 2020," it is based on four CSR pillars: People, Community, Environment and Marketplace.

DREAM 2020

People

Our people are our number one priority, which is why we aim for high levels of employee satisfaction, equality, diversity and employee engagement. We promise to serve the greater good by bringing people and resources together to create social value. Our specific initiatives include:

1. Recognition program for our site-based employees
2. Create "Transguard Standards" for accommodations that goes above and beyond the established requirements of Dubai Municipality, thereby further positioning Transguard as the employer of choice
3. Launch a volunteering policy that encourages our employees to volunteer their time to support our people in accommodations or community

Community

Transguard is dedicated to supporting the communities in which we operate and creates partnering opportunities with community stakeholders. Transguard is committed to play an active role in and provide support to the educational sector through mentorship, internship, apprenticeship and volunteering programmes. Our initiatives include:

1. Build sustainable partnerships with our stakeholders
2. Join networks to advocate for Transguard's sustainability and CSR, such as Impact 2030, UNGC, etc...)



A pre-Covid pool tournament in one of Transguard's accommodations

Environment

Using “Reduce, Reuse, Recycle” as our guiding principle, Transguard actively seeks out new opportunities to protect the environment whilst upgrading our procurement processes to support the same. We are committed to exploring new ways to reduce our carbon emissions, invest in renewable energy in our accommodations and save water and energy. Our initiatives include:

1. The goal of minimizing our landfilled waste by 20%
2. Set the foundation for responsible procurement in support of TG sustainable commitment

Restructured and refocused in 2019, Transguard's overall sustainability strategy is driven by its four core pillars, each of which is linked to the company's overall values and have been embedded into everything we do, taking into consideration the adoption of best practices to support the company's Sustainability framework.

These pillars were subsequently woven into each business unit, and key performance indicators with pre-set milestones and objectives are reported to the Leadership Team in monthly performance reports to ensure senior management endorsement and continuous improvement. In addition, this performance is managed by a dedicated corporate social responsibility team and 27 CSR champions across the organization.



Marketplace

Transguard will continue to create sustainable partnerships, trade ethically, strengthen relationships with our customers and create awareness around best sustainability practices. This includes:

1. A retention rate of 10% for skilled manpower
2. Launch an innovation virtual platform (best idea from a customer, a supplier, a community member) that is achievable and measurable

In 2019, Transguard's deepened its sustainability initiatives by introducing four workstreams that parallel Dream 2020. These four pillars are:

Our Workforce and Their Development

- Engage with the community to encourage and foster a social responsibility mindset within our community stakeholders.
- Actively seek out opportunities to participate in youth development, mentorship and volunteering projects
- Build strong practices to ensure compliance and best practices for anti-corruption
- Support Transguard's Community Grievance Mechanism and being conscious about ensuring a positive impact on society

Minimize Transguard's Environmental Impact

- A firm dedication to support local procurement
- Adopt innovation for continuous development
- Continue to showcase transparency in business
- Build long term sustainable partnerships with our stakeholders and ensuring that our partners grow together with us

- Embed Health & Safety in our operations and accommodations
- Look after the welfare and wellbeing of our employees
- Continuing our support of a diverse workforce with equal opportunities
- Develop human resources capabilities with a sustainability mindset through well-established training programs.
- Continuous improvement to the standards of our facilities
- Ensure that we have a well-established grievance mechanism
- Enhance the relationship and bridging the gap between staff and senior management

- Commit to manage and create positive environmental impact through waste management schemes, water and energy conservation and the use of renewable energy sources where applicable.
- Look for ways to implement responsible procurement and minimize our operational emissions
- Advocate and conserve biodiversity

Our Community and its Needs

Create a Positive Economic Contribution

As an additional part of our continuing commitment to responsibly grow our business, we regularly seek opportunities that help us share our best practices and acquire more knowledge. For example, as part of the sustainability network, the Transguard CSR team has participated in various dialogues around sustainability topics such diversity and inclusion, waste management, green buildings, etc. Organized by Dubai Chamber of Commerce, Transguard was honored to take part in the first SDG private sector round table discussion organized by the UAE local committee for SDGs.

The Value Chain

Transguard's Role in the Value Chain

Transguard's value chain is the demand-driven network of integrated activities by both Transguard and its partners that creates valuable services for our customers. As an integrated part of meeting our commitment to our customers, the organization coordinates with more than 700 suppliers and operates with a 98% local procurement rate to deliver high-quality services and manpower, ensuring environmentally and socially responsible practices throughout the value chain via contract terms and effective management systems.

Suppliers are chosen based on their ability to create the best value in terms of quality, cost and best practices; however, we believe that supporting local companies in the UAE increases

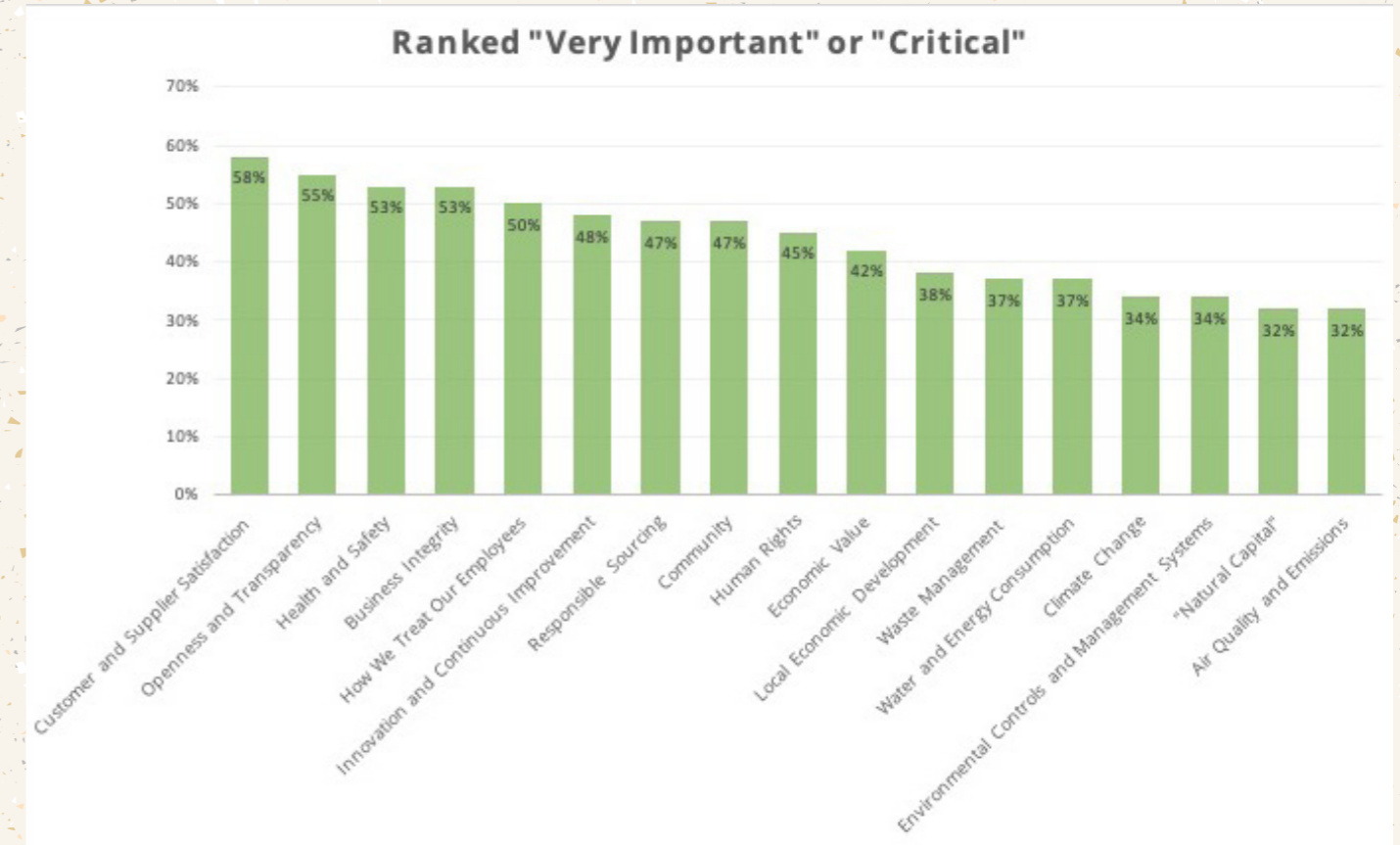
Transguard's contribution to the local GDP. When procuring any goods or services, a primary choice is given to a local supplier, provided they meet all technical, commercial and legal qualifications.

Transguard's supply chain is built on a non-negotiable minimum standard which all suppliers must follow and in accordance with UAE laws that stipulate standards for health and safety and causing no harm to the environment. By signing the Transguard contract, a supplier accepts our standards and Terms & Conditions as part of the purchase order before delivering any goods or providing a service. Each supplier must supply their commercial trade license, VAT certificate, bank details and a signed anti-bribery and corruption policy before being on-boarded.

Local procurement is major driver for all Transguard's purchasing decisions



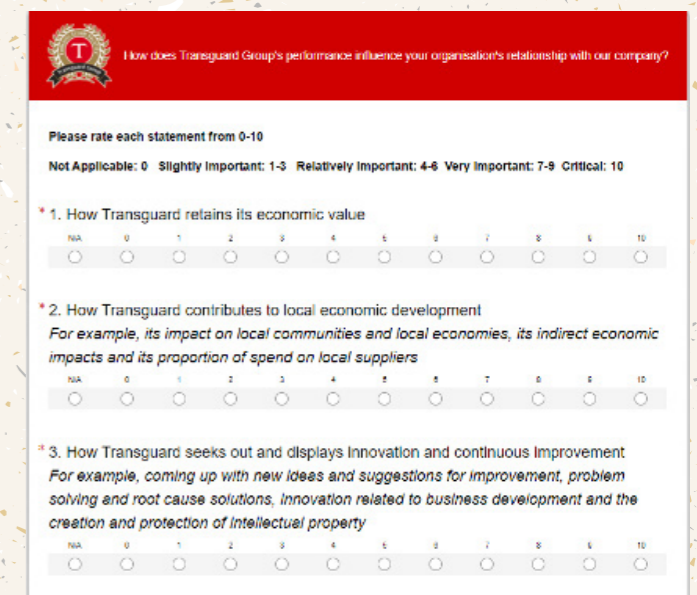
Material Topics and Impact Boundaries



According to Transguard's Materiality Assessment, Customer Satisfaction and Transparency are the two most important topics for our stakeholders

Transguard Group held its first materiality assessment survey in FY 2019-2020. The assessment involved our stakeholders, both internal and external, including employees, customers, supplier and other business associates. As per the GRI Standards, material topics are those that reflect an organisation's potential significant economic, environmental and social impacts and that substantively influence the assessment and decisions of stakeholders. Each topic was scored from 0 (Not applicable) to 10 (critically important) considering potential both negative and positive economic, environmental and social impacts.

While the results clearly indicated that our business practices and welfare activities dominate the concerns of our stakeholders, the other findings regarding environmental actions, such as waste management and water consumption also provide valuable insights as we continue to develop and drive our sustainability agenda.



Transguard's first Materiality Assessment was sent to a variety of stakeholders, including clients, industry experts, employees and others

Adherence to International Standards

Transguard and SDGs

In 2019, Transguard declared its intention to officially align itself with the United Nations' Sustainable Development Goals or SDGs. Already certified under a number of international standards (including ISO 9001:2015, ISO 14001:2004, OHSAS 18001:2007, ISO/IEC 27001:2013 and ISO 39001:2012), our alignment with the following 12 SDGs additional step confirms Transguard's commitment to meeting and exceeding global standards. What follows are specific details on how Transguard is supporting each specific SDG.



Target 1.2

- Offering job opportunities to support employees' communities and families to improve the standard of living
- Promoting job security, including the provision of decent work, respecting labor rights (UAE)
- Paying employees at a minimum the living wage, taking into consideration the needs of workers, the general level of wages in their country and the cost of living
- Paying wages that allow parents to provide for their children, thereby reducing the number of children in poverty, and, theoretically, contributing to the reduction of child labor internationally



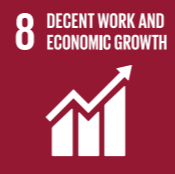
Targets 3.5 – 3.6

- Educating employees on the effects of narcotics, drugs and alcohol, including the effects of substance abuse.
- Maintaining and enhancing our already well-established policy for employee's health and safety at work, on the road and at accommodations
- Allowing all employees access to quality essential health-care services
- Providing training and information on road safety to employees, such as education on driving laws.
- Regularly checking vehicles owned and/or leased by the business to ensure they are legally compliant, fit for purpose and road-worthy



Targets 4.3 - 4.4

- Continuing to enhance Transguard's internationally accredited Centre of Excellence (COE), which has offered multiple training packages that prepare our people to enhance their skill sets and to equip them with the right skills since 2017.
- Maintaining our well-established policies and procedures that monitor and maintain a work environment that is free from any form of discrimination or harassment.
- Providing non-discriminative and open access to training (vocational) and guidance
- Ensuring equal access to all company-supported education and training programs



Targets 8.2 - 8.6 and 8.8

- Ensure responsible employment strategies and provide decent work for all
- Protect labor rights (UAE labor) through welfare policy
- Promote safe and secure working environment
- Support youth employment from under-developed countries. For example, more than 12,000 Transguard employees are between the ages of 18 and 25
- Sustainable procurement policies and supplier code of conduct to support resources efficiency

Targets 11.1 -11.2



- Infrastructure investment, such as water, energy and telecommunications
- Adoption of transport safety
- Adoption of accommodations safety
- Ensure proper waste management handling



Target 12.5

- Committed to produce its sustainability report
- Has taken a proactive approach to reduce and recycle waste generated



Target 14.1



Targets 13.1 and 13.3

- Invests in environmental protection
- Committed to raise awareness around the topic of climate change
- Engage with community members to raise awareness on the issue of climate change
- Reducing marine pollution through improving waste and wastewater manage-



Target 15.3

- Actions to combat desertification through green projects. Transguard has planted 460 trees as part of Dream 2020



Target 16.5

- Continues to substantially eliminate corruption and bribery in all their forms. Transguard's Professional Standards and Compliance department has been active since 2019.
- Adopts adequate internal control, ethics and compliance programs and measures for preventing and detecting bribery



Financial and Economic Management



Our Financial Performance

Transguard is the UAE's largest and most respected business solutions provider; we supply manpower to a wide range of business sectors in the UAE, including Cash, Hospitality, Manpower and Integrated Facilities Management with a strong presence in the Aviation, Retail and Distribution sector, as well as in home and courier services. In addition to our highly trained staff, Transguard relies on the latest technologies and smart solutions to provide the best possible service to our 1260+ customers.

With year on year growth in virtually aspect of the business, Transguard is firmly ensconced in its upward trajectory.



Key Performance Indicators	Actual	Actual	Actual
	2019-20	2018-19	2017-18
Revenue AED 000's	2,554,132	2,578,618	2,315,053
EBITDA AED 000's	450,828	265,454	211,849
EBITDA Margin %	18%	10%	10%
Operating Profit AED 000's	279,084	218,248	174,617
Operating Margin %	11%	8%	8%
Profit Attributable to the Owner AED 000's	233,578	186,780	150,158
Profit Margin %	9%	7%	7%
Headcount	60,791	66,926	64,774

Cash

With 97% market share, FY 19/20 saw Transguard Cash continue to hold its dominant position in the market thanks to continuing innovation and excellent customer service. The conversion of more than 4,200 traditional cash collection points to SCDMs was a major driver for success. Transguard Group plans to add more features to Transguard Pay, such as a component that will enable employees to send money to their family in their home country and pay other fees such as traffic violations directly from the kiosk. When Transguard Pay is not in use, it communicates important company news and updates, further connecting all employees. The Cash division also launched a pilot programme within our accommodations; called Transguard Pay, these on-site kiosks allows our site-based staff the ease and capability of making payments to top up their Etisalat, Du, and international mobile phone accounts with cash.

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Security

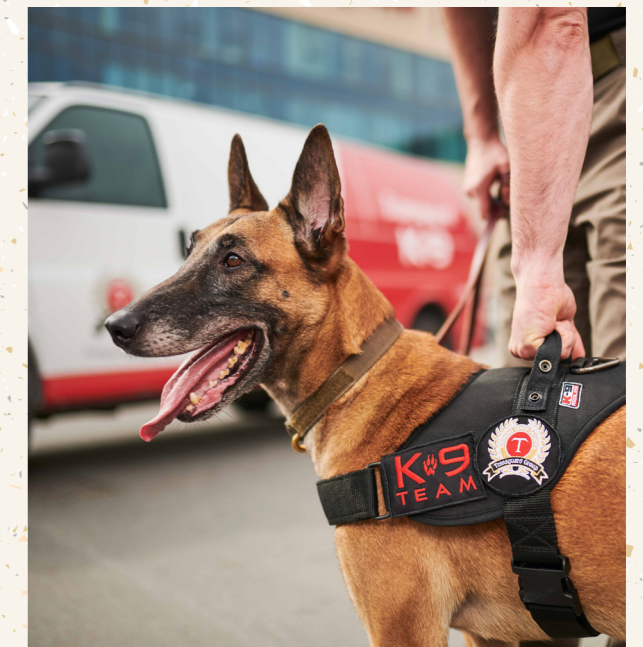
FY 19/20 was a year of continued success for Transguard Security Services (TGSS), which solidified its robust growth strategy around diversification. With the majority of the UAE's most significant malls now in its portfolio of clients, TGSS also added a number of embassies to its client list, including the British embassies in Dubai and Abu Dhabi, as well as the Canadian and German embassies. Launched in November 2018, our Executive Protection division tripled its reach during FY 19/20, adding a number of high net worth individuals, A-list Hollywood celebrities and international fashion designers to its roster of clients. Our K9 team also experienced impressive growth due to new contracts with several major international airlines and freight carriers. In addition to two certifications with Dubai Police, this team was also showcased during the 2019 edition

of AVSEC, which brought international attention to our world-class Explosive Detection Dogs. Another highlight for TGSS was the completion of Transguard's state-of-the-art control room: The technical build of this command centre involved bringing together the world's most cutting-edge technology, including secure data centres, security information management, digital information display and physical access control systems; each aspect of this technology offers its own blend of cutting-edge innovation, delivery excellence and product quality. Event security was another major pillar for this division, and Transguard was a fixture at such well-known events as the Race to Dubai, Party in the Park and the Rugby 7s, amongst others.

Another highlight for TGSS was the completion of Transguard's state-of-the-art control room: The technical build of this command centre involved bringing together the world's most cutting-edge technology, including secure data centres, security information management, digital information display and physical access control systems; each aspect of this technology offers its own blend of cutting-edge innovation, delivery excellence and product quality



Finally, Transguard Security Services was honoured to be recognised for the third year in a row as Security Company of the Year by Facilities Management Middle East Magazine.



Manpower Solutions

The Hospitality division of Transguard Group experienced global gains at the end of 2019 with the signing of a framework agreement with a major international hotel chain, which is further recognition of the high standard of our training and excellent performance record.



COVID-19 put a particular focus on Transguard Group's comprehensive manpower solutions, particularly warehouse staff, shelf fillers, packers, forklift operators and drivers. Our ability to quickly deploy for emergency projects and unforeseen circumstances gave us a unique edge over the competition and opened the door for additional sales opportunities with new customers.



Aviation and Logistics

With 8,500 of our staff working in the UAE's Aviation sector, Transguard became the number one supplier of manpower to Dubai's airports in FY 19/20. Loaders, drivers, forklift operators, customer service agents, porters and hostesses are just a few of the Transguard designations that help move visitors through airports in Dubai, Sharjah and Abu Dhabi.

The first quarter of FY 19/20 saw our Aviation & Logistics division add chauffeur services to its portfolio: Supplying our highly trained drivers to the business class passengers of one of the UAE's most prominent airlines, Transguard has completed more than 500,000 trips back and forth between the airport and passenger homes or hotels.



Workforce Solutions

Workforce Solutions, the white collar staffing unit of Transguard Group, launched its Executive Search division early in FY 19/20, and added several globally renowned companies as clients, including a major cosmetics and skin care label, a pharmaceuticals giant, an Asian telecommunications megabrand and more.



Securing contracts with one of the UAE's most recognisable petroleum brands was another highlight for Workforce Solutions. Meanwhile, the launch of our VMS and MSP solutions also continued to buoy new business for this division.

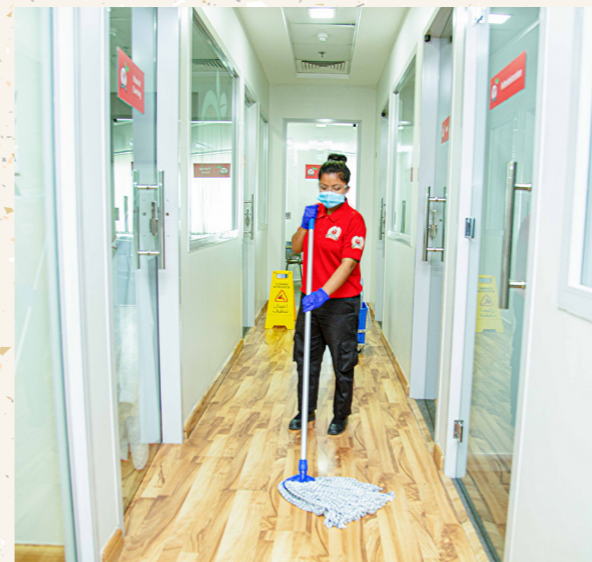


Facilities Management

As it added a number of the UAE's most prominent brands to its portfolio, the Facilities Management division continued to enhance its reputation as the nation's largest FM provider. FY 19/20 marked 11 years of collaboration with Global Village, as well as the first year with one of the country's largest banks. Healthcare contracts in Dubai and Abu Dhabi also served to showcase the team's skill in providing specialised services.

Property Management, a new service line, not only helped expand the reach of Transguard Group into new areas, it also earned its first award, Property Management Company of the Year, an impressive accomplishment considering that 2019 was the first year of its operation.

Finally, despite EXPO being delayed until 2021, our Facilities Management team is still working in earnest to support a number of exhibiting pavilions, including New Zealand, the Netherlands and the UAE.



Transguard Living

Transguard's consumer division, Transguard Living (TGL), doubled its size and expanded its service offering into Abu Dhabi. A year after expanding into the Northern Emirates with an office in Ras Al Khaimah, TGL deepened its core offerings with a revitalised approach to its "Move" service and a new team of highly trained technicians.

To celebrate its three years of operation, Transguard Living launched a new website and four collectible mascots. The site, which is fully integrated with Salesforce, allows click-of-a-button bookings and best-in-class performance that is setting the standard for home maintenance companies in the region.



Transguard Delivery

Two years after its launch, Transguard Delivery continues to play an integral role in Dubai's logistics sector. With 21,000 and 20,000 deliveries respectively, mail deliveries and cheque collections are two of the division's most significant activities. Transguard Delivery also distributes mishandled baggage throughout the country, averaging 1,500 deliveries within Dubai, Sharjah and Ajman and 130 deliveries to other emirates each month.

Transguard Delivery also continued to support home check-in services for Emirates Airline and averaged 180 check-ins each month throughout the financial year, with 4,000 check-ins completed between April 2018, when the partnership began until December 2019.

A new contract in Q3 saw Transguard Delivery handle cruise ship check-ins as well, with 25,000 passengers availing of the service and 23,000 pieces of luggage transported to Terminal 3 since November 2019.



Taste of Home

Taste of Home, the newest division of Transguard, was established in late 2019 to fulfil a need – to provide site-based employees with delicious and healthy meals at an affordable price. In order to offer a true “taste of home”, the catering company sought out chefs from the very regions for which they cook: North and South India, Pakistan, the Middle East, Africa, the Philippines and Europe. The company currently has the capacity to produce over 55,000 meals every day out of its 3,500m2 purpose-built facility in Dubai Investment Park.

Led by an experienced Western and Asian food management team, Taste of Home’s dedicated chefs grew up eating the food they now cook for others, ensuring an element of authenticity and distinction to the company’s offering. With an undeviating focus on well-being, quality and cost, the business and its centre of operations are honed by a Lean Six Sigma-informed process. At every step of its operations, Taste of Home further complies to an environmental commitment that underscores its use of resources and enterprise.

The Taste of Home HACCP (Hazard Analysis and Critical Control Point) - approved facility in DIP features four dedicated cold stores for vegetables, poultry, meat and fish, and four allocated preparation areas for each. There are also designated nationality kitchens, all run by state-of-the-art Saffron Catering Management Software, which includes traffic light nutritional information, calorie scores and allergen data, for nutritionally balanced recipes and portion sizes.

Other than dedicated storage and preparation areas, the Taste of Home staff adhere to controlled hygiene processes prior to entering the food handling area of the facility. Additionally, meals are carefully transported to sites and accommodations in temperature-controlled reefer trucks, with real time temperature monitoring and trackers that increase efficiency.





Our Environmental Stewardship

Transguard prioritizes local environmental issues in alignment with the UAE Vision 2021 goal to build a “a green economy” to support a sustainable environment and infrastructure. In addition, we are committed to continuously assessing our environmental impact and strive to be a proactive corporate citizen with a particular focus on achieving world-class health and safety performance standards and practices for the safeguarding of our people, the community and the environment.

Dream 2020, which comprises the bedrock of Transguard’s CSR strategy, outlines annual targets that align with these governmental goals, including water reduction and electricity savings. To meet these targets, various utility initiatives have been put in place, including water flow regulators, highly efficient inverter-based split air conditioning units, improvements on preventative maintenance process, among others. In addition, we have stand-alone initiatives in several business units that support the environment.

As part of our Environment Management System (EMS), we have defined four key performance indicators for various aspects of our environmental performance: energy, water, emissions, waste management/recycling.

Talking the Talk Walking the Walk

In FY 2019/2020, we conducted 280 energy-savings training sessions across all our accommodations. These “toolbox talks” were further supported by environmental awareness campaigns on paper and digital posters and various “Think Green” recycling points in the accommodations and in the management office, where an intranet and email campaign also help promote this message. Transguard is also very active in global environmental campaigns, such as World Clean-up day, Earth Hour, Water day and World Environment Day.



4.63 kWh
electricity saved

47.44M
gallons water saved



515 mWh
electricity generated
by solar panels



Energy and Water

In support of the United Nations Sustainable Development Goals related to environmental protection, Transguard has invested almost AED 7.2 million since 2018 on environmental initiatives that support our ambition to reduce our environmental footprint. On-going efforts are placed on minimizing our energy consumption at our residential sites. Projects include the replacement of standard lights with LED bulbs in our accommodations, saving 42.06 million gallons of water and 6.05 M kWh of electricity (the equivalent to 4,278 metric tons of CO₂), a utility initiatives savings per head target of 10%, reusing AC condensate water to wash vehicles and others. Other projects include:

- The installation of water-efficient plumbing fixtures in all accommodations
- The implementation of grey water recycling plants in new buildings with the goal of reducing water consumption and thus, sewage waste
- 39 energy-saving initiatives
- 17% year-on-year reduction of water usage
- 6.05 million kWh saved, which is equivalent to avoiding 4,278 MT of CO₂
- Replacing 540 R-22 window AC units with R-32 CFC-free inverter split AC units



In 2019, we completed the installation of more than 1,220 solar panels in one of our accommodations. with the twin aims of providing renewable energy for this building and its residents, as well as aligning with UAE Energy Strategy 2050. Generating a maximum output of 452 kWh at peak, the associated carbon savings will reduce our carbon footprint by 487 metric tonnes per year.

Internal teams conduct regular audits on water and electricity usage, and suppliers and contractors are encouraged to adhere to Transguard’s standards as well. Transguard is ISO14001:2015 certified and our in-house team of experts is dedicated to finding new and innovative means of improving our environmental and energy efficiencies.

Recycling

In support of UAE Vision 2021 the Sustainable Development Goals from the United Nations, Transguard continues to support its already robust responsible waste management programme, with practices across the organization that improve efficiencies in waste management through various solutions. For example, one of Transguard's sustainability objectives is to divert 20% of its waste from landfill. A recent waste management survey that focused on the amount and type of waste generated by the business also helped set the groundwork for a strengthened waste management approach across the organization.

In 2019, Transguard implemented a set of waste recycling initiatives that ultimately generated nearly 90 tonnes of which, 100% of which was recycled. In addition, there is a plan to improve our data collection process and the accuracy of waste data in order for the company to allocate the necessary resources for recycling projects. For example, one contract is in place for the recycling of scrap from accommodations through an annual service contract. Cardboard generated by our accommodations are sent for recycling by Union Paper Mills.

Keenly aware that our environmental initiatives should also be proactive, Transguard launched a paperless initiative in 2018. By December 2020, we had saved more than 3 million sheets of paper thanks to this initiative.

We regularly invest in community initiatives that support recycling: In January 2020, more than 160 Transguard volunteers spent part of their weekend cleaning up the Jebel Ali Sanctuary Beach, an activity that resulted in the collection of more than 1.5 tonnes of waste that was sent for recycling. What's more, our own events prominently feature recycling stations, including the Think Green tent during our November 2019 Carnival for our site-based staff, which collected 35 Kg of plastic bottles, which were then recycled by Emirates Environmental Group.



In terms of recycling, we work with carefully screened contractors to recycle our scrap, as well as cardboard waste generated in our warehouses and accommodations. In 2019 we began the process of setting our waste management process by initiating a waste management survey to better understand the type of waste being generated by each business unit.

Emissions

As one of the largest employers in the UAE, Transguard is keenly aware of its potential emissions footprint as a result of transporting our team all across the UAE. Our transportation team has taken a 360-degree approach to ensure a comprehensive, proactive plan for combatting emissions.

Fleet Utilization

A dedicated resource within the Transport team continuously reviews depot-wise performance to improve seat and fleet utilization, merge routes and overall reduce the number of vehicles. This includes a recent exercise that reviewed the size of the fleet in operation in order to improve occupancy and overall utilization.

The Transport team also works closely with each BU to reduce the number of unplanned trips and short notice transport requests with the long-term goal of eventually reducing fuel consumption. Transport demand is captured centrally within a strategic plan created to maximise utilisation and occupancy. This will allow further synergies across the fleet with further reduction in kilometers and cost.

Fuel Management Initiatives

Fuel consumption across all vehicle categories is monitored every month, with the addition of driver style training. In addition, all diesel vehicles now are on B5 Bio diesel; security seals on fuel tanks also act as positive deterrents for potential fuel pilferage. Mobile fueling directly at the accommodations also helps to reduce mileage, as drivers are no longer required to reach a fuel station. GPS fuel tank monitoring and video surveillance complement these initiatives.

Responsible driving behavior is also reinforced with structured, regular driver training sessions, which include follow up assessments should complaints or concerns be raised by customers. Additional training

360° Approach to Combat Emissions

includes a defensive driving module, which, in addition to road rules and the basic mechanics of driving, is intended to reduce the risk of accidents by anticipating dangerous situations and knowing to react accordingly.

System Improvements

A full GPS roll-out in 2020 for all busses and soft fleet vehicles has improved planning and overall fleet utilization, which has reduced mileage and improved fuel consumption. A strategic planning system has also improved route efficiency and had the positive effect of an overall fleet reduction, as well as cut back on overall kilometres and the cost of the operation.

Soft Fleet

Several projects linked to both fleet utilization and fuel consumption are underway with the goal of improving the metrics for utilization (eg fleet reduction) and fuel consumption improvements linked to overall carbon impact.

GPS compliance in all soft fleet vehicles, activity and driving style monitored across the group; driving style improvements are targeted in all areas of safe and fuel-efficient driving. In addition, we are trialing driver- and passenger-facing cameras in an effort to improve safety and standards within the operation.



Focus on Health and Safety



Transguard's Health & Safety Culture

With a dedicated team committed to maintaining a healthy, safe and secure working environment, Transguard's well-established Health & Safety Environment (HSE) policies and procedures have been intentionally aligned with international standards and ensure continuous improvement to safeguard the health and safety of our people. Transguard is certified under OHSAS18001:2007.

Transguard strives to be a proactive corporate citizen, with a particular focus on achieving world-class HSE performance standards and practices for the safeguarding of our people and the community embedded in our culture.

The Health and Safety team conducts regular training sessions throughout Transguard, including introductory training for each new employee and training for 125 safety champions, each of which represents their particular business unit within the company. Once trained, these champions are able to identify hazards to conduct self-certifications in relevant accommodations and in their respective areas. In addition, dedicated HSE repre-

sentatives conduct regular site visits and host educational sessions on safety, and occupational health/hygiene.

Transguard has also established non-negotiable minimum standards, for our suppliers; we have stipulated that by accepting these contract terms, the supplier agrees to work with Transguard in accordance with the requirements included in our policies, mainly a sustainable approach to HSE. Complying with our sustainability and HSE policies, vendors who are interested in building a long-term relationship with Transguard are encouraged to improve their best practices (direct training isn't conducted as yet but guidance is given) and meetings are held to take them through requirements to adhere to our HSE standards. This will give room to our suppliers and potential suppliers to introduce or improve their standards. This adherence is verified during the vendor's registration.




Managing Risk


Risk management is fundamental to the strategic management of our operations, which is why we conduct an annual mapping of macro-economic trends in relation to how these developments may impact our business. This robust hazard identification and Risk Assessment covers four main areas (Financial, Operational, HR and Strategy), with additional insights into potential risks to IT, legal, security and others informing our continually evolving policies.

All business units are audited at least once a year, with more critical BUs audited more frequently. The purpose is to analyze the risks while keeping an eye on the organisation's objectives and to determine how those risks are best managed. That includes assessments of our HSE performance, social and governance risks assessments, among others. Audit reports are shared with the respective business units for corrective measures. An audit and inspection data analysis tracker give a comprehensive overview of overall challenges. As a result, Transguard has obtained ISO27001 certification.

Our Crisis Management Plan (CMP) provides a comprehensive, specific and practical account of how Crisis Management is managed throughout Transguard Group. This approach allows us to maintain the security, safety and operational readiness of Transguard Group and to ensure discipline to prevent incidents before they take place, thereby ensuring the safety and security of our people, assets, environment and reputation. The CMP is reviewed on an annual basis to ensure its continuing suitability, adequacy and effectiveness.

250+ 
trainings conducted across
the Group in FY 2019-20

797 
Toolbox talks conducted
to improve staff awareness
on Health, Safety and
Environmental concerns.

0.04 
Accident Frequency Rate

33% 
Reduction in Major
Incidents in Managed
Services thanks to
trainings and
toolbox talks

38 
Safety Events

0 
HSE fines/penalties from
clients/authorities

400+ 
Safety Inspections

140+ 
HSE Audits



Community Involvement



Engaging with our Communities

Transguard established its first corporate social responsibility policy in 2016 and subsequently set key performance indicators with goals and targets to meet. The company's engagement with the local community is based on strategic partnerships with government bodies, not-for-profit organizations and other business associates.

In FY 2019-20, our corporate social responsibility team comprised of 14 members who ran programmes in our residential communities and who gave a helping hand to our community initiatives. This team conducted a combined 6,228 CSR activities between FY 2018-19 and FY 2019-20 that covered a variety of areas, including education, maintenance, providing security services for our partners, health and wellbeing and sports activities.

Because we recognize the need to be socially responsible, Transguard participates in a number of activities that not only help us better understand the needs of the UAE community but also help us achieve and maintain long-term, sustainable relationships that will allow us to contribute positively to those whom we serve. For example, our facilities management division regularly volunteers their time and talent to improve the facilities of NGOs, such as Al Manzil Children's Centre.

Transguard has also driven a number of environmental initiatives, such as participating in a Jebel Ali Sanctuary Beach Clean Up in FY 2019/20. Other social initiatives include lending a hand to non-for-profit organizations such as the Red Crescent in UAE and special needs centers such as the SENSES, Dubai Center for Special Needs, Al Manzil School, and others.

With 61,000 employees, Transguard is effectively a community within a community, and as such we run entertainment events aimed at boosting the happiness and wellbeing of our staff through sports events, tournaments and cultural engagement events. In addition, FY 2019/20 saw monthly health activities and other initiatives conducted in many of our accommodations to promote awareness and cultural engagement among our residences and community members.

The results of our FY 2019/20 Society Satisfaction survey reflect our stakeholders' opinions of how our organization is performing within the communities we operate. The survey includes questions around our four pillars of People, Community, Environment and Marketplace and includes a deeper focus on Transguard's commitment to CSR, best practices for health and safety at work, value added to the economic growth of UAE, ethical standards, utility consumption and environmental projects, healthy and safe work environments, supporting local charities and humanitarian events, sport and fitness events, and more.

Volunteering

We inspire our employees to share their skills with those in need in our community and help those who are less privileged by providing them with opportunities to devote their time, energy and expertise to supporting causes that matter. Through this social engagement of volunteering, we aim to improve the life of underprivileged people in our community.

In 2018/2019 and 2019/2020 combined, 1,262 volunteers from Transguard Group participated in community projects in UAE, which resulted in 3,855 hours volunteered in both our residential accommodations and in the local community.



The Transguard team with a representative of Emirates Red Crescent with more than 30kg of school supplies that were donated to children in need

Snapshot of Transguard's Community Involvement

- Sponsored and organized the 30th anniversary Christina Noble Children's Foundation charity ball
- 2 x INJAZ- icamp
- Members of our Facilities Management team donate their time and expertise to Awladouna Centre for People with Disabilities
- Arts and Crafts and other activities at Manzil school
- Dubai Cares for their "Back to School" campaign
- Supporting Al Manzil school
- Back to school stationery collection for Emirates Red Crescent
- Supported Dubai Cares Walk for Education
- Participated in ENBD Walk
- Supported UAE's Vision 2021 by helping to clean the Jebel Ali Wetland Sanctuary
- Supported Dubai Center for Special Needs Winter Fair Carnival

Transguard has joined the Community Development Authority (CDA) to report on its volunteering activities; this allows us the opportunity to be part of the Dubai Volunteering Program, which links initiatives and events of various authorities and organisations with willing volunteers, thereby fostering a spirit of unity and volunteer work throughout the community.

While 2020 presented a number of challenges to in-person volunteering opportunities due to the global pandemic, Transguard actively supported a number of organizations in Dubai with donations of school supplies, hand sanitizer, masks, gloves and more.



Our Integrity

Compliance and Anti-Corruption

Transguard Group is committed to operating the company's business with integrity and the highest ethical standards. This commitment includes a well-established policy around anti-bribery and corruption to prevent involvement in any form of corruption by the company's personnel or any person associated with the company and to prevent the breach of the UAE Federal Penal Code. Transguard's compliance approach has a strong and practical anti-bribery and anti-corruption framework. The company researches and monitors markets in which it operates as a preventive risk and the company does not engage in business that may involve bribery or corruption. Saying that, we are primarily focused locally, and we comply with all applicable laws in UAE.

Transguard Group carries out a reasonable and a proportionate amount of due diligence prior to entering into any business commitment and ensures that all suppliers sign up and agree to our anti-bribery and corruption policy through the Tejari portal, thereby ensuring that Transguard or its suppliers do not knowingly or foreseeably breach the policy or any relevant laws.

Transguard expects all its suppliers to comply with all applicable local, federal laws, regulations, statutory provisions, governance codes, ethical integrity and fairness. Transguard's business and company activities shall be carried out in a transparent, honest and fair way, in good faith, and in full compliance with competition rules. The Supplier undertakes to comply with all Applicable Laws, and business ethics and provide the Services in accordance with Transguard's Code of Ethics for Suppliers.

The company has a various mode of communications when it comes to em-

ployees reporting concerns related to corruption. A whistleblower mechanism has been introduced where if personnel wish for independent advice, they can report their suspicions to the Legal department. Employees can report on any grievance or corruption 24/7 through these official channels. As part of the whistle-blowing mechanism, Transguard personnel are encouraged to counter bribery and corruption and to report on any improper or dishonest activity through the official company's channels. New employees receive an induction and awareness on the UAE laws related to bribery and corruption and how to report such acts.

Compliance Performance

Transguard enters into a reasonable and proportionate amount of due diligence prior entering new contracts. The company does not conduct a business with any entity of which any third party whose conduct is suspect.

Transguard's Professional Standards and Compliance (PSC) team inspects all concerns that are reported through the official channels. The PSC team investigates and reports all non-compliance activities in which corrective actions were taken, ensuring effective governance and risk management processes are in place to safeguard our people and our community.

All employees must follow the law, act with integrity and honesty in all matters, at all times. Transguard Employee Code of conduct ("the Code") outlines Transguard Group professional conduct in which all employees must strive to uphold and behave in an ethical and professional manner at all times. Violations of the Code Conduct will not be tolerated, and all decisions are taken in adherence with Transguard HR policies and

UAE labour law.

At Transguard we aspire to the highest standards of ethical and professional conduct—working to earn and maintain our stakeholders trust, day in and day out. Through our decisions and actions, we demonstrate our commitment to deliver value to our shareholders and our community.

Demonstrating Integrity

Acting ethically is not just about complying with the formal laws and regulations that govern our business but also the design of our organizational system and the decision-making process. It is also about following an integrity approach in doing business. This approach is characterized by a conception of ethics as a driving force of any enterprise. Our company's values embed a commitment of honesty and trustworthiness. This helps us make business decisions and avoid unintended violations of laws and company policies. In order to make responsible business decisions, we meet legal, financial, regulatory and management obligations and maximize the benefits of our knowledge and previous experience, and ensure that every business keeps accurate business records. The Group respects the privacy of all its employees, business partners and consumers and handles personal data responsibly and in compliance with all applicable privacy laws. Moreover, each employee within Transguard, inevitably becomes a part of the local community and our staff are responsible for behaving in a way that maintains this trust and confidence.

ARE YOU A VICTIM OF CRIME OR CORRUPT ACTIVITY?

DO YOU KNOW SOMEONE WHO IS?



Speak to us confidentially and anonymously (Telephone, SMS or Whatsapp)

Or email us at ethics@transguardgroup.com



The People of Transguard



Our approach

As a manpower supply company, Transguard's success relies on developing the skills and talents of our people. In FY 2019/20, we continued to offer diverse professional opportunities to 96 nationalities (according to the UN, this means our workforce is comprised of approximately 50% of the world's 193 nationalities). This wide-ranging offering positions us as an employer of choice who attracts and retains skilled manpower because we offer opportunities for growth and development through career progression thanks to our structured development.

Transguard operates locally in the UAE with a global mindset. In FY 2019/20, we had 872 HQ staff and 32,125 site-based staff. For new job opportunities, the highest priority is given to our in-house staff for potential growth and promotion.

Transguard's work culture considers men and women equal and so both genders are recruited based strictly on their skill set. In FY 2019/20, 14% of women across HQ and site-based roles held supervisory and managerial roles.



Samples of posters that were placed in Transguard accommodations to announce various workshops for career development

Employee Engagement and Welfare

The wellbeing of our employees is one of Transguard's highest priorities, and as such we work continuously to develop their professional and other life skills by offering diverse channels for learning opportunities.

Our Human Resources business unit has established Employee Shared Services (ESS) centers in every accommodation that regularly address employee requests and concerns. With the intention of encouraging

self-expression and reporting any abuses, workshops and sessions are conducted to educate our employees on how to report any issues they may face. In addition, Transguard's recreation team offers various channels of engagement through a monthly activity planner, which ranges from sports and educational activities to cultural and health awareness sessions.

Transguard strictly follows UAE employment laws, and during induction sessions provides its employees with awareness and training with information on working conditions, expectations from employees, our code of conduct and employee benefits. Our HR teams facilitate awareness sessions and training regarding HR policies and procedures, as well as any related changes, with induction sessions conducted for onboarding staff.

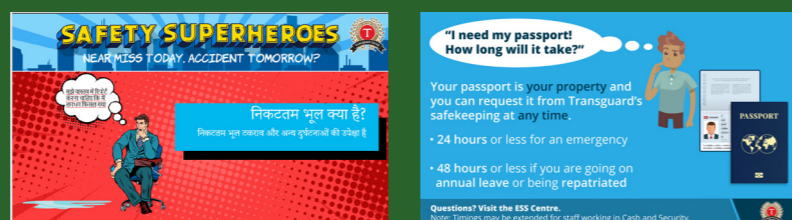
In Transguard accommodations, labour standards and policies are communicated via the Employee Shared Services center, where policies are publicized on posters and notice boards. For HQ, posters, e-mail communications and Transguard's intranet (myTG) all spread messages about campaigns and initiatives. Complaints and feedback are also collected in each accommodation using tablets, with the results regularly reviewed by the senior Leadership Team and cascaded to the relevant Business Unit for investigation or action.

These channels have been especially effective for Transguard's Professional Standards and Conduct (PSC) team, who uses them to share preventative messages about corruption, bribery and other illegal activities with videos, interactive presentations, animations and more. Grievance awareness is also a part of these information sharing activities.

Our HR department conducts an internal voice of the customer survey for both our site-based and HQ employees; specifically for our site-based staff, this is done in multiple languages.

Communications Within Our Accommodations

Using dedicated screens in each residential facility, monthly messages update Transguard employees with the latest information on menus, HR policies, awareness activities and more.



Spotlight on Activities

303 Entertainment

3 Arts & Crafts

71 Cultural

285 Sports

54 Health

3,350 Other indoor activities

27 Educational awareness

4093 Total Recreational Activities

Training and Development



Transguard's Centre of Excellence completed 2.8 million hours of training between 2017 when it opened and the end of December 2020

In 2017, Transguard Group opened its AED 3.8 million, 38,000 square foot Centre of Excellence (COE). Located in Dubai Investment Park, the COE hosts training courses for up to 450 staff every day.

The Ground floor of the two-story complex is comprised of several dedicated mockup rooms, including a purpose-built apartment, office, clinic and even a fully furnished hotel room complete with a variety of materials and finishes requiring different maintenance solutions and methods; classrooms and offices are on the first floor.

Skills development and necessary training are channeled through individual key performance indicators. With a wide range of available training opportunities, Transguard employees are encouraged and empowered to grow their skills and abilities, which also ensures continuous improvement across the business.

In FY 2019/20, the COE relied on 39 dedicated trainers to deliver more than 180 courses in nine key areas: Administration Skills, Hard Skills, Project Management Skills, Reporting Skills, Soft Skills, Software and Applications, Technical Skills, Transguard Leadership Skills and Transguard Management Skills. Additional courses include Office Management, Document Control, Building Development and Critical Thinking, Social Media Strategy and Team Building. Courses in specialist cleaning, K9 handling and Lean 6 Sigma and English language courses are also delivered at the centre.

Transguard's English language training is benchmarked against the Common European Framework of Language, which leads to officially and internationally recognized qualifications. At the point of recruitment, all staff members are tested for their English proficiency and those who

excel are encouraged to take an internationally recognized Cambridge University English exam, a process managed by five Cambridge University-qualified English Language teachers.

The language training centre also offers intensive language courses and 96-hour development courses, as well as a range of self-study and home-study opportunities. In addition to on-site training, our dedicated trainers conduct training at our HQ and in learning rooms in our accommodations.

Some of the regulatory bodies to which Transguard Group fully comply with are ASSD, SIRA, BICSS, NICEIC, MCC, GRA amongst others. Transguard accreditations includes certification in BICSc 2017 Excellence in Training and Assessment within an International Accredited Training Organization; the Centre of Excellence (COE) is also a certified ILM Approved Centre.

Our Accommodations

Transguard provides accommodations to more than 40,000 employees from various nationalities.

Our Accommodation Services team ensure that adequate health and hygiene are maintained at all times, with each residential facility equipped with a first aid room; each member of the accommodation team is a fire warden and is trained in first aid.

Gym facilities and other recreational spaces have been set aside in all Transguard accommodations to provide our employees with opportunities to stay fit, to engage with one another and to be entertained; these activ-



Located in Jebel Ali, this Transguard accommodation was custom-built to company specifications and has the capacity to house 10,000 employees.

ities are further supported by on-site recreation teams. In 2018, Transguard launched its TMart concept: currently open in two accommodations (with more to come), this self-owned convenience store sells a wide array of products to our employees at cost-price.

Regular onsite audits and workshops are conducted by our HSE team to ensure that the wellbeing and safety of our residents is maintained; meanwhile, our CSR team conducts monthly audits of our gym and recreation ar-



A Transguard employee uses in-room WiFi to connect with friends overseas while his roommates relax over a game of chess.

teams and our internal quality assurance team carries out regular inspections to ensure that accommodations are meeting local laws and requirements and to confirm that data held is correct and up to date. Staff transportation to and from job sites is managed by Transguard.



All residential facilities have full time accommodation services teams to assist with any issues that staff may have and to assist with any special requirements that may be needed. Televisions and wi-fi are provided in common areas and show sports, movies and other programs; in-room wi-fi is also available in select accommodations. Paper and plastic recycling collection points are also located in prominent locations across our accommodations.

Rewards and Recognition

Transguard has a reward and recognition program through which employee achievements are recognized. The program also helps to align employee performance with the organization's values, as well as helping to drive motivation, engagement and retention.

Transguard's 'Employee of the Month' recognizes individuals for their outstanding contribution. Employees from all sectors of the business are eligible to be nominated by their line managers, based on specified set of

criteria. Nominations are reviewed and then approved by Human Resources to ensure a fair and consistent application of the program and the behaviors and achievements that are recognized.

Employee Welfare

Transguard's employment practices are committed to ensuring safe, secure and protected living and working conditions for all our employees. Our management practices commit to respect the human and labour rights of all employees. A dedicated Employee Welfare and Relations Team (EWRT) is responsible for the fair and consistent application of our HR policies and processes, promoting Health and wellbeing awareness and care, and assisting in Medical A&E cases to ensure the prompt treatment for our staff.

In the acknowledgement that the health and welfare of all our employees is essential in achieving the success of our business, Transguard commits to manage our employees in line with the following principles:

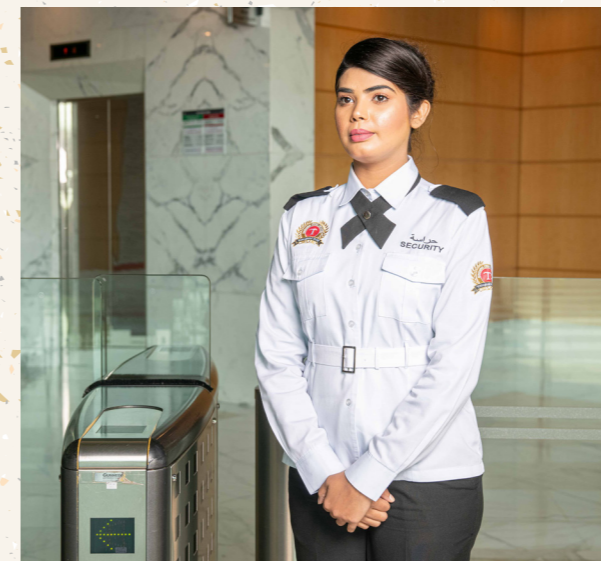
- Compliance with Dubai and UAE legislation
- To respect human and labor rights
- To consistently demonstrate dignity and respect
- Zero tolerance of harassment and abuse
- Zero tolerance of forced labor and/or human trafficking
- To utilize a fair and ethical recruitment process
- To provide an employment contract to each employee in his or her own language
- To provide a clean, secure and safe environment
- No discrimination
- The freedom to raise grievances
- Provides a dedicated Employee Services Support (ESS) team
- To regularly monitor worker welfare standards
- To act as a trusted partner with all employees

Equal Opportunity & Diversity

It remains Transguard's primary aim to maintain a work environment that is free from any form of discrimination or harassment and to maintain an environment that provides equal opportunities to employees regardless of gender, race or ethnic origin, nationality or cultural background, religion, disability, or age. Every employee shares a responsibility for contributing to a professional working environment that promotes equal treatment. Our code of conduct promotes an ethical and professional manner at all times. Transguard Group code provides a basis for all employees to maintain a working environment that is productive, professional, positive, enjoyable, safe and free from harassment and discrimination. All employees are encouraged to do what is right – for themselves and for the Company.

Transguard policies are supportive to the values of human rights and are embedded in our HR policies, which provide guidelines to ensure fair treatment, ethical conduct, development of talent, zero discrimination, equal opportunity for employment and associated remuneration, decent work conditions, code of conduct and so forth. Employees are

provided with information on their human and labor rights and entitlements under UAE law. Information is shared in English and native languages to avoid language barriers. Potential employees are selected based on skills and aptitude and without discrimination. Transguard is committed to providing employees with a clean, safe and healthy environment both in terms of living and working conditions. Everyone is treated fairly and equally with zero tolerance to any behavior that results in inhumane treatment, abuse or harassment. The Legal and Human Resources teams actively support the business to ensure the fair and consistent application of, and adherence to, such policies and practices. A dedicated internal Career Development team (under Human Resources) has also been established to enhance Transguard's internal talent mobility and to ensure all employees are provided with equal opportunities for development and progression. Cultural Awareness training is also available to employees with over 9000 staff having completed this training as of November 2019.



Employee Grievance

Effective grievance management is an essential part of people management. Transguard has a well-developed grievance policy in place that applies to all company employees, irrespective of their status or position. The policy outlines a clear procedure that should be followed as well as to whom a grievance can be raised together with an appeal process. All complaints are handled with utmost confidentiality. The employee grievance process is designed to help employees who may have problems or concerns about their work, working environment or working relationships that they wish to raise and address. This is to provide a means of formally communicating grievances and ensuring their timely and equitable settlement.

Employees who have genuine grievances are assured that the Company is committed to enabling concerns or grievances to be raised without fear of victimization or reprisal. There is a grievance Hotline which acts as a dispute settlement department within the company, which looks after settling issues and concerns among employees or any complaints of the employees.

A dedicated Ethics Helpline is established for any employee to report, confidentially, any grievance or ethics concerns. Transguard has an internal Professional Standards and Compliance (PSC) team who independently investigate and report back on all reported or suspected concerns. Recommendation from PSC are provided to Human Resources who will enforce any disciplinary action deemed necessary.

Adherence to Human Rights

Transguard policies are supportive to the values of human rights and are embedded in our HR policies, which provide guidelines to ensure fair treatment, ethical conduct, development of talent, zero discrimination, equal opportunity for employment and associated remuneration and decent work conditions. Transguard operations are conducted in accordance with these values. Transguard is committed to providing employees with a clean, safe and healthy work environment both in terms of living and working conditions. Everyone is treated fairly and equally with zero tolerance to any behavior that results in the inhumane treatment, abuse or harassment.



Testimonials

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Transguard is an active member of Dubai Chamber Sustainability Network and is involved with several task forces to pursue responsible business practices. The company is constantly engaged in implementing CSR and sustainability projects and campaigns along with learning and sharing knowledge on the same. It also gives great importance to corporate volunteering and has successfully organized several employees volunteering initiatives including Ramadan Volunteering Campaign. I wish success to Transguard Team in all its endeavors towards creating an impact economically, socially and environmentally.



Dr. Kamel Mellahi

Centre for Responsible Business,
Dubai Chambers of Commerce &
Industry

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We are a non-profit organization that nurtures the educational, social, and vocational skills of persons with disabilities, Al Manzil school relies heavily on corporate and individual volunteers. The Transguard team has been a great support to Al Manzil programmes along the years. In academic year 2018-2019, 70 members were involved in maintenance, jewelry making and classroom activities. I would like to thank the team on behalf of Manzil students and faculty for their interest in Manzil activities. We all hope that the Transguard team will continue to be associated with Manzil in the future. We can only wish them the best of luck in their future and extend our eternal gratitude for the good they do.



Dr. Ayesha Saeed Hussaini

Founder/Director, Al Manzil School

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The Sustainability works is truly noble initiative and commitment from our CSR team, launching several projects to reduce waste and inefficiency in water and electricity consumption, which play a very important role not only for Transguard Group but the whole community. Interactive initiatives led by CSR gives excellent opportunities for community members to share best practice knowledge, learn and inspire people. CSR's efforts are highly commendable, I'm very proud to be part of this whole experience.



Hazel Tobaso

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The 2019 Family Winter Fair was a huge success which would not have been possible without the support and generosity of all Transguard Group employees.

Your contribution in providing us with the games and tents helped us a lot on making our event a happy and enjoyable one. You make every challenge easier for us whenever you are around. DCSN is very grateful for your generous support.



Tania Boutros

PR coordinator, Dubai Center
for Special Needs