



# SUSTAINABILITY REPORT 2023

**OUR PLACE IN THE WORLD,  
OUR PEOPLE AND OUR POWER TO CHANGE**

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Transguard employees begin to gather for the March 2023 Carnival, our first major event for site-based staff since 2019. Nearly 4,000 employees participated in the full day of games, entertainment, food and fun.

# INTRODUCTION

As we wrapped up our 2023 Sustainability Report, the UAE just concluded two weeks of COP28, the global sustainability conference.

While sustainability has always been integral to how Transguard Group serves its clients, what is most striking about this year's report is that it represents the clear evolution of our journey towards becoming an ESG-centred business. This in mind, we have taken a slightly different approach to this year's Sustainability Report, which is titled "Our Place in the World, Our People and Our Power to Change."

## OUR PLACE IN THE WORLD

Say the name "Transguard" and our reputation for providing the country's most reputable Cash and Security Services will immediately spring to mind. But how much do you know about our stakeholders, complete service portfolio or our financial performance? Turn to Section 2 to learn more.

## OUR PEOPLE

As one of the UAE's largest employers, we consider our employees to be our most valuable asset. As such, Section 3 offers an expansive view of the people behind our business, with generational and nationality data playing a key role. We also share details on our management practices and extensive welfare initiatives.

## OUR POWER TO CHANGE

Following the expansion of our energy management team, for the first time we are sharing emissions data as well as publishing "Conserve to Preserve," Transguard's Energy and Water Policy. These are just a few ways we are showcasing our "Power to Change," which you will find in Section 4 of this report.

As we enter 2024 we are proud of our continuing progress and eagerly anticipate the next steps in our sustainability journey. We are committed to an ESG framework that continues to meet the evolving needs of our clients and indeed, those of the UAE itself.



In 2019, Transguard declared its intention to officially align itself with the United Nations' Sustainable Development Goals (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), Transguard remains firm in its commitment to meeting and exceeding global standards.

# OUR PLACE IN THE WORLD

## WHO WE ARE

Transguard Group, a joint venture between the Dubai-based Emirates Group and Abu Dhabi-based Al Hail Holding, is the UAE's leading provider of business support and outsourcing services. Our Board of Directors comprises:

**HH Sheikh Ahmed bin Saeed Al Maktoum**  
Chairman of the Board

**Mohammed Almazrouei**  
Chief Operating Officer of Al Hail Holding

**Hamad Darwish**  
Chief Executive Officer of Al Hail Holding

**Michael Doersam**  
Chief Financial Officer at Emirates Group

**Adnan Kazim**  
Chief Commercial Officer at Emirates airline

**Nidal Khatib**  
Chief Financial Officer at Al Hail Holding

**Shahreyar Nawabi**  
General Counsel Emirates and Group Data  
Privacy Officer

In October 2023, Rabie Atieh was named Transguard's CEO; he joins Nick Beer, Chief Financial Officer and Tim Mundell, Chief Security Officer, as the senior-most members of the Office of the Executive Board.

## WHAT WE DO

Transguard's diverse portfolio includes the following major business units:

### CASH

A market leader in cash management and ATM services, Transguard Cash offers complete end-to-end cash management solutions to banks, financial institutions and major retailers, as well as corporate and VIP customers.

### SECURITY

As the largest private security company in the UAE, Transguard Group Security is proud of its multiple specialist teams that offer Manned Guarding, Executive Protection, Event Security, Systems Integration and the only K9 unit outside of the UAE authorities. Transguard has the credentials, certifications and reputation to handle any requirement in all seven emirates.

# OUR PLACE IN THE WORLD

## CONTINUED

### MANPOWER

As the largest manpower supplier in the UAE, Transguard offers a true end-to-end solution, from initial recruitment and training through to full contract support. Since 2001 we have supported a wide range of industries with fully outsourced workforces including logistics, e-commerce/retail, warehousing and distribution, last mile delivery, as well as the food industry.

### HOSPITALITY

Transguard's HR outsourcing solution for Hospitality clients ranges from recruitment and onboarding to training and full workforce management.

### WORKFORCE SOLUTIONS

Workforce Solutions alleviates the HR challenges your business faces while remaining compliant with local labour laws and employment regulations. Our in-depth local knowledge and expertise enables us to deliver solutions quickly and cost effectively with uncompromising quality.

### FACILITIES MANAGEMENT

Transguard's Integrated Facility Management has over a decade of experience in the UAE. We are respected and trusted as one of the leading service solutions providers to many of the country's leading organisations, including Emaar and Nakheel.

### TRANSGUARD LIVING

Our B2C division, Transguard Living, offers five-star home maintenance, cleaning and moving services to individuals, landlords, property developers and real estate agents. Launched in 2017, Transguard Living is the first dedicated home services company to provide support across the UAE.

### AVIATION

Whether above or below wing, Transguard Aviation offers manpower solutions across almost every customer touchpoint to support both passenger and cargo airlines. Our services include the provision of extensively trained customer service and check-in agents, aircraft turnaround personnel and skilled staff for specific infrastructure such as warehouses, as well as specialised services such as mini-deep cleans, fumigation, baggage handling, porters and the handling of special freight including perishables and secure cargo.

# OUR PLACE IN THE WORLD

## CONTINUED

Our other key B2B businesses are Transguard Delivery, Kitchen Maintenance Solutions and Taste of Home.

### TRANSGUARD DELIVERY

Transguard Delivery provides safe and secure delivery services throughout the UAE. Using the latest in tracking and tracing technology, Transguard Delivery provides peace of mind for parcels big and small across all seven emirates, seven days a week.

### KITCHEN MAINTENANCE SOLUTIONS

A commercial kitchen maintenance and servicing supplier, Kitchen Maintenance Solutions understands that a restaurant's success is based on its kitchen. That's why our top priority is to ensure our customers' equipment is consistently performing to the highest possible standards while meeting all UAE regulatory requirements.

### TASTE OF HOME

Taste of Home, Transguard's catering division, was inspired by our own employees who were looking for delicious, healthy and affordable meals. Launched in 2019 and led by an experienced multinational food management team, Taste of Home has the capacity to produce more than 80,000 meals every day in its 3,500 sqm purpose-built facility.

# FY2022-23

## FINANCIALS

AMOUNTS IN AED '000

Key Performance Indicators	Actual 2022-23	Actual 2021-22	Actual 2020-21
Revenue	2,506,515	2,168,670	1,870,261
EBITDA	311,840	230,492	214,390
EBITDA Margin %	12%	11%	11%
Operating Profit	210,316	141,655	70,058
Operating Margin %	8%	7%	4%
Profit Attributable to Owners	172,127	109,813	32,104
Profit Margin %	7%	5%	2%

# OUR PEOPLE

A stalwart in the outsourcing industry since 2001, Transguard is proud of its diverse, multicultural workforce. This talented collection of individuals has powered our clients' success for more than 20 years thanks to our comprehensive and expansive training programmes designed to not only improve on existing skills but to expand our employees' career opportunities within Transguard. In fact, since 2017 we have upskilled a total of 45,000 employees, a feat possible thanks to multiple in-house training programmes that are available at every skill level. This makes it possible for anyone who joins Transguard in an entry level position to have the opportunity to eventually work their way up to more skilled roles, both at site or in our management office.

In the past year, Transguard proudly launched its proprietary Learning Management System, a self-designed platform that ensures uninterrupted learning and allows team members to access and immerse themselves in courses at their convenience, irrespective of location. Our commitment to fostering a culture of continuous learning has been strengthened by this initiative, thus enhancing our employee lifecycle. We're continually enriching our offerings and regularly introduce new courses ranging from soft skills and technical expertise to language proficiency.

We consider diversity, equity and inclusion to be integral to our success, which is why we offer specific training around these topics. Between September 2022 and September 2023, Transguard provided more than 5,300 hours of this training, which was undertaken by more than 21,000 employees. Perhaps surprisingly, this diversity is not limited to cultural differences; in fact, our workforce is heavily weighted toward Millennials, with the steadily growing presence of the newest generation to join the workforce, Generation Z. Longevity within Transguard is also impressive, with 21% of our total workforce investing five to 10 years with the business.

110  
countries

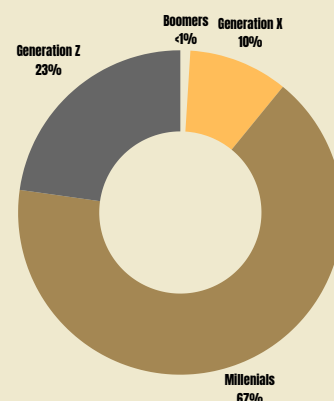


2,842

Recreation activities  
(November 2022 to  
October 2023)

## A MULTI-GENERATIONAL PERSPECTIVE

Boomers (born 1946-1964): <1%  
Generation X (born 1965-1980): 10%  
Millennials (born 1981 to 1996): 67%  
Generation Z (born 1997 to 2012): 23%





# OUR PEOPLE

## CONTINUED

To evaluate and improve the productivity of this diverse group, Transguard employs multiple performance management tools, including one to one meetings, a balanced scorecard and two performance reviews each year.

## FEMALE REPRESENTATION

Transguard prides itself on identifying and celebrating the skills and abilities of its workforce. Over the past year, one of the ways this has manifested itself is through the expansion of the company's two leadership teams in terms of female representation. In Transguard's Extended Leadership Team (Senior Managers and above), 41% of this group is comprised of women, an 11% increase over 2022. What's more, Transguard's senior Leadership Team (Directors and above) is now 42% female, a 9% YOY increase.



In 2023 Transguard's vehicle workshop provided the pro bono refurbishment of two vans used by Special Needs Future Development Center. In December we welcomed some of the students and their Director for a tour of the facility. L to R: Rabie Atieh, CEO, Transguard Group; Safia Bari, Director, Special Needs Future Development Center; Lena ter Laare, Director – Marketing & CSR, Transguard Group; Nick Beer, Chief Financial Officer, Transguard Group

## MEET

## NELSON MURINGO



While today Nelson is a familiar face in headquarters, his journey with Transguard began 13 years ago at the airport when he was hired as an Aviation Loader. Thanks to his exemplary work ethic, Nelson rose through the ranks at site until 2021 when he became an Account Manager for Transguard's Aviation Services division. "I've learnt many things at work," Nelson explains, "but the most important is how to work with people from different backgrounds and with different skill sets."

# OUR PEOPLE

## CONTINUED

### OUR WORK IN THE COMMUNITY

Volunteering has long been a core component of the Transguard employee experience, which is why our dedicated CSR team regularly seeks out opportunities for both site and management staff to support the community at large.

One wonderful example took place earlier in 2023 when Transguard was approached by the Special Needs Future Development Center (SNF), an organisation in Dubai dedicated to empowering young adults with special needs. The request: To refurbish two of their specially equipped vehicles used for transporting their students. With the help of Transguard's Vehicle Workshop, SNF was able to get this vital transportation service back in action within just seven days with Transguard providing the repairs at no charge.

In November 2023, 55 Transguard employees dedicated part of their weekend to help support the fun and games of the annual Winter Carnival held by the Dubai Centre for Special Needs. Our team managed three carnival games, distributed tickets and ensured a great time was had by all.

Finally, to close out the year we brought 100 Transguard employees to the Al Qudra desert to help remove thousands of kilos of rubbish as part of the Emirates Environmental Group's December 2023 Clean UAE initiative.

1. Doing our part to clean up the desert with the Emirates Environmental Group
2. Team Transguard at the Winter Carnival held by the Dubai Centre for Special Needs
3. Our Employee of the Month programme celebrates site-based colleagues making a difference; these are our November 2023 winners
4. Parties in our accommodations are just one way we strive to provide great entertainment options for our employees



# OUR PEOPLE

## CONTINUED

### WELFARE FOCUS

With tens of thousands of employees in 29 accommodations, Transguard continues to go over and above the welfare requirements of our employees with the goal of setting standards for the region.

In last year's Sustainability Report we announced the launch of our Period Positivity campaign, which sought to provide free sanitary products to all of Transguard's female site-based employees each month. In October 2023, one year after the programme's launch, we announced that we had so far distributed 376,590 menstrual products to our workforce. Later that month, property developer Nakheel recognised this initiative with their Diversity and Inclusion Award, Transguard's first award for such a scheme.

Transguard's Recreation team offers a variety of inter-accommodation tournaments, including football, cricket, and most recently, eSports.

Other initiatives in our accommodations include cancer awareness sessions, eye check-ups, inter-accommodation football and cricket leagues and the debut of our first-ever eSports tournament. We also provide large-scale events: During the Transguard Carnival in March 2023, approximately 4,000 site-based employees enjoyed a day of games, prizes, entertainment and food and in August, the Transguard Olympics offered fierce cricket, football, table tennis and badminton competitions for 400 employees.

One of our more unique offerings is the Welcome Kit, which is provided to all new joiners as soon as they arrive. Comprised of soap, toothpaste, deodorant and other necessities, these Welcome Kits offer all employees a chance for the best start in the business and in their careers.





# OUR PEOPLE

## CONTINUED

### PROTECTING OUR MOST VALUABLE ASSET

The health, happiness and safety of our employees is our utmost priority and as such our organisation has been built around a respect for human rights. This includes decent living and working conditions, fair treatment, ethical conduct, development of talent, zero discrimination, equal opportunities and associated remuneration.

A key element of this is our Health and Safety strategy, which is based on three pillars:

- Think Safe: Properly prepare for the task and take personal ownership of your safety
- Work Safe: Be safe whilst a task is ongoing and encourage managers and employees to actively engage with teams in safety
- Stay Safe: Maintain safety through learning and openness and encourage positive safety conversations about Transguard's rules, policies, procedures and instructions

Transguard has also set up multiple support services to ensure the best possible quality of life for our employees. This includes the following teams: Employee Welfare Relations, Professional Standards and Compliance (PSC), Health and Safety, Accommodations and Recreation. A dedicated, 24/7 hotline offers an anonymous reporting mechanism for grievances and concerns, while the Employee Services Portal (a self-developed app) connects employees with Human Resources for a variety of queries including payslips, remaining leave, flight tickets and more.

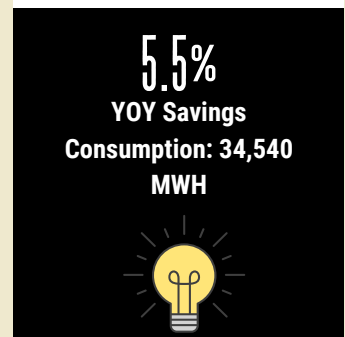
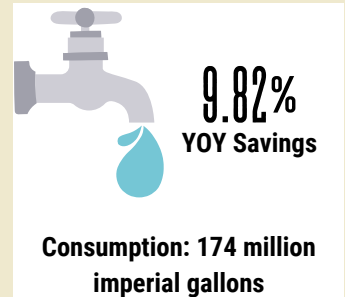
When incidents and misconduct do take place, all allegations are investigated by HR and PSC. Progress of investigations and their outcomes are tracked and populated on dashboards that allow the teams to analyse spikes in certain behaviors, which allows management to plan mitigation activities as required. In addition, PSC initiated a code of conduct and business ethics training; as of November 2023, approximately 2,500 site-based employees have completed this training.

# OUR POWER TO CHANGE

As a demonstration of our commitment toward the responsible use of our resources and preservation of the environment, in 2023 Transguard Group expanded the team responsible for energy management, both internally and externally. This has enabled us to establish key timelines and goals for carbon auditing and climate risk mitigation. Captured within these goals is Transguard's commitment to proactively and continuously work to identify opportunities for emissions reduction, expanded reliance upon renewable energy sources, increasing the scope of our environmental responsibilities and the continual analysis of our impact on climate change. Annual carbon audits will act as the foundation for these activities, with the ultimate goal of reducing Transguard's Scope 2 emissions by 30% (as compared to a 2018 baseline) and to reduce Scope 1 emissions by 5% by 2030.

We have already made critical steps toward the overall reduction of both Scope 1 and Scope 2. Thanks to a critical evaluation of Transguard's operational activities, in 2023 we registered a 1.3% reduction in Scope 1 vehicle emissions for our Facilities Management fleet; in addition, we registered a 6% reduction in Scope 2 emissions across the business in electricity purchased from the grid. Another critical improvement to our environmental footprint is a 2% increase in the amount of renewable energy Transguard has sourced over the past year.

In addition, Transguard has committed to reaching net zero by 2050 by employing a number of key initiatives, including additional solar panels, an enhanced grey water recycling scheme and a 30% reduction in energy usage through a retrofit project and enhanced governance.



NB: These statistics reflect Transguard's activities in the period from September 2022 to September 2023. Savings are calculated based on the baseline of FY2017-18.

## GHG EMISSIONS

**Scope 1**  
Refrigerant and Vehicles

**1,721**  
tCO<sub>2</sub>e

**Scope 2**  
Electricity Purchased  
from DEWA

**12,204**  
tCO<sub>2</sub>e

NB: Scope 1 covers Transguard's Facilities Management fleet. Scope 2 applies to Transguard in its entirety. Scope 3 is not calculated and therefore not included in this report.

# OUR POWER TO CHANGE

## CONTINUED

### SOLAR PANEL PROJECT

In 2019 Transguard installed 1,200 solar panels on the roof of one of its accommodations and within a year this location had reached net zero, generating 139,000 kWh of energy while consuming only 113,000 kWh, with the excess energy (26,000 kWh) being fed back to DEWA's power grid. In 2023 Transguard received Board approval to expand this project by installing solar panels on the rooftops of three additional accommodations, as well as at its catering facility, Taste of Home. Combined, these new solar panels are expected to produce a combined total of 37,462 MWh of clean energy over the next 20 years.

Solar panels are not the only way Transguard is harnessing sunlight; in fact, all rooftops in buildings owned or managed by Transguard have been covered with reflective paint, while all windows are kept clear to allow maximum sun exposure during daylight hours.

### ENERGY AND EMISSIONS

Transguard is committed to energy efficiency and sustainability, not only within its own buildings but also those of its clients. As of publication, we provide these services to more than 100 client sites, with a total area covering 20 million square feet. Four monthly audits covering energy, waste and water are conducted within Transguard facilities; we provide three audits every month to our clients.

One practical example of Transguard's energy-efficient approach can be found in our accommodations, where up to 80% of our HVAC equipment is rated with five stars from ESMA, the UAE's energy efficiency labeling programme. Such equipment also enables us to monitor and improve air quality, which is accomplished through continuous monitoring (both for owned and managed facilities) and by the regular cleaning and maintenance of indoor air equipment, as well as various improvements in fresh air ventilation in our buildings.

## MEET

### FAROOQ MAKKI



We are proud to announce that our Energy & Sustainability Manager, Farooq Makki, has received his accreditation as an energy auditor from the EA Accreditation Board. Congratulations, Farooq, on being the first in our organisation to achieve this certification!

# CONSERVE TO PRESERVE

## TRANSGUARD'S ENERGY AND WATER POLICY

Transguard Group is committed to protecting the environment through the responsible use of energy and water, which is why we are proud to join the Global Climate Pledge to decarbonise our efforts. Called Conserve to Preserve, the following document sets out Transguard's strategy for improving the quality of the environment in which we live.

Transguard Group's key objective under Conserve to Preserve is to reduce its total energy and water consumption each year through the use of energy and water services in the most efficient, cost-effective and environmentally responsible manner possible. In addition, Conserve to Preserve sets goals and standards in alignment with UN Sustainability Development Goals that will not only ensure optimized energy and water usage in all facilities but also reduce greenhouse gas emissions while improving working conditions and employee well-being.

### TARGET

To meet our main objectives of reducing energy and water through continuous improvement in efficiency, as well as the prevention of energy and water wastage, Transguard Group has set the following goals:

- A 30% reduction in energy and water consumption across all its facilities by 2030
- 100% clean energy sourcing to achieve net zero by 2050

### SCOPE AND BOUNDARIES

This policy covers energy and water usage in all buildings owned and/or managed by Transguard Group, as well as all activities and transport operations.

### IMPLEMENTATION

To implement this policy, Transguard will:

- Establish strategic energy and water management practices that support all business functions
- Encourage continuous improvement in energy and water management
- Use energy and water consumption data to establish Key Performance Indicators (KPIs) that will drive performance improvements
- Ensure adequate resources are available to employees that will enable them to achieve KPI goals
- Measure, evaluate and communicate the progress of Conserve to Preserve on a routine basis to ensure information availability and transparency to all employees
- Consider energy and water efficiency as a factor in areas of development, operational improvements and procurement processes

# ACKNOWLEDGEMENTS

This Sustainability Report represents the work of the many people determined to help shape the future of Transguard, namely:

The **Board of Directors** of Transguard Group

The Office of the **Executive Board**

Our **Human Resources** team

Our **Facilities Management** team

Our **CSR** and **Recreation** Team

Our **Transport** team

## **Transguard Group**

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**WE THANK YOU**  
**FOR YOUR CONTINUED SUPPORT OF**  
**OUR INITIATIVES**