



Dubai Airports
Connecting the World

languages



Yearbook 2014

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Dubai Airports
Connecting the World

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Dubai Airports
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Chairman's Introduction

Chairman's Introduction



HH Sheikh Ahmed Bin Saeed Al Maktoum

Chairman, Dubai Airports

In 2014 Dubai International became the world's number one hub for international passenger traffic. This landmark is a culmination of Dubai's open skies policy; its growing network connectivity; its attractiveness as a business and tourism destination – and our continual investment in aviation infrastructure over the past 50 years. This major milestone supports our ambitious vision for the aviation industry and gives us the confidence to continue investing in growing the sector, one of the key pillars of Dubai's and UAE's economy.

Already the remarkable growth of the aviation sector has had a tremendous impact on the economic growth of Dubai. An Oxford Economic Report commissioned in 2014 demonstrated that Emirates airline, Dubai Airports and the aviation sector as a whole contributed \$26.7 billion to the Dubai economy in 2013, which was almost 27% of Dubai's GDP and supported a total of 416,500 jobs, accounting for 21% of the emirates' total employment.

The report also reaffirms aviation's growing significance as a major engine of economic development while its far-reaching contributions to other industries are a catalyst for a wide spectrum of economic activities. The report forecasts that by 2030 the contribution of aviation to GDP will increase dramatically, rising to \$88bn or 44.7 per cent of GDP.

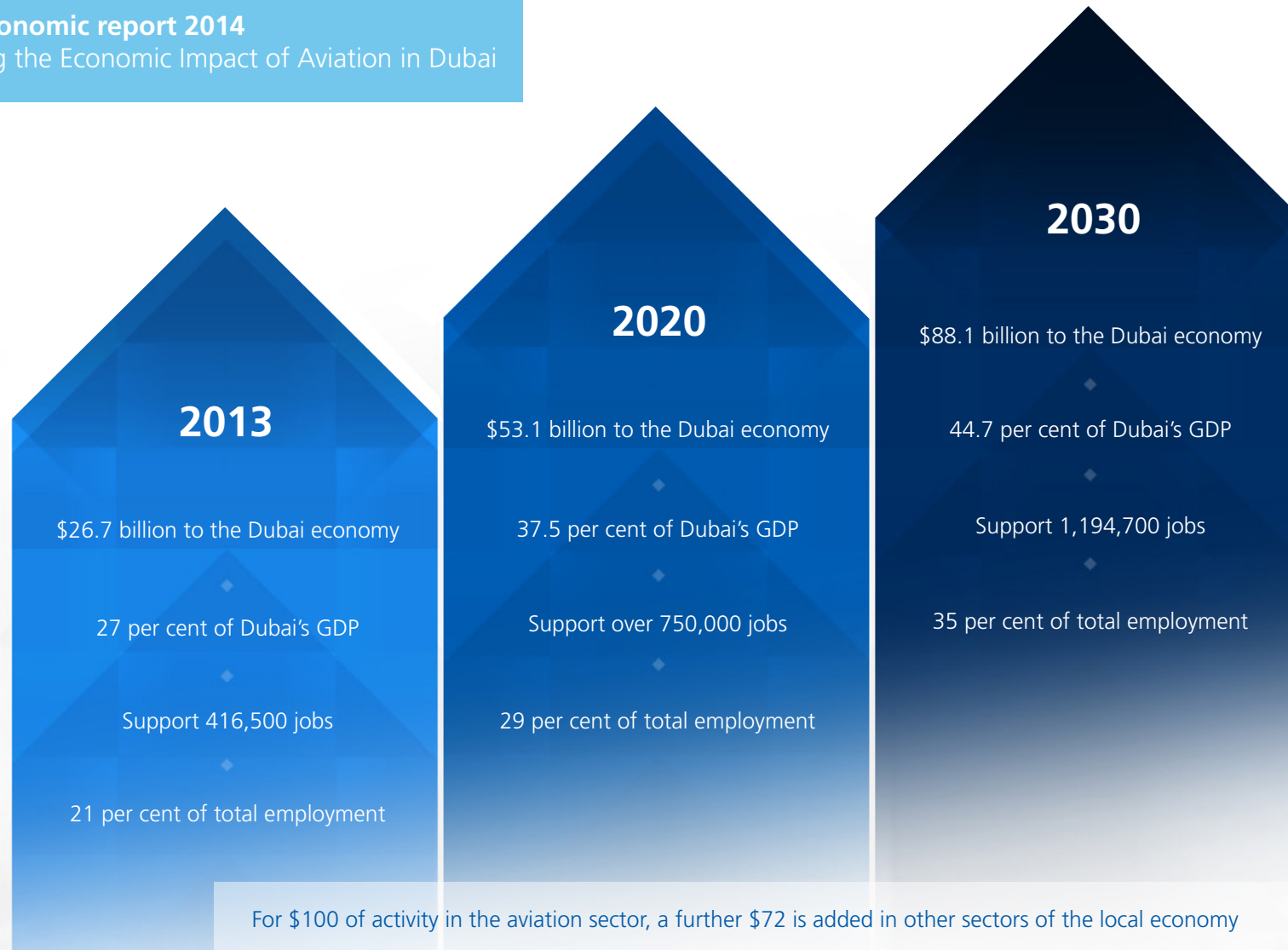
So, when we turn our attention to our expansion plans over the next few decades, there is overwhelming evidence that our ambitious and bold vision of the future is the way forward for Dubai and the UAE.

Underlining our proven track record of successfully charting new frontiers, in September 2014 HH Sheikh Mohammed bin Rashid Al Maktoum, Prime Minister and Vice President of the UAE and Ruler of Dubai, endorsed a plan to invest \$32bn to build what will become the world's largest airport at Al Maktoum International at Dubai World Central.

This decision to create the world's biggest and best airport is firmly rooted in the knowledge that we have the will and the ability to drive the aviation industry to new heights - growth that will continue to benefit both Dubai and the hundreds of cities we connect around the globe.

Chairman's Introduction

Oxford economic report 2014
Quantifying the Economic Impact of Aviation in Dubai





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CEO's Letter



Paul Griffiths

CEO, Dubai International

Becoming the world's busiest airport for international passenger traffic was a fantastic way for Dubai International (DXB) to end what was an extraordinarily challenging and productive year for Dubai Airports.

With more than 70.4 million passengers passing through the airport in 2014 we can confidently claim the title of managing the world's number one international airport while putting DXB on track to increase that lead by welcoming over 79 million passengers in the coming year.

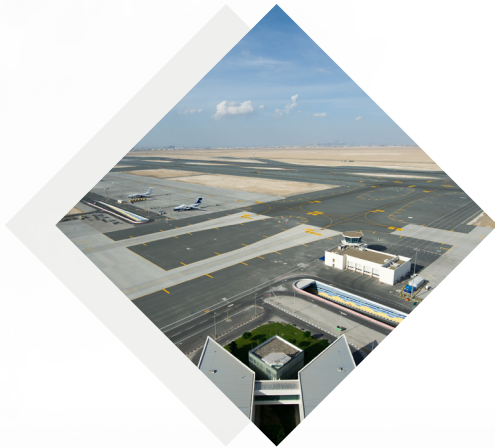
This milestone was achieved despite the fact that Dubai International was restricted to a single runway for 80 days during the middle of the year as we refurbished and upgraded both our runways. As challenging as this project was, we completed the refurbishment programme with minimal impact to our passengers and created additional capacity to accommodate Emirates and flydubai's fast expanding fleets.

The runway rehabilitation work was just one of several projects conducted in 2014 to boost capacity at Dubai International as we strive to accommodate the more than 100 million passengers we expect to pass through the airport by 2020.

During the year, we also completed the expansion of Terminal 2, while Concourse D and a refurbished Terminal 1 are track for completion in the second half of 2015.

Given projections for over 190 million passengers by 2030, in September we announced plans for a massive \$32bn expansion to Al Maktoum International at Dubai World Central (DWC) to create the world's largest and most advanced airport. This will provide capacity for more than 200 million passengers when ultimately completed.





But more than its size, the focus will be on creating an experience that makes the journey through the airport memorable and hassle-free, by leveraging technology and dispensing with some legacy airport systems.

This approach reflects a reinvigorated focus on our customers, providing an airport journey that is convenient and superior to any other. This is an enormous challenge - and not one we take lightly.

It is with this in mind that we have reorganised our business to ensure that we have the skills and capacity to deliver not only the airport infrastructure but the customer experience that will define our operations. At the same time we have reorganised our business to support the delivery of a ground-breaking passenger experience through improved processes, better systems and collaboration across the entire organisation.

Already we have achieved success in further improving the world-class facilities we offer at Dubai International. The new family area in Terminal 3's B Gates and the

announcement of a new line-up of world-class food outlets for Concourse D are perfect examples of this passenger focused approach.

However, we need to go even further. In the year ahead we will continue to introduce new ways of providing services and products that will ensure the time our passengers spend with us is quality time. In 2015 the passenger will continue to take centre stage as we focus not only on operating the busiest airports in the world but ultimately the best.



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Airport

Building For The Future

Combined passenger traffic at Dubai International and Al Maktoum International at Dubai World Central (DWC) exceeded 71.3 million in 2014 and is expected to surpass 126 million by 2020 and 200 million by 2030. With this growth in mind, it is vital that Dubai Airports continues to invest in new facilities to meet this demand – and to build world-class airports that make our passengers' journey easy, convenient and memorable.

Our expansion plans are being tackled on two fronts. In the immediate future the focus will be on expanding Dubai International's capacity to 100 million by 2020 in accordance with our SP2020 master plan - a programme including the opening of Concourse A in 2013, the upgrading of both the airport's runways in 2014 and the opening of Concourse D in 2015.

However, given the limited space available at Dubai International to expand beyond 100 million passengers a year, from 2020 development of new facilities will shift to DWC, Dubai's second airport.

For this reason, Dubai Airports announced in 2014 a \$32bn expansion of DWC aimed at creating the world's biggest and most advanced airport, able to accommodate more than 200 million passengers once fully developed. The first phase of this expansion is expected to be delivered by the mid-2020s.

DXB

Expansion plan to 2020

Northern Runway Rehabilitation project

Creating additional capacity in the air

Developing facilities to support our growth over the coming decade requires more than just passenger buildings. Just as much focus is required on providing airside facilities to accommodate more aircraft - both in the air and on the ground.

After months of detailed planning and consultation with numerous stakeholders and airlines, Dubai Airports

in May 2014 launched one of the most challenging projects in our history when we consecutively closed both of Dubai International's runways for refurbishment and upgrades. The runway upgrades were part of Dubai Airports' \$7.8bn SP2020 masterplan, aimed at enhancing safety and boosting runway throughput.



Both of the airport's runways were closed consecutively from May 1 for an 80-day period. The project involved the resurfacing of the entire 4,000-metre long northern runway as well as the upgrading of runway lighting and construction of additional taxiways and rapid exits on the southern runway.



Concourse D

New home to more 100 airlines that fly to Dubai

In order to facilitate the work, overall flight capacity was reduced by 26 per cent at Dubai International, while all dedicated cargo flights were permanently relocated to DWC. Almost 600 passenger flights a week were moved to DWC for the duration of the work, demonstrating the full capability of the passenger facilities.

To ensure that the works were completed on time, much of the construction on the taxiways and areas around the runway was carried out ahead of the closure on May 1.

Overall, the runway rehabilitation and additional taxiway construction required approximately 800,000

tonnes of aggregates, 11,000 airfield lighting luminaires, 1,050 kilometres of cabling, 1,750 new manholes and 8.3 kilometres of drainage piping. At the peak of the project, more than 144 trucks entered and left the airport every hour.

Dubai Airports, working together with DAEP, Emirates, flydubai, other airlines and the contractors, successfully completed the work and the runways were opened on schedule on July 22. Dubai International now boasts two newly refurbished runways and 22 high speed taxiways which allow the airport to accommodate more aircraft while improving operational flexibility during busy peak traffic periods.

Over the past two years significant progress has been made in the construction of Concourse D, a new facility that will become home to more than 100 airlines that currently occupy Concourse C. Both are linked to Terminal 1.

When it opens in the second half of 2015, Concourse D will increase the capacity of Dubai International to 90 million. The facility will have 17 dedicated contact gates, four of which will be able to accommodate Airbus A380 or Boeing 747 aircraft. A further 11 non-contact stands will also be provided, bringing the total gate provision to 32.

Designed around a central atrium, the emphasis in Concourse D is to create a more efficient and intuitive customer experience with short walking distances. The facility will be linked to the refurbished Terminal 1 via



an elevated rail link which will run every two and half minutes between the concourse and terminal.

Construction was substantially completed in 2014, paving the way for the full launch of a trial and testing programme to ensure that every system and process is ready for the opening. Basic trials began late in 2014 and will grow in complexity and scope, culminating in a full passenger trial in the second half of 2015, in which hundreds of volunteer passengers will be engaged to simulate the full operation of the facility.

Key milestones last year included the delivery of the first train carriage and the partial energising of the rail link. At the same time several of the open gates – a first for Dubai International – have also been trialled and tested.

The new gates, which allow travellers to board directly from the waiting area, give passengers more freedom and time to enjoy the many new services and eateries in the concourse before boarding.

The fit-out of the nine airline lounges and various food and beverage outlets has also begun. The lounges include five airline lounges, a new Al Majlis lounge, two Dubai International Hotel lounges and a marhaba lounge. A full complement of exciting food and beverage facilities such as CNN Traveller Café, Butlers Chocolate Café and Wolfgang Puck are already in construction and preparing for opening in 2015.

Concourse D will increase the capacity of

Dubai International to **90 million**

Terminal 1 Refreshed and revitalised

Over the past 18 months a major phased refurbishment programme has been underway in Terminal 1 to upgrade and modernise the terminal and provide a more welcoming environment for passengers.

Work is expected to be completed by the second half 2015 to coincide with the opening of the new Concourse D. Various elements of the refurbishment have already been opened to the public.

Work includes improvements to the drop-off and pick-up points in front of the terminal, refurbishment of landside arrivals – including new food & beverage and retail outlets – and the deep refurbishment and modernisation of the existing check-in and departure hall. A new train station is also being built, from which passengers will be transported to the new Concourse D, as well as a reconfigured immigration area and a new airside arrivals route from the new train station.

Terminal 2 Improved passenger experience

Refurbishment and expansion of Terminal 2 was completed towards the end of 2014 and the upgraded terminal is now fully operational.

The expansion works have increased the capacity of the terminal to 10 million passengers a year while vastly improving the passenger experience.

Changes include a more spacious check-in area with 48 counters, a newly expanded transfer area with seven new automatic tray return security screening machines and 40 additional immigration and passport counters.

In departures, new Dubai Duty Free outlets and a broader range of food outlets were introduced, including a new Paul outlet, and the number of gates increased to 12, while in arrivals three additional baggage carousels were added, taking the total to six.

Future Projects

Concourse C

Paving the way for Emirates expansion

Once Concourse D has been opened and the current airlines have been moved to the new facility, Concourse C will undergo a refurbishment to accommodate Emirates airline's growing operation. Concourse C will form part of the airline's Terminal 3 operation which will be spread across concourses A, B and C.



The design for the revamp was signed off in late 2014 with work to begin in the second half of 2015. Changes include reconfigured stands to accommodate Emirates' 777 and A380 fleet, upgrades to the lounges and a revitalised food and beverage offering.

Terminal 3 Arrivals

Late last year Dubai Airports signed off a design concept that will see Terminal 3 arrivals refurbished and reconfigured, providing a more efficient arrivals experience for passengers. Apart from providing a warm welcome to Dubai, the new arrivals area will have more food and retail options for meeters and greeters and passengers alike, as well as providing direct access to services relevant to arriving passengers such as transport, tourism information and hotels.

Airside

During the next year changes are to be implemented on Dubai International's taxiways aimed at improving traffic flow around the airfield, particularly during low visibility conditions such as fog.

Additional stop bars on the taxiways as well as a new "follow the green" lighting system – where pilots are guided by a trail of lights on their taxi path – will go a long way to heightening safety standards as well as increasing capacity on the airfield.

DWC



Growth to 2020: Expanding existing passenger facilities

As Dubai International becomes constrained due to the rapid growth of passengers at the city's main hub, DWC will play an increasingly important role in absorbing additional traffic.

Therefore plans are being finalised to increase the capacity of DWC's existing passenger facilities – which were opened in October 2013 – from the current capacity of 7 million to 20 million over the next few years. The expansion will be undertaken in phases with work on phase 1 to begin later this year. The total expansion is expected to be completed by the end of 2017.

As part of the expansion the check-in area, baggage hall and immigration, as well as security screening areas, will be substantially expanded while the forecourt will be streamlined to ensure easier access to the parking and drop-off areas.

Once complete the passenger terminal will have 18 bus gates, 7 baggage carousels and 103 check-in desks. This project will be vital in bridging the capacity gap, alleviating pressure ahead of 2020 and delivery of the broader DWC airport expansion in the mid-2020s.

Beyond 2020

Building the world's biggest and most advanced airport

One of the highlights of 2014 was the endorsement in September by His Highness Sheikh Mohammed bin Rashid Al Maktoum, Vice-President and Prime Minister of the UAE and Ruler of Dubai, of a \$32bn greenfield expansion of DWC which will ultimately accommodate more than 200 million passengers a year.

The new airport is located adjacent to the existing passenger building and will dwarf the current terminal in size and scale.

The development of DWC is anticipated to create the biggest airport project in the world and will be built in two phases. The first phase includes two satellite buildings with a collective annual capacity of 120 million passengers and will accommodate 200 aircraft with 100 code F [A380] aircraft at any one time. The project is expected to take up to eight years to complete.

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Once fully developed the airport will cater for more than 200 million passengers, have five runways, cover an area of 56 square kilometres and will have cargo facilities able to handle 16 million tonnes of freight a year.

More than its size, the new airport's uniqueness lies in a radically new approach to ensure that the latest technology and efficient processes will cut the time spent completing travel formalities and reduce walking distances, enabling passengers to make fast and efficient connections between hundreds of destinations worldwide.

The further development of DWC will be a vital step towards providing the necessary facilities to accommodate passenger and cargo growth in the decades ahead and pave the way for Emirates airline to relocate their intercontinental hub operations to DWC by the mid-2020s.

In 2015, work will continue on the advanced design of the building and systems of the expanded airport while enabling works on the site are due to begin early in the year.



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Standards

It remains our top priority to sustain regulatory standards as a baseline, and to strive to deliver best practice aligned to the safety and security of our passengers, employees and stakeholders. This objective is central to our success and is considered vital to every decision or action we take.

In order to provide assurance around all of our standards and to deliver a resilient business, we have upgraded some processes in collaboration with our stakeholders to continuously improve our operations.

As a result, we have made significant strides - not only towards delivering, but exceeding our objectives within this area.

Safety and Security

Safety Assurance

Dubai Airports constantly reviews how to improve the delivery of a safe, secure and environmentally responsible airport. To achieve this, we work closely with our counterparts at Dubai Police, General Civil Aviation Authority (GCAA), Dubai Civil Aviation Authority and other key stakeholders in compliance with national and international regulations.

In 2014, Dubai Airports made significant progress on a number of programmes designed to improve prevention, reporting and mitigating of any accidents or incidents. In so doing, we have driven a shared responsibility for safety management among all our stakeholders working at both Dubai International and Al Maktoum International at Dubai World Central (DWC).

This included becoming a member at large of the Airports Council International World Safety Standing Committee (WSSC) which complements our existing

membership of the Asia & Pacific Regional Safety Committee (APRSC) and strengthens our input on regional and global safety issues that have a direct impact on aviation.

Safety Audits and System Implementation Improvements

During the year under review, the GCAA, the UAE's aviation regulatory body, carried out audits at both airports to make sure an established regulatory structure remains in place within Dubai Airports. Results of airside safety audits showed an impressive 90% improvement on 2013's audit results.

An internal corporate HSE compliance Audit 2014 was also conducted across all Dubai Airports units to measure the safety compliance level of the business and to underpin confidence in our safety practices. In the year under review there has been a consistent and significant improvement in compliance levels, leading to an impressive improvement in Health, Safety and Environmental standards across the entire business.

Standards

In addition to more than 16,000 safety audits and inspections, Dubai Airports has also implemented a new in-house inspection programme that ensures that its food safety and hygiene standards continue to meet or exceed those set globally. The programme involved working closely with more than 120 food & beverage outlets across Dubai International and DWC to reinforce world class food hygiene and safety standards.

An airport-wide safety action group, involving all stakeholders, was also established to ensure efficient communication and stakeholder engagement on safety matters.

Safety Culture and Rewards

Entrenching a world-class safety and security culture across Dubai Airports calls for continuous support and promotion throughout the organisation. Multi-level and multi-lingual communication and awareness were key elements of Dubai Airports' safety awareness programmes in 2014.

The rollout of safety campaigns throughout the year helped embed a robust safety culture across the entire



airport community, highlighting important safety areas such as fatigue management for vehicle drivers and foreign object debris.

Rewarding and recognition of safety heroes has become a much anticipated event in the Dubai Airports calendar. For the fourth consecutive year, Dubai Airports held the prestigious HSE Excellence Awards. These awards recognise the safety and environmental achievers among the employees of Dubai Airports, its stakeholders, its contractors and the government bodies operating within our airports. To date, more than 500 nominations for organisational awards and more than 600 nominations for individual awards have been received.



Security Assurance

With the introduction of new infrastructure across both our airports, security assurance is vital to ensuring that we maintain the highest safety and security standards.

In 2014 Dubai Airports' security master programme, which set the guidelines, standards and best international practices for build, people and process, was activated and in place to support the delivery of SP2020 infrastructure projects and deliver improved safety and security compliance and service to our customers.

Environment and Sustainability

Sustainability, Environment and Carbon Emissions

As a responsible member of the aviation community, Dubai Airports has committed to grow and manage our business in a sustainable manner.

Through the Dubai Airports Environmental Management Plan, we continue to implement efficiencies, reduce our environmental risk and pursue innovative ideas to limit our environmental impact while fully supporting the UAE Vision 2021.

A vital step on our journey to carbon-neutral growth was the establishment of carbon baselines to enable both Dubai International and DWC and Dubai Airports to successfully enter the Airports Council International Carbon Accreditation Programme. This programme has won significant praise and support from ICAO and the United Nations Environmental Programme (UNEP).

During the year, Dubai Airports continued to work closely with stakeholders, as well as federal and regional governments, by participating in key environmental committees and contributing to the development of programmes and policies designed to promote sustainability across the UAE.

Dubai Airports became a member at large of the Airports Council International World Environmental Standing Committee (WESC) which complements our existing membership of the Asia & Pacific Regional Environmental Committee (APREC) and strengthens our input on regional and global environmental issues that have a direct impact on aviation.

We also continued to build and improve the Dubai Airports Sustainability Module, which allows Dubai Airports to record the environmental data associated with our operations, reduce risk and track our continual improvement.



Building Support

To build support for our environmental initiatives Dubai Airports held several events to educate our employees and stakeholders and ensure they remain committed to reducing the impact that our airports have on the environment.

These included Dubai Airports employees joining the millions around the world to celebrate Earth Hour by switching off all non-essential lights for one hour across Dubai International's three terminals and Al Maktoum International on March 29, 2014. This is the sixth consecutive year that Dubai Airports has supported the event.

Dubai International and Al Maktoum International collectively saved 18,115 Kilowatt hours of energy during the one hour and a total of 539 people attended the event held to mark Earth Hour. In addition, we launched a campaign to turn off all non-essential lights at Dubai International and Al Maktoum International for an hour a day, over 24 days, in the run-up to Earth Hour. Over the course of the 24 days, a total of 197,067 Kilowatt hours of energy were saved - equivalent to a reduction of 84.7 tons of CO2 emissions.

The organisation also held a Clean Up Day where 3,564 employees, contractors, stakeholders and government staff collected 4,781kg of waste across Dubai International and DWC. At each location, the collected waste was segregated into plastic, paper, metal, wood and general for reuse and recycling.

Continual Improvement & Innovation

The drive to reduce our carbon footprint continues to gain momentum, with several initiatives launched during the year - each of which contributing in a small way to limiting Dubai Airports' overall environmental impact. At DWC Dubai Airports has turned to the sun's energy to limit the power used to keep the lights on in the employee gate facility at DWC. Powered by 100 solar panels on the roof of the building, the array - which has a capacity of 30KW - has cut the energy consumption of the gate facility by a third. In a first for Dubai, the power generated by the array is fed directly into the DEWA power grid.

Another key initiative was Dubai Airports' Airport Fire Service (ARFFS) changing all firefighting foam to a fluorine-free compound, limiting our environmental impact. The trial and implementation involved a best

options analysis, training in accordance to GCAA standards and investment in the latest storage and dispensing facilities at both airports.



Waste Disposal

As the owner and operator of one of the world's busiest international airports, Dubai Airports is committed to ensuring waste disposal is conducted with best practices in mind. As such the company actively seeks to limit the environmental impact of solid waste collected at our airports through recycling. During 2014, Dubai Airports recycled more than 2,713 tonnes of solid waste collected across Dubai International, up from 2,238 tonnes of paper, carton and plastic collected in 2013.

This included the collection and recycling of 971 tonnes of cardboard, 793 tonnes of glass bottles, 175 tonnes of plastic, 424 tonnes of paper, 107 tonnes of plastic bottles and aluminum cans and 243 tonnes of wood.

Process and Governance

Corporate Resilience and Business Continuity

In 2014, Dubai Airports created a Corporate Resilience Unit designed to provide the organisation with an integrated programme in the areas of enterprise risk management, business continuity and insurance. This was necessary in order to support the strategic and operational needs of ambitious growth plans at both airports and to provide the resilience needed to manage all of the associated risks.

Risk Management

With airports being such dynamic environments, it is only appropriate that Dubai Airports regularly identifies key risks across the organisation and puts in place plans to mitigate those risks.

Dubai Airports has established a robust enterprise risk management process and works to keep pace with the best practices globally. With this in mind we conducted a benchmarking exercise in early 2014. The aim of this exercise was to move the organisation to the next level of maturity and provide assurances that our model was

the best to support our business activities and ensure that our risks are mitigated appropriately.

Corporate Service Enablement Programme

In 2013 Dubai Airports undertook a broad review through the Corporate Service Enablement Programme of all business processes within the organisation. This review assessed where further changes were needed to drive further efficiency, flexibility and responsiveness to a fast-changing business environment. The review also supported the broader corporate transformation underway, helping us as a business to prepare for the challenges that lie ahead.

Based on findings of the review, a roadmap was drawn up in 2014 to redesign certain key end-to-end processes across the organisation. Over the next two years these new processes will be rolled out, with a constant review to ensure the efficacy of the changes.

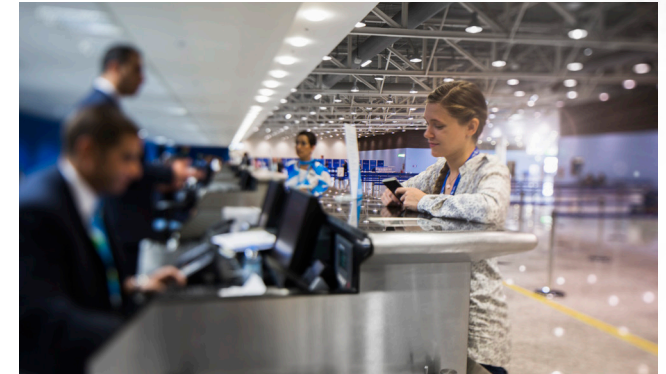


Dubai Airports
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Product

During 2014 Dubai Airports continued to focus on creating new services, products and environments for passengers, ensuring that we provide a world-class airport experience.

The scope is wide and includes everything, from airport seating and catering for families to wayfinding or discovering some of the great services that we offer at Dubai International and Al Maktoum International at DWC. We want to delight our passengers and create an airport environment that leaves them with a memorable, positive impression.



Creating New Spaces for Passengers

Dubai Airports recognises that passengers waiting for a flight have valuable time that they would like to put to good use - be it catching up with work, sharing a meal with friends, shopping or spending time with family.

During 2014, following a detailed benchmark study and design process, we finalised several innovative design concepts to create welcoming new spaces where passengers can congregate and spend time.

These include a new family area built around the Zen Garden in Terminal 3's Concourse B. This new facility features a creative children's area that includes play

equipment, television screens and baby changing areas. A range of additional seating has been added while a variety of food outlets are located next to the new family area.

The main transfer area in Concourse B has also been expanded and refurbished to provide a more welcoming environment for passengers, with more seating, warmer colours, "green" living walls and better signage. Particular attention has been paid to reducing the stress of passing through security and the capacity of the area has also been increased to accommodate more passengers during peak periods.

Other enhancements include redesigned washrooms, which now offer spacious and comfortable baby changing and nursery areas.

During 2015 several other projects will be rolled out, focused on elevating the ambience of key areas across the airport and making the airport a place in which passengers want to spend their time.

Mobile App and New Website

Increasingly, our passengers are engaging and interacting with our airports digitally and in real-time. Therefore a big drive in 2014 was to create a portfolio of digital products that would put the information our passengers seek at their fingertips while allowing them to better navigate their way through our airports.

The first step was to launch a fully redesigned website, www.dubaiairports.ae. The new site mirrors the passenger's journey through our facilities from kerbside to gate and provides information before they even arrive at the airport. The website's clean and intuitive design and "Journey Genie" also enable passengers to customise the information they receive to their own specific flight. This was followed later in 2014 with the launch of the Dubai Airports app, reflecting the same intuitive design and timely access to information.

The app offers automatic and customised updates on flights, including gate changes or boarding times. Other useful features include the Flight Radar 24 flight tracking service and 3D airport maps that can be used to pinpoint all services, food and beverage and retail areas at both airports.

The website and app incorporate information from both Dubai International and Al Maktoum International at Dubai World Central (DWC) and are available in English and Arabic.



Commercial Outlets

Dubai Airports' selection of retail and food and beverage partners is increasingly focused on providing our customers with a wider range of choice and better quality.

Over the past few years we have partnered with respected international brands to create dining and retail offerings that provide an elevated customer experience, with unique design concepts and top quality products and services.

In 2014 Dubai Airports announced an exciting portfolio of restaurants and food outlets for the new Concourse D that included top brands such as Wolfgang Puck and Pret a Manger. This follows the successful opening of 16 world-class food outlets in Concourse A in 2013.

Looking Forward

Looking forward to 2015, Dubai Airports will continue to explore new ways of engaging and catering for our passengers.

These include the addition of features to the mobile app which will enable passengers to receive timely information and commercial offers relevant to their journey and location in the airport. The airport's information zones will also be updated with the next generation of interactive wayfinding touchscreens to provide improved maps and interactive functionality.

Creating a World Class Experience

- ◆ 150 food & retail outlets across DXB
- ◆ Internationally recognised brands
- ◆ Putting information at our passengers' fingertips
- ◆ 25,000 downloads of new app and growing fast
- ◆ 600,000 visits a month to www.dubaiairports.ae
- ◆ 4 million hits on the wayfinding touchscreens



Dubai Airports
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Business Technology

In addition to providing a more memorable airport experience for our passengers, the smart use of technology is key to improving the efficiency, resilience and reliability of our business and the airport operation it supports.

One of the key initiatives undertaken by Dubai Airports in 2014 was the continued enhancement of the Airport Operating System, which will support the new Airport Operations Control Centre (AOCC) from which all stakeholders, including airlines and control authorities, will manage their operations at Dubai International and, in the future, at DWC. (See Operations for details)

Drawing on real-time links across an increasing number of data fields from key stakeholders such as Emirates, flydubai and ddata, the new Info Gateway platform enables operational information exchange between these stakeholder systems, improving the overall visibility and availability of operational information needed for planning and daily operation.

A vital data field added in 2014 was information provided by the point of origin on all inbound flights to Dubai.

Overall the new Info Gateway platform will allow operators to make informed and proactive decisions across the entire operation chain, exchanging more detailed information such as passenger data, check-in and boarding information and baggage data. This new integration platform is an important interim step to the planned rollout of a completely new Multi-Airport Operating System in years to come.

Other projects launched in 2014 include the introduction of a new Collaboration and Document Management Productivity Platform. Intended to be linked across the organisation when completed in 2015, this platform is vital to ensuring collaboration and clear oversight of a fast growing business. Better telecommunications were also introduced to enable teleconferencing to take place across the airport campus and with outside suppliers. During 2014 a new flight information video wall concept was introduced at Dubai International and Al Maktoum



International, allowing Dubai Airports to combine the display of flight information with operational messages and other vital information for passengers (such as destination weather) using state of the art information display technology.

Following on from the success of this video wall, further screens will now be rolled out across the airport property. In 2015 business technology will be vital to supporting and advancing Dubai Airports further towards providing more proactive and responsive business processes and systems.



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Profitability



Throughout 2014, Dubai Airports was focused on key business drivers impacting corporate profitability, while enabling business expansion across both Dubai International and Al Maktoum International at Dubai World Central (DWC).

During the period under review there was a renewed focus on ensuring all commercial activity continued to enhance the overall reputation of Dubai Airports and our airports, while fostering constructive and productive business relationships with our partners and concessionaires.

Overall Dubai Airports manages 19 separate revenue categories, comprising 1,500 individual commercial and airline arrangements operating across both airports on a 24/7 basis.

A 6 per cent growth in passenger numbers, together with an evolving portfolio of commercial activities, boosted consolidated corporate revenue by 11 per cent in 2014.

Aeronautical revenue rose by 7 per cent, reflecting steady passenger growth and aviation activity at Dubai International in 2014, which ended the year as the world's busiest airport for international passengers. This was achieved despite the airport being reduced

to a single runway during the middle of the year, and a related planned reduction in capacity over the summer months.

Non-aeronautical, or commercial revenue, grew by 15 per cent in 2014, and represented 53% of corporate revenue. This result strongly supports Dubai Airports' long-term corporate objective of reducing sole dependency on aeronautical revenue sources, or other funding, to finance our expansion – while keeping aeronautical charges among the most competitive when compared to similar global hubs.

Overall, the sustained increase in corporate revenue, together with disciplined cost management, saw Dubai Airports end 2014 in a profitable position.

Non-aeronautical Revenue

Concession Revenue

The food & beverage, retail and on-airport advertising concessions grew by 16 per cent in 2014, comfortably ahead of passenger growth. Dubai Airports' partnerships with world-class operators and brands has ensured that a wide choice of universally appealing products and services are available to our customers, and elevate the overall user experience.

During the year, new concepts were introduced, including Be Relax wellbeing services in Concourses A and C, and Boots Pharmacy in Terminal 1 Arrivals.

Following the success of the Giraffe family restaurant in Concourse A, a new Giraffe Stop express outlet was introduced in Concourse B, catering for passengers on the go. Dubai Airports announced a brand new portfolio of 25 F&B and retail concessions to open when Dubai International's Concourse D becomes operational later in 2015. The brand line-up – which will see many new concepts introduced to Dubai for the first time – includes a casual dining concept offering passengers dishes from renowned celebrity chef Wolfgang Puck, as well as the first Butlers Chocolate Café in Dubai.

Asset Revenue

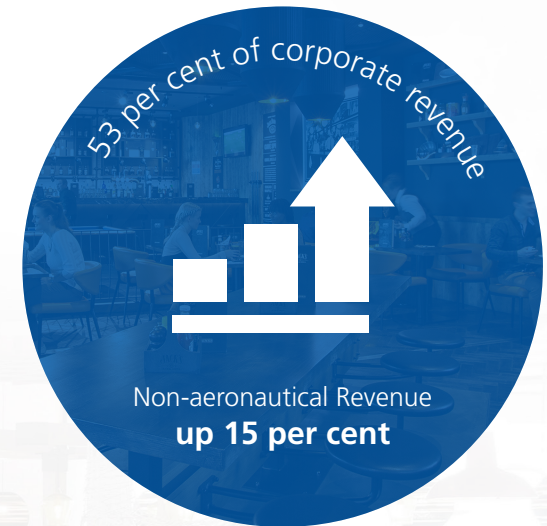
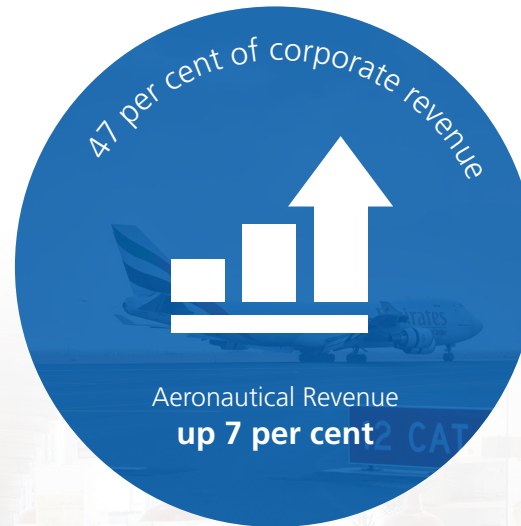
Dubai Airports' growing property portfolio across two airports ensured that asset revenue remained a key driver of non-aeronautical revenue in 2014.

Despite the runway refurbishment project, which impacted revenue from fuel and ground handling at Dubai International, asset revenue rose 14 per cent year on year in 2014.

At Dubai International key achievements included the signing of new agreements for foreign carrier airline lounges in Concourse D.

The continued mobilisation and expansion of DWC will see the property portfolio expand rapidly. In the short term, discussions with various parties continue around the expansion of the existing passenger terminal over the next few years, while Dubai Airports has led space planning workshops involving key airport stakeholders, comprising customer-facing and other business platforms.

In Numbers





Dubai Airports
Connecting the World

Reputation

As the world's leading airport for international passenger traffic, we acknowledge that our decisions, actions and behaviour have a direct and wide-reaching impact on our customers, employees, stakeholders and the broader community.

At the same time, we want to be recognised for the unparalleled experience we offer our customers as we connect them to over 260 destinations that we serve via some 120 airlines. We also continually endeavour to be proud and responsible corporate citizens – of Dubai, the UAE and the world.

Therefore we continue to conduct our affairs in an open and transparent manner. Dubai Airports strives to be acknowledged as the airport operator of choice by our passengers, valued by our customers and supported by our proud employees.

During 2014 we successfully engaged with these various groups, cementing our reputation while protecting the good standing of Dubai Airports. At the same time, we want to be recognised for the unparalleled experience we offer our customers as we connect them to over 260 destinations that we serve via some 120 airlines. We also continually endeavour to be proud and responsible corporate citizens – of Dubai, the UAE and the world.



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National Geographic Ultimate Airport

In 2014 Dubai Airports and Dubai International continued to be recognised as one of the world's leading international hubs.

This growing reputation was boosted by the hit television series Ultimate Airport Dubai which goes behind the scenes at Dubai International and has aired on National Geographic Channel worldwide during the past two years. The first series of Ultimate Airport Dubai was viewed by over 40 million people in 170 countries and 45 languages, making it one of National Geographic's most watched programmes.

In November the second season of Ultimate Airport Dubai premiered on National Geographic Channel, including the US for the first time. One of the key storylines of season two is the complete refurbishment of both the airport's runways – a challenging enterprise that saw our airport reduced to a single runway for several months. There was huge pressure to finish the build on time - which we successfully achieved in

Reputation

July – and the series captures all the drama of this crucial project.

The series also gets to the heart of DXB's passenger operations, customs, the ATC tower and flight operations. The programme is recognition of the place Dubai International occupies as a global hub where, through the close co-operation of Dubai Airports' 90,000+ employees, Emirates airline, Dubai Police, Immigrations and Customs, we work to provide a seamless service to the more than 70 million passengers that pass through our airport each year.

Airing of the new season coincided with filming of the third series, which started in October 2014. The latest season will focus on the commissioning of Concourse D, which is due to undergo various trials ahead of opening in mid-2015.

Social Media

Social media continues to become an increasingly important channel through which we are able to engage our passengers, customers and communities.

During the past year our social media channels have allowed us to provide information to our passengers in the airport, sharing updates on our services and products as well offering a rich expression of Dubai Airports' brand values.

In 2014 Dubai International became the fastest-growing airport on Facebook, according to a report by

Skift - a New York based travel intelligence company that compared follower growth of most Liked airport pages over a two-month period since March 2014. While Dubai International's Facebook page, www.Facebook.com/DubaiInternationalDXB, is the fifth most Liked page among airports, ending the year with more than 350,000 Likes, it is has been receiving Likes 50 per cent faster than the most Liked airport page on Facebook during the period in question. Dubai International's average change in Likes per day total 754, compared to 461 for Los Angeles International and 403 for Singapore Changi Airport.

Dubai Airports' other social media outlets also continue to grow steadily, with Twitter ([@DubaiAirports](https://twitter.com/DubaiAirports))



recording more than 28,000 followers, Instagram 9,074 followers and LinkedIn 31,081 connections by year-end.



CSR

As a proud member of the broader community, Dubai Airports has in the past year taken several steps to assist those less fortunate among us, using our unique assets to help amplify causes that help save lives or alleviate the plight of others. We also support the enrichment of cultural and sporting life in the UAE through a range of activities.

One of the highlights of 2014 was Dubai Airports' decision to support global cancer awareness by unveiling the world's largest cancer awareness ribbon on the air traffic control tower at Dubai International as part of a major campaign under the theme "Early Detection Saves Lives!"

Launched under the patronage of H. H. Sheikh Ahmed Bin Saeed Al Maktoum, President of Dubai Civil Aviation Authority and Chairman of Dubai Airports, the massive ribbon (made in 24 colours to represent all types of cancer) measures 128 feet in length and 60 feet across, and spans nearly the entire height of the ATC tower.

Dubai Airports also continued to support Dubai Cares with donation boxes across Dubai International. Dubai Cares strives to improve access to primary education in developing countries – and Dubai Airports has supported its work since the charity's inception in 2007. To date, Dubai Cares has assisted more 10 million children in 35 countries.

Our organisation also took a hands-on approach to social support when members of Dubai Airports' talent programmes - Qaa'ed and Masaar - brought smiles to the faces of the children at the Al Noor Training Centre for Special Needs during a recent visit. This is the second year in a row that Dubai Airports employees have visited the centre.

Enriching UAE's Sporting and Cultural Life

Dubai Airports plays an increasingly important and positive role in the Emirates' cultural and creative life. The organisation has created a National Identity Team to celebrate local culture and history in conjunction with the broader airport community.

The team organised a number of events highlighted by the UAE's 43rd Anniversary National Day, which celebrated this annual national milestone with colourful cultural displays and events to the delight of employees,



business partners and passengers. During 2014 Dubai Airports also continued to be an enthusiastic sponsor of the Emirati Writers Strand at the annual Emirates Airline Festival of Literature. We have also taken a more active role in supporting our local sporting community. In the year under review Dubai Airports took a bold step to support sports development in the UAE with a three-year sponsorship of the all-Emirati Shaheen Pathway rugby programme.

The Shaheen Pathway is UAE Rugby's Emirati development programme which focuses on the 7-a-side game and offers a stepping stone for the 3,000 Emirati juniors currently in the School's Player Pathway Programme to continually improve their skills and fitness levels. Identified as UAE Rugby's Olympic roadmap, the Dubai Airports Shaheen Pathway is designed to develop and provide playing talent to the national team which focuses on competing at international level in all IOC games. The team continues to make steady progress and were seen in action at the Dubai Sevens late last year.

Awards

During 2014 Dubai International was again recognised as one of the best airports in the region and the world, receiving several awards from across the globe.

During the year Dubai International won the Editor's Choice Award for Tourism Excellence at the Condé Nast Traveller Middle East Awards as well as being named Best Airport in Middle East, Europe and Africa by the readers of Frequent Business Traveler, a popular online publication written for international travellers. It also garnered the Middle East's Leading Airport award at the 21st World Travel Awards which were held in Dubai earlier in the year and was announced Best Airport in the Middle East at the Business Traveller Middle East Awards 2014, taking the award for an incredible eighth year.

The airport was also recognised as one of the world's leading cargo hubs when it was named Airport of the Year for Middle East and the Subcontinent at the Payload Asia Awards held in Singapore.

Legal

Dubai Airports has an obligation to protect its good name and reputation and the organisation's legal unit plays a vital role in safeguarding Dubai Airports, its employees, management and stakeholders by identifying and mitigating any legal risk facing the business or its operations.

The unit is responsible for reviewing and redrafting of contracts, agreements of various types and organisational policies to ensure they meet all of Dubai Airports' requirements as well as adhering to all local and federal laws. The unit also provides legal advice, recommendations and consultations for all business units across the organisation.

During 2014, the unit provided an immeasurable benefit in safeguarding and protecting Dubai Airports' reputation and interests as well as providing a more efficient operating environment for business units across the organisation.



Dubai Airports
Connecting the World

Operations

Dubai International ended 2014 by overtaking London Heathrow as the world's busiest international airport, with more than 70.4 million passengers passing through the airport during the year.

This milestone is all the more remarkable given the time it has taken to reach the number one spot. The airport's traffic has surged from 12 million passengers in 2000, when Dubai International was the 30th busiest international airport in the world, to become the busiest in just 15 years.

While this is a major accomplishment worth celebrating, our focus remains on providing the best possible airport experience to each of our passengers. During 2014 we have continued to refine and introduce further innovations to the overall passenger experience while finding new ways to increase operational efficiency.

At the same time Al Maktoum International at Dubai World Central (DWC) continued to establish itself as a regional and global cargo hub, while passenger traffic continued to grow from strength to strength.



Record traffic in 2014

DXB

By the end of 2014, Dubai International had taken the title of the world's busiest airport for international traffic, with 70,475,636 million passengers passing through the airport. This was up 6.1 per cent from the 66,431,533 passengers recorded in 2013 and put the airport on track to achieve a forecast of more than 79 million passengers during 2015.

India remained Dubai International's leading destination during the year with 8,908,362 passengers, growing 6.0 per cent year on year from 8,401,253 passengers in 2013. The UK, Saudi Arabia and Pakistan followed India as Dubai International's largest markets, while the US was the fastest-growing country among the top 10, with passenger numbers rising 18.5 per cent to 2,559,578 - growth spurred by Emirates Airlines' new routes to Boston and Chicago during 2014.

London (2,626,357 passengers) was the top city destination, followed by Doha (2,355,959) Kuwait (1,942,479) and Mumbai (1,939,116).

Full year aircraft movements totalled 357,339 - down 3.4 per cent compared to 369,953 movements in 2013. This decrease was primarily due to the temporary reduction of flights experienced during the 80 day runway refurbishment project between May and July, and the shift of freighter operators and general aviation to Al Maktoum International at Dubai World Central (DWC) in May. Spurred by an ongoing increase in the number of wide bodied aircraft servicing the airport, the numbers of passengers per flight increased 5.1 per cent to 208.3 passengers for the full year.

The impact of dedicated freighter traffic being moved to DWC resulted in overall freight volumes at Dubai International reducing by 3.1 per cent to 2,367,574 tonnes in 2014 compared to 2,443,624 tonnes in 2013. However, the continued growth of the Emirates passenger fleet is expected to support freight volumes in 2015.

DXB Remains World's Busiest A380 Hub

In addition to laying claim to being the world's busiest international airport, Dubai International is also the world's leading hub for Airbus A380 operations, according to published airline industry flight schedule data. A380 flights were operated by both Emirates Airlines, the world's biggest operator of the double-decker aircraft, and Qantas.

Published schedule data for 2014 shows the airport had a total of 15,098 A380 flights to 39 destinations around the world. This is sharply up from the 10,608 A380 scheduled flights to 26 destinations recorded in 2013.

The growth in A380 movements was driven by the expansion of the Emirates A380 fleet, with more than 50 A380 aircraft currently in operation. The next busiest A380 airport was London Heathrow with 5,434 A380 flights to 11 cities, followed by Singapore's Changi airport with 5,398 A380 flights to 18 destinations.

DWC

During 2014 passenger traffic at DWC increased further to 845,046 passengers in the first full year of passenger operations. Traffic was up sharply from the 65,197 passengers that used the airport in the final months of 2013 following its opening on October 27 of that year.

Passenger traffic growth at the airport was boosted during the middle of 2014 when a significant number of flights, including many flydubai flights, were temporarily relocated to DWC during the runway refurbishment

programme at Dubai International. The growth in A380 movements was driven by the expansion of the Emirates A380 fleet, with more than 50 A380 aircraft currently in operation. The next busiest A380 airport was London Heathrow with 5,434 A380 flights to 11 cities, followed by Singapore's Changi airport with 5,398 A380 flights to 18 destinations. While traffic has slowed following the reopening of both Dubai International's runways in July, Wizz Air, Gulf Air and Qatar Airways remain key players at our second airport.

Meanwhile the airport firmly established itself as a key regional and global cargo hub, with freight volumes surging 262 per cent to 758,371 tonnes for the full year 2014, up from 209,209 tonnes in 2013.

The relocation of all dedicated freighters, including Emirates SkyCargo, to DWC in May 2014 was a major driver behind the sharp rise in cargo volumes. Earlier in the year Emirates Skycargo opened a new state-of-the-art cargo facility capable of accommodating 700,000 tonnes, while the existing cargo facility is being expanded to 400,000 tonnes.



Preparing For Growth

With the rapid growth of traffic and expansion of both our airports over the past few years, Dubai Airports is faced with an increasingly complex, two-airport operation.

In order to deliver and maintain the passenger and customer experience we aim to provide to our passengers, a new and increasingly proactive approach to managing our airports was needed.

During 2014 Dubai Airports launched the NextGen programme that would prepare us to meet the challenges of managing two large airports across three key operational areas - namely People, Assets and Process.

Central to this new approach is the development of a new Airport Operations Control Centre (AOCC) from which all stakeholders, including airlines and control authorities, will manage operations at Dubai International and, in the future, at DWC.

Vital to the effective functioning of the new AOCC is a centralised airport operating system that will combine all IT systems across the airport campus and stakeholders into a single, robust structure - putting

all the required information at airport management's fingertips. The system will make use of real-time data from the various stakeholders, allowing for more proactive and informed decision making.

The final design and specification of the AOCC's user requirements were finalised in 2014 and the new command centre is expected to become fully operational by 2016.

At the same time Dubai Airports also introduced a Performance & Monitoring department to drive the operation of the AOCC. The team's mandate is solely forward-looking and to ensure that the operations teams have the resources and information they need to ensure smooth airport operations on a day-to-day basis.

Ensuring a Smooth Operation

During the year under review several initiatives and projects were rolled out to help ease passengers' progress through the various touchpoints along their journey - while increasing the capacity of the airport to meet growing passenger volumes.

In 2013 Dubai Airports began implementing new screening machines which dramatically improve the flow of passengers through security points at Dubai International. Automated tray return machines, which automatically circulate and queue the security trays, have now been introduced across the entire airport.

Not only are trays always available to passengers approaching security points, but the screening tables on either end have been extended to allow them more time to prepare for baggage screening. This will ensure a steady flow of trays through the x-ray machines, eliminating delays. The benefits of the new machines are significant, with fewer delays experienced at security points. As a result, the number of passengers being processed has increased 70 per cent from an average of 280 to 400 per hour.

Additional capacity was also added to the forecourt in Terminal 3. Extra lanes were added to the departures forecourt to enlarge the drop-off area for passengers, while more parking bays were made available for taxis and Emirates chauffeur drive. These changes have alleviated traffic congestion during peak periods.

In 2014 the remote transfer area in Concourse B was redesigned to allow more buses to drop off passengers. In addition, signage was improved so passengers could make more informed decisions and the ambience of the area revitalised to make the transfer area more welcoming. (See product for more details)

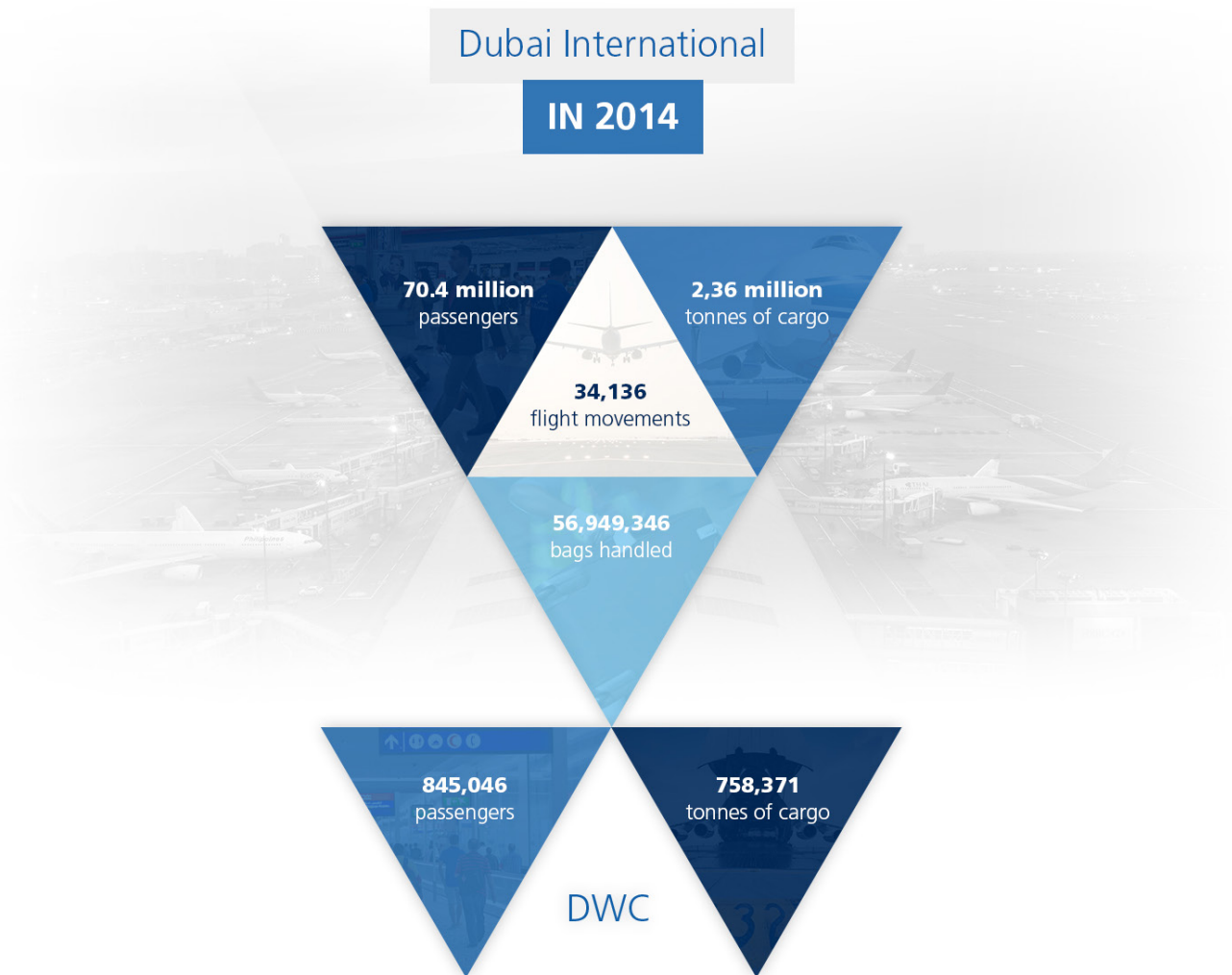
Together, these smaller projects have had a substantial impact, increasing the flow of passengers across the airport - and at Terminal 3 in particular.

Airside

The refurbishment of Dubai International's runways in the middle of 2014 posed a challenge for both air traffic control and airside operations at Dubai International, which are tasked with ensuring that the airport continues to operate normally.

Despite the constant changes on the airfield due to the construction, Dubai Airports' operations teams kept traffic flowing, safely and efficiently. This achievement was the result of exhaustive response and scenario planning to make sure the airfield continued to operate normally.

Once completed the refurbished runways, together with the rapid exit taxiways, boosted overall capacity and flexibility to cope with a growing number of aircraft. This was also supported by a strict slot adherence system and a shorter, six-hourly stand planning system, making it easier for Dubai Airports operations and Air Traffic Control to better manage traffic across the airfield.





Dubai Airports
Connecting the World

People and Culture

The passion, commitment and innovative spirit of our employees is critical to Dubai Airports' ability to manage an increasingly complex two-airport operation, while redefining our passenger experience to meet the modern traveller's expectations.

Therefore our ability to maintain a competitive employee proposition is vital to keeping the more than 3,100 employees from 56 countries united around our target of managing the world's biggest and best airports, while increasing our ability to attract the best talent available.

In order to achieve this, Dubai Airports in 2014 took a fresh look at the business and how it has evolved over the past few years. With this in mind, we began a reorganisation of the business to ensure that Dubai Airports continues to have the required skills to manage the fast growing airports, support better decision-making and maintain our position as an employer of choice.

Welcome to Dubai International



Human Resources

The reorganisation programme launched in 2014 is aimed at putting in place strong and robust business processes, strong leadership and people to support the development of both of our airports and drive our renewed focus on refreshing the customer experience.

The aim of the restructuring programme was to ensure that Dubai Airports is able to deliver on our strategy by maximising the skills available in the business without significantly increasing the number of employees.

Therefore, after careful investigation into what will be required by each role to support our growth strategy, Dubai Airports realigned the leadership structure to steer the organisation during this exciting time of change and growth.

This included selecting the right people for the right roles and then providing them with the right development to continue the growth. This change project was accomplished successfully in two phases and within a short time frame of 4 months.

Much of the change was also focused on operations in terms of the NextGen programme, where the operations team was reconfigured to support more proactive management of our airports. Central to the change was a new Performance & Monitoring department, whose mandate is solely forward-looking, to ensure that the operations teams have the resources and information required to manage a smooth airport operation on a day-to-day basis. Recruitment for the new department began in 2014 and will continue into 2015.(See Operations).

At the same time, work has begun on revitalising Dubai Airports' Employer Value Proposition (EVP) which will ultimately provide new tools to retain and attract the best available talent in the UAE and from across the globe. Dubai Airports has long worked to enhance its reputation as an employer of choice by implementing initiatives to support employees at work and enrich their lives at home. This has supported a low employee turnover rate of just 4 per cent in 2014, down from 4.2 per cent in 2013 and 5.4 per cent in 2012.

Recruitment

With an ambitious build programme across two airports as well as a growing two-airport operation, it is vital that Dubai Airports continues to recruit the most talented and skilled individuals across all areas of the business.

With this in mind, Dubai Airports streamlined the application process in the year under review with the launch of a new recruitment management system and career website. The new platform ensures the entire recruitment process is user friendly, seamless

and managed either online or via mobile. This includes the application process, scheduling interviews and onboarding new employees.

During 2014, a total of 200 positions were filled, of which 45 per cent were recruited internally. 21 per cent of those recruited were UAE nationals.

Service Training

Dubai Airports relies on the more than 90,000 people that work at our airports to ensure that we deliver a world class service to each and every passenger.

Continuous training is a key element to entrenching this world-class service ethic across both of our airports and in 2014 Dubai Airports continued to roll out its Airport Service Programme, a training initiative aimed at inculcating a service culture across both airports.

The content of the programme is designed around the customer journey and experience at both Dubai International and DWC and covers everything from culture and communication skills to service standards and behaviour.

During 2014 several key stakeholders signed up to the programme, including Dubai Police, the General Directorate of Residency and Foreigner Affairs, Emirates Flight Catering and Dubai Customs. In total more than 4,462 employees across Dubai Airports and key

stakeholder groups took part in more than 300 training sessions. These will continue into 2015 with a total of 12,000 airport employees identified to take part in the programme.

The success of this initiative is already evident and many airport employees already go above and beyond to provide the exceptional service that helps set us apart from other airports around the world. To acknowledge these accomplishments, Dubai Airports launched the Airport Customer Excellence (ACE) award programme. The award aims to reward and celebrate employees across the airport community for going the extra mile in helping passengers on their travels with up to eight employees selected each month.

Learning & Development

Dubai Airports kicked off 2014 with the opening of Launchpad, a new state-of-the-art learning and development centre. Launchpad offers a wide range of facilities for those looking to better their education and skills, including a new library and learning zones featuring the latest training technology.

The opening of this dedicated learning centre played a crucial role in the rapid increase in the number of training days in 2014, surging to 8,899 days compared to 4,018 recorded in 2013.

Dubai Airports' leadership development programmes also continued to gain momentum through the Airport Management Programmes, with a total of 488 managers and supervisors completing the programme.

These management courses are recognised internationally by the Institute of Leadership and Management (ILM) and provide employees with global best practices and initiatives in leading and managing.

Seeking to bring only world class L&D initiatives to Dubai Airports, the organisation launched the 7 Habits of Highly Effective People programme, which 80 employees have been lucky enough to attend. This programme is based on the proven principles set out in Dr Stephen R. Covey's best-selling business book.

Talent Development

Every year Dubai Airports identifies high-performing and high-potential employees for a range of development programmes. In the past year more than 50 employees completed their development through these programmes while several more have begun their development.

These programmes include:

Danaat: Development programme for talented female employees

Masaar: Graduate programme for UAE Nationals

Qaa'ed: Development programme for middle management

Tatweer: Academic development programme for high-performing UAE employees.

Over 200 hours of training and workshops, coaching and mentoring crowned the talent programmes in 2014, with a satisfaction rate of over 90 percent recorded (reported?) by participants.



Rewards & Recognition

Dubai Airports' reward and recognition schemes are key to inspiring the workforce, raising morale and driving increased productivity and employee engagement.

The accolades linked to the scheme include the Mega Star Performer Award (annual), Star Performer Award (quarterly) and Shooting Star Award Dubai (spontaneous), all of which recognise outstanding employee achievement and dedication. The Shooting Star Award, originally introduced in 2010 as a method of recognising exemplary performance in a timely

fashion, was given to 370 employees in 2014.

Some 16 employees were designated Star Performers and three were recognised as Mega Star Performers. Dubai Airports' employee suggestion scheme, IbdAA, also continues to grow from strength to strength, with 156 suggestions received in 2014 – eight of which have already been implemented.

Employee Wellbeing & Events

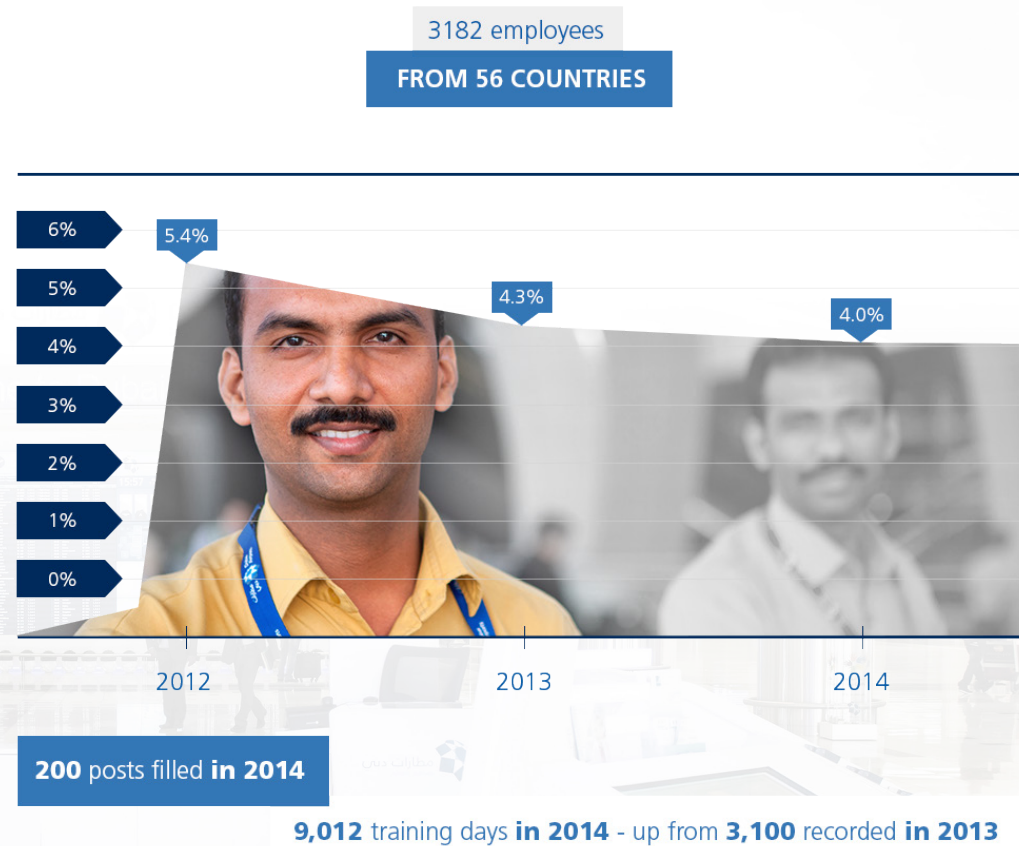
Dubai Airports recognises that to remain an employer of choice requires that it must go that extra mile and find new and innovative ways to add value for each of its employees.

Creating an environment where employees look forward to being part of Dubai Airports is integral to its success, and the company continues to add to and refine its initiatives, which include events, seminars and special offers.

Dubai Airports' packed calendar of events, from sporting tournaments to fun-filled activities such as DA Has Got Talent, helps build a team spirit and unity across the organisation by bringing together our employees and their families in a relaxed environment outside the workplace.

Building Employee Loyalty:

Turnover rates continue to fall



Thank you.

▶ [View online version here](#)



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