



Excellence Driving Center L.L.C

SUSTAINABILITY

REPORT

2024

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Introduction

In the heart of the UAE's evolving mobility and transport education sector, Excellence Driving Center stands as a symbol of progress, responsibility, and innovation. Since our founding, we have not only redefined the learning experience for aspiring drivers but also fully embraced the principles of sustainability. Our commitment to sustainability is not just strategic—it's operational, measurable, and integrated into every part of our business.

Throughout the year, we supported the nation's ambitions by expanding our initiatives in energy efficiency, digital transformation, and community engagement, contributing meaningfully to the UAE's ongoing sustainability journey.

Now in our third year of sustainability reporting, this 2024 report highlights tangible progress across key areas of impact. This year, we installed solar panels at our main site, supporting our shift toward renewable energy and helping reduce electricity consumption. We also expanded our CNG-powered vehicle fleet, further reducing emissions while maintaining service efficiency.

Environmental responsibility also guided our waste management efforts, including recycling used oil and safely disposing of e-waste through certified subcontractors. At the same time, we advanced social inclusion by increasing the representation of women in our workforce by over 30% since 2022, and continuing to offer equal opportunities across departments and leadership roles.

From minimizing our environmental impact and enhancing operational efficiency to fostering social inclusion and road safety awareness, sustainability remains central to how we deliver value to our community.



A message from our CEO

Ali Al Zaabi
Chief Executive Officer

Excellence Driving Center is now in its 4th year and, even with significant growth and expansion in our business and many challenges, we have made great progress towards the ambitious goals we have set for ourselves.

Some targets have been met; others remain in motion. Transitioning to a cleaner vehicle fleet, for example, is a challenge we are taking seriously. **We've already added over 100 CNG-powered vehicles and plan to expand further.** We know this transition takes time, requiring the right technology, infrastructure, and supplier alignment, but our direction is clear.

In 2024, we also advanced our environmental initiatives with **the installation of solar panels at our main site, reducing our electricity consumption and contributing to a cleaner energy mix.** In parallel, **we improved how we manage operational waste - recycling all used oil, responsibly disposing of e-waste through certified subcontractors, and taking steps to digitize paper-based processes.** These aren't isolated actions; they reflect how we are embedding sustainability into the everyday running of our business.

EDC remains fully committed to sustainability because it delivers growth and value to us and to our stakeholders. Our customers and employees expect it, and with our strong presence in Dubai, we have the opportunity to set the standard for sustainability in the driving education sector. Sustainability is part of how we deliver quality training, strong governance, and meaningful social contribution.

We believe that diversity of thought, background, and skill is essential to how we operate. With a **workforce representing 24 nationalities, and women now making up a growing share of our teams, including in leadership roles,** we are proud of the inclusive environment we continue to build. Whether it's through **our tailored training programs, multilingual support, or the integration of digital tools that increase accessibility,** we focus our efforts where they can make a real difference.

Together, we're not only preparing new drivers for the road - we're helping build the future of sustainable mobility.



About Us

Excellence Driving Center is one of the leading driving schools in Dubai, with a diverse team of over 700 employees and a strong presence across Dubai. We strive to be the most customer-centric driving school, the best employer in our industry, and the safest place to work and learn in the mobility education sector. Everything we do to achieve these goals is guided by our 5 value pillars:

ADAPTABILITY & SUSTAINABILITY

We can build resilience, drive innovation, and create enduring value for stakeholders while contributing positively to society and the planet.

SIMPLE IS SMART

In everything we do.

CUSTOMER CENTRICITY

Identify customer needs continuously. Analyze improvement plan and drive positive customer experience.

HUMAN FIRST

Emphasizes empathy, inclusivity, and respect for diversity in all interactions and decisions.

UNITY

We can navigate challenges, celebrate successes, and grow stronger together.



23 Branches
3 Testing Centers

Our ESG Pillars

We have created our ESG Strategy based on 3 core pillars underlined with our good governance practices. These pillars support our strategic priorities and our culture. Most importantly, they're focused on driving positive priorities for all our stakeholders.



Pillar 1: Safer and Smarter Mobility

We are committed to making roads safer by delivering high-quality driver education that integrates modern technologies and promotes responsible driving practices. Our programs aim to reduce accidents, enhance awareness, and support the UAE's vision for sustainable and intelligent mobility.

Priority Areas:

- Driver education quality
- Safety innovations (CCTV, digital tools)
- Road safety awareness



Pillar 2: Empowered People and Communities

We aim to build a diverse, inclusive, and engaged workforce while contributing positively to the communities we serve. By prioritizing employee well-being, Emiratisation, and gender inclusion, we help people grow with us and thrive.

Priority Areas:

- Employee development and well-being
- Gender equity and leadership
- Giving back to community



Pillar 3: Environmental Responsibility in Driving

We recognize our role in reducing environmental impact and supporting the UAE's climate goals. Through cleaner fleet transitions, waste reduction, and energy efficiency, we are committed to greener operations.

Priority Areas:

- Carbon footprint reduction (CNG, EV plans)
- Energy efficiency and renewables
- Waste and water management

About this Report

Reporting is one of the primary ways we inform key stakeholders about our ESG ambitions and progress.

The 2024 Sustainability Report is our third report detailing progress against our targets, commitments, and environmental, social, and governance topics. Unless otherwise noted, our sustainability data reflects progress made during the calendar year (ending December 31, 2024),

The basis of preparation of this report takes into account guidance from the Global Reporting Initiative (GRI) standard, United Nations SDGs, and United Nations Global Compact Index. This report was made with external independent sustainability experts from Brolch Consulting and has been written with the active assistance of many individuals across the EDC. Our sincere thanks go to all of them for their support.



UN Sustainable Development Goals

The UN Sustainable Development Goals (SDGs) set a global framework for countries, businesses and other stakeholders to address society's most important challenges, working together in accordance with their different roles.

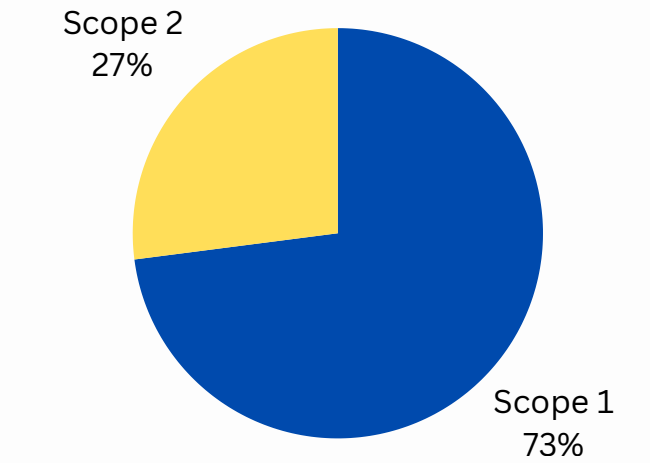
While we acknowledge the relevance of all 17 goals, we believe it is more practical and impactful to focus our efforts where we can make the greatest difference. That is why we have identified seven priority SDGs that align most closely with our operations, values, and sustainability strategy. These goals guide our actions and help ensure that our contributions are both focused and measurable.

Environment

The power of nature is undeniable. From rising temperatures to shifting weather patterns, we are reminded that the environment is not just something around us but it directly shapes our lives and communities. At this critical time, we realise that we must instead be in tune with nature and harness its power, if we are to beat the climate change that our own actions have caused.



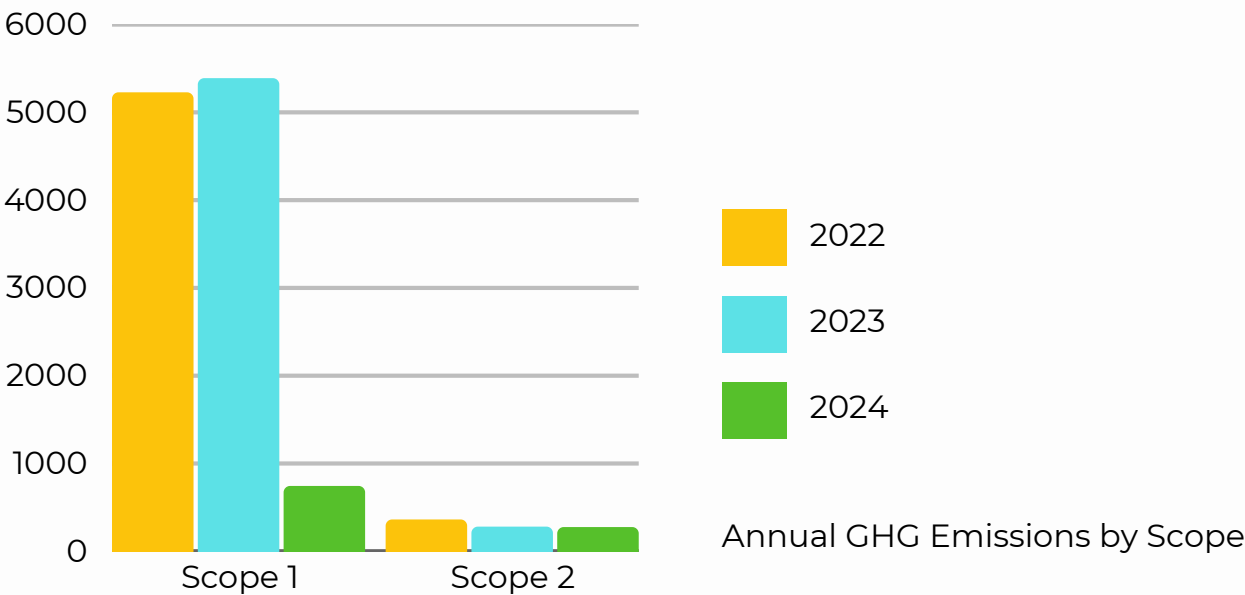
As a driving school, our role in the green transition may be unique, but it is no less important. From promoting cleaner mobility to reducing our environmental footprint, we are committed to aligning our operations with sustainable practices. In recognition of our efforts, **we are proud to be ISO 14001 and GC Mark Green certified.**



Share of Total Emissions by Scope (2024)

Carbon Footprint

The science is clear: to avoid the most severe impacts of climate change, humanity needs to reduce emissions quickly. Our greenhouse gas (GHG) inventory is calculated in accordance with the GHG Protocol Corporate Standard and is divided across Scope 1 and Scope 2 emissions.



Annual GHG Emissions by Scope

A significant challenge for reducing carbon emissions is being able to measure them with confidence. We are working to improve the quality and coverage of our emissions data.

Scope 1 and Scope 2 emissions primarily stem from our vehicle fuel usage, refrigerants, and electricity consumption. These emissions are directly within our control and have been calculated using more accurate, activity-based data and refined boundaries to ensure transparency and consistency in our reporting.

Scope 3 emissions, which account for a significant portion of many organizations' total carbon footprint, are not included in this year's report. These emissions involve indirect activities that occur outside our direct operations, such as waste disposal, purchased goods, and employee commuting. Due to the current limitations in data accuracy and completeness, we are not yet able to report them with the level of confidence required.

However, we are actively working to improve the quality, consistency, and coverage of Scope 3 data. Our goal is to enhance our methodology so that, in the future, we can include Scope 3 emissions in our reporting and seek independent assurance where feasible.

Fleet Emissions

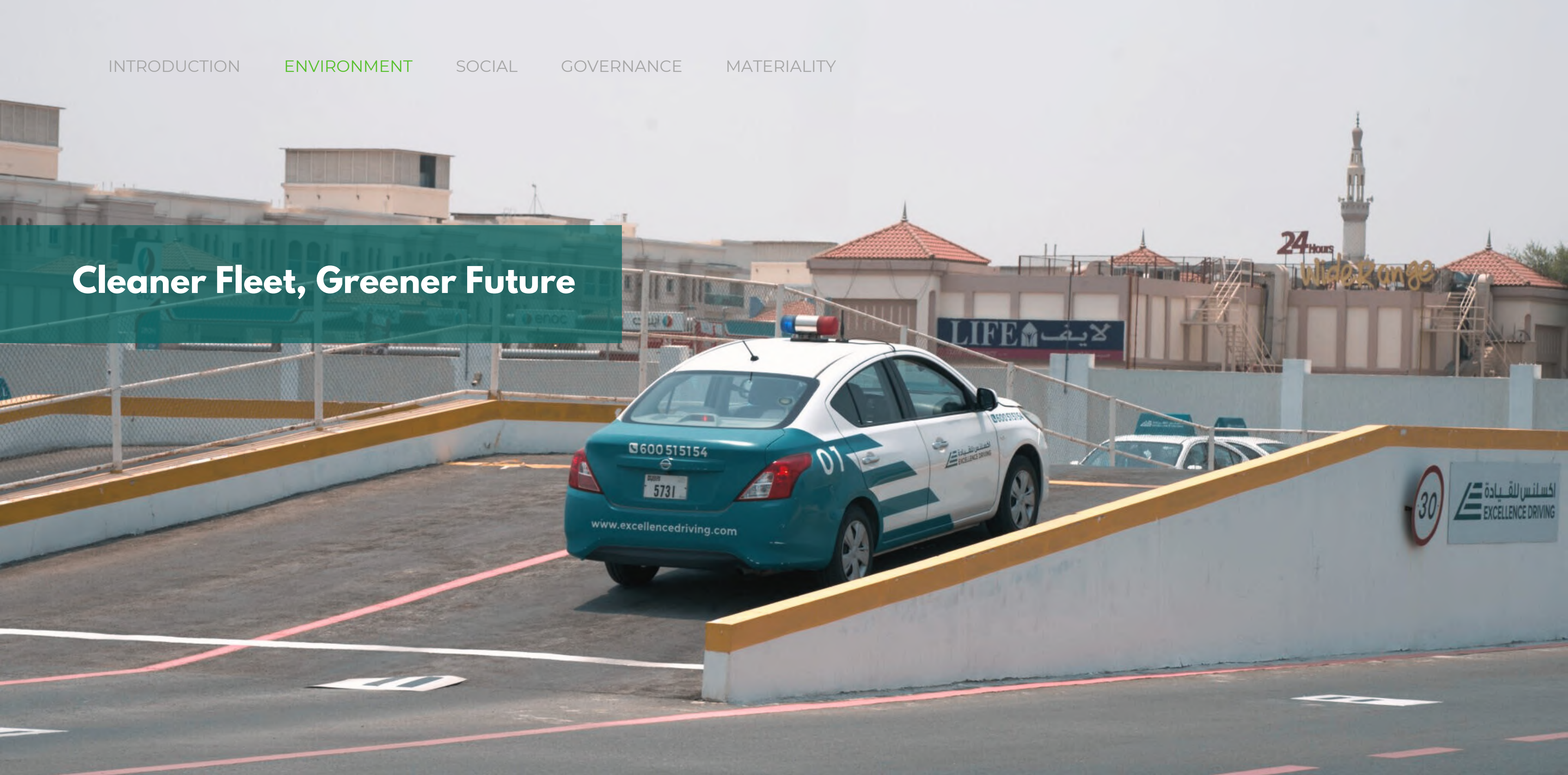
Our fleet continues to be one of the significant contributors to our carbon footprint. We have lots of different types of vehicles in our fleet, but these can split into three broad categories – cars, motorbikes and vans. Cars are the majority, both in terms of emissions and number of vehicles.

Recognizing this, we are actively working on practical solutions to reduce our fleet-related emissions. One **major step forward was the addition of 102 Compressed Natural Gas (CNG) cars to our fleet.** CNG vehicles not only provide financial benefits through lower fuel costs but also contribute to a lower carbon footprint compared to conventional petrol vehicles. We have set an objective to add 30 more CNG cars by the end of 2025.

In addition, **EDC has set a long-term target to introduce 50 Electric Vehicles (EVs) into the fleet by 2030.** While this goal remains active, the current market lacks EV options that meet our operational and financial requirements. As such, we are continuing our market research and monitoring the evolution of EV technologies and pricing to ensure we make the right investment when the opportunity aligns.



Cleaner Fleet, Greener Future

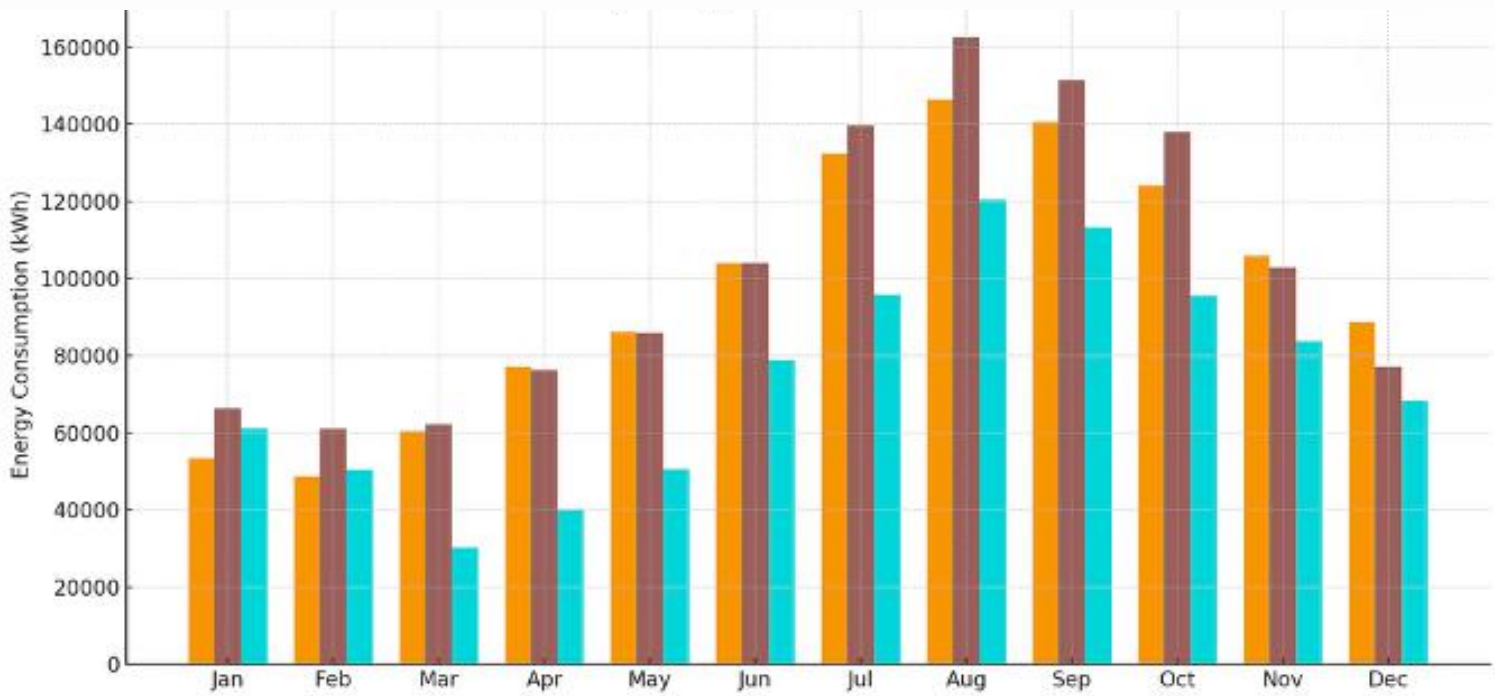


Energy Management

In alignment with ISO 50001 and GC Mark Blue Planet, we continue to identify and manage activities with significant energy impact, prioritizing them for ongoing improvement and we are maintaining full legal compliance in energy-related matters through systematic audits, tracking, and inspections.

In 2023, **we successfully implemented our Energy Management Plan.** As part of this plan, we originally set a target to meet 40% of our energy requirements through renewable sources. Following further technical assessment and alignment with DEWA regulations, this target has been refined to 30%, ensuring it remains both ambitious and achievable. A major step toward this goal was **the installation of solar panels, which were fully completed in January 2024**

We are now beginning to see the clear benefits of this initiative. In 2024, our **total electricity consumption was reduced by 27.6% compared to 2023.** This significant decrease marks the largest year-over-year reduction in energy use to date and demonstrates the impact of both our solar energy integration and improved efficiency measures across our facility.



Monthly Energy Consumption: 2022-2024

2022
2023
2024



We are also ISO 50001 & GC Mark Blue certified.

Looking ahead, we will continue tracking energy use patterns, identifying opportunities to reduce demand, and scaling renewable solutions to support the UAE Energy Strategy 2050 and our internal carbon footprint goals.



What you buy affects what you waste

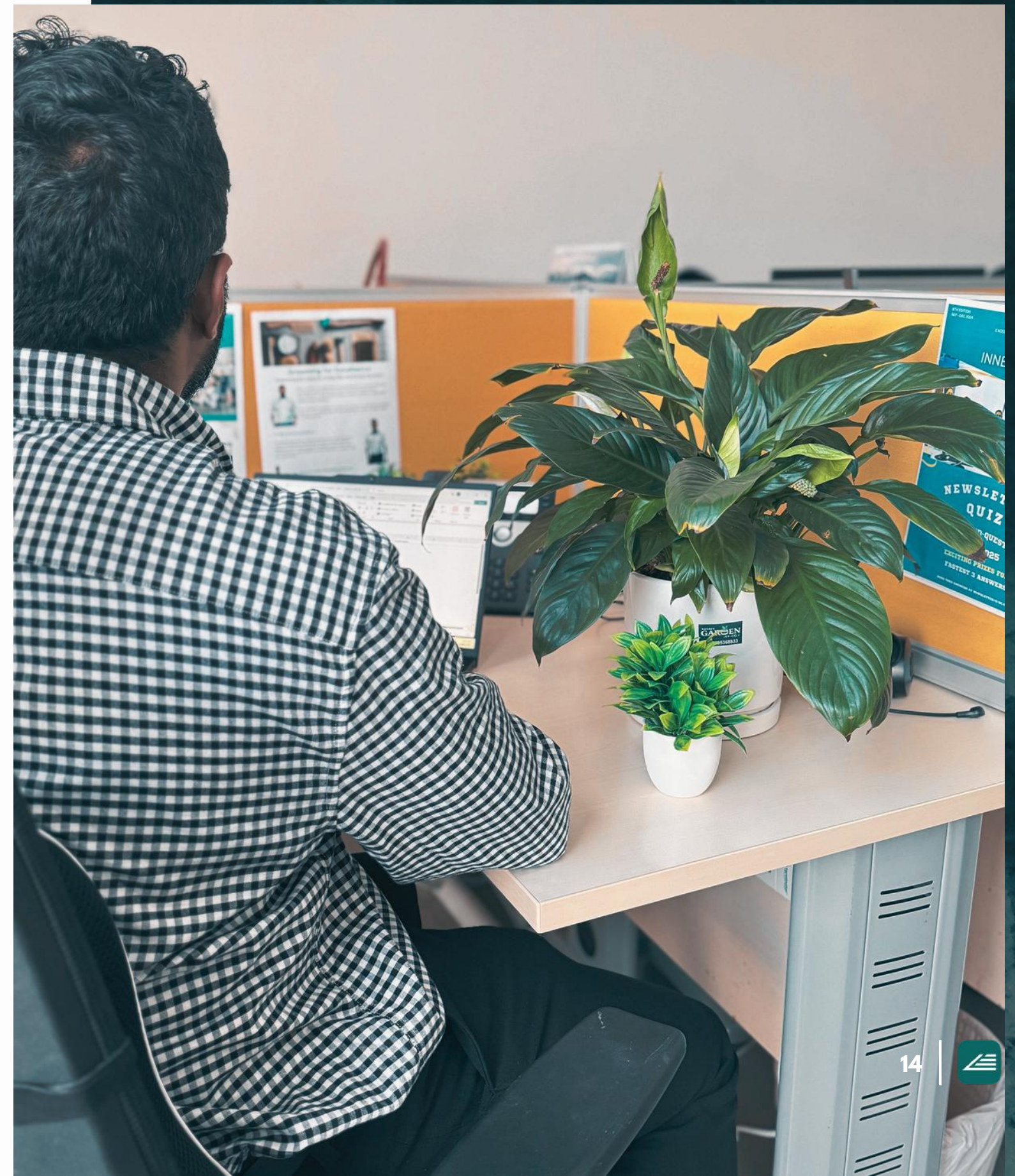
Responsible consumption begins with smart sourcing. Our commitment to sustainability starts at the procurement stage by selecting environmentally friendly materials, products, and suppliers, we can significantly reduce waste, emissions, and environmental impact down the line.

Sustainable Procurement

Sustainable sourcing plays an essential role in reducing our environmental impact. At EDC, we continue to align our procurement practices with long-term sustainability goals.

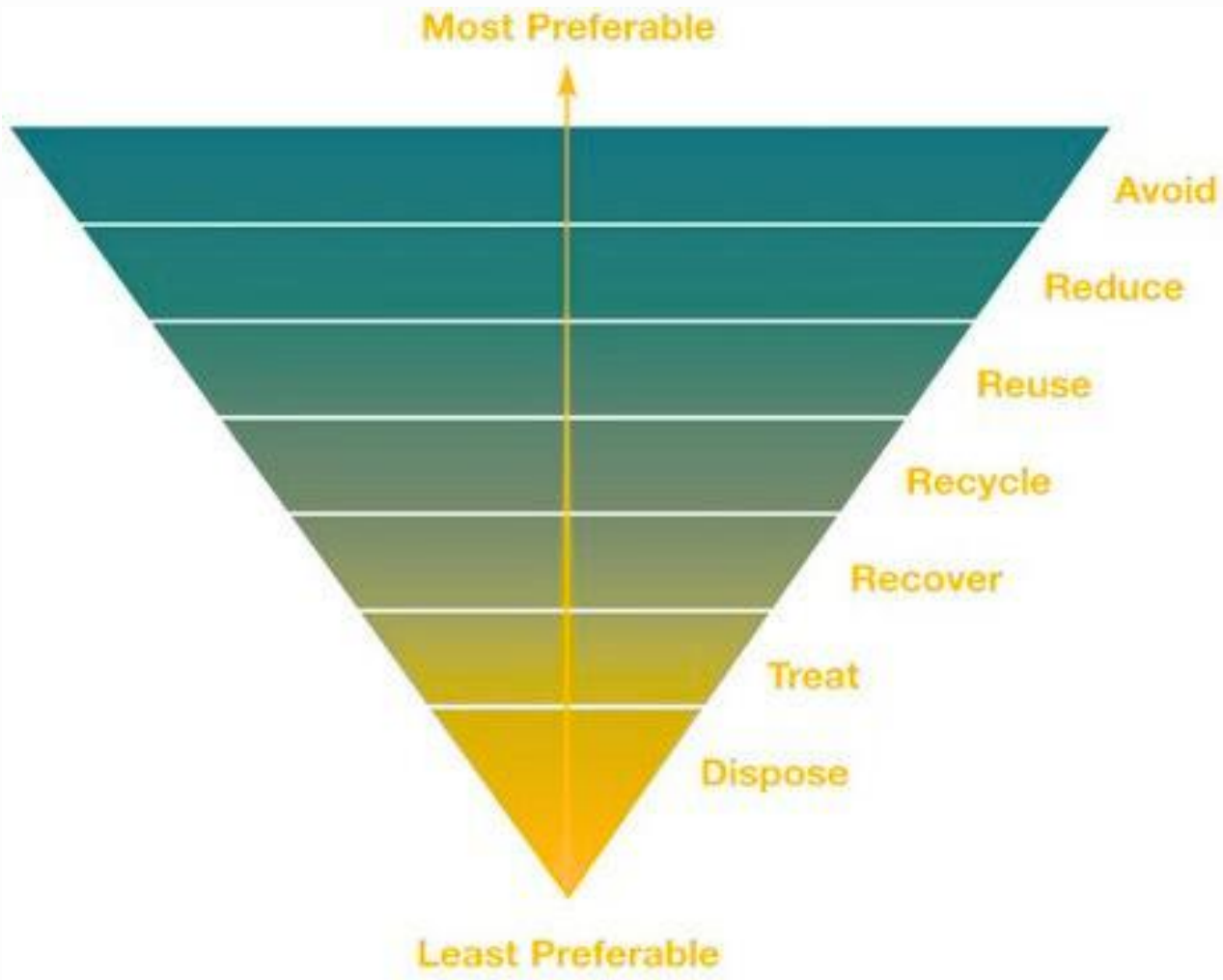
In 2022, we established three key targets to guide our procurement strategy, all of which remain valid and active as we move forward:

- **Achieve 70% environmentally friendly and energy-efficient IT infrastructure by 2030**
- **Ensure 40% of material purchases follow green procurement principles by 2030**
- **Transition to using 70% environmentally friendly chemicals, favoring non-toxic and biodegradable options, by 2030.**



Waste Management

Our waste management and reduction are guided by the waste hierarchy approach, which prioritizes avoidance, reduction, reuse, and recycling before treatment or disposal.



We have dedicated waste streams for various material types:

- **E-waste:** We now work with a certified recycling partner who ensures 100% of our IT waste is properly recycled and provides official recycling certificates. This achievement marks the successful completion of our 2023 target to identify and partner with an e-waste recycling supplier. A total of 150 kg of printer cartridges were returned to our supplier for recycling, for which we received a Green Certificate. Depending on their condition, cartridges are either refilled for reuse or sent to our certified e-waste partner for recycling.
- **Oil and batteries:** These waste streams are managed through subcontractors specializing in environmental compliance, who provide Green Certificates as proof of proper handling. In 2024, we recycled 6,800 liters of used oil and 453 kg of batteries through certified partners.

Paper Consumption Reduction

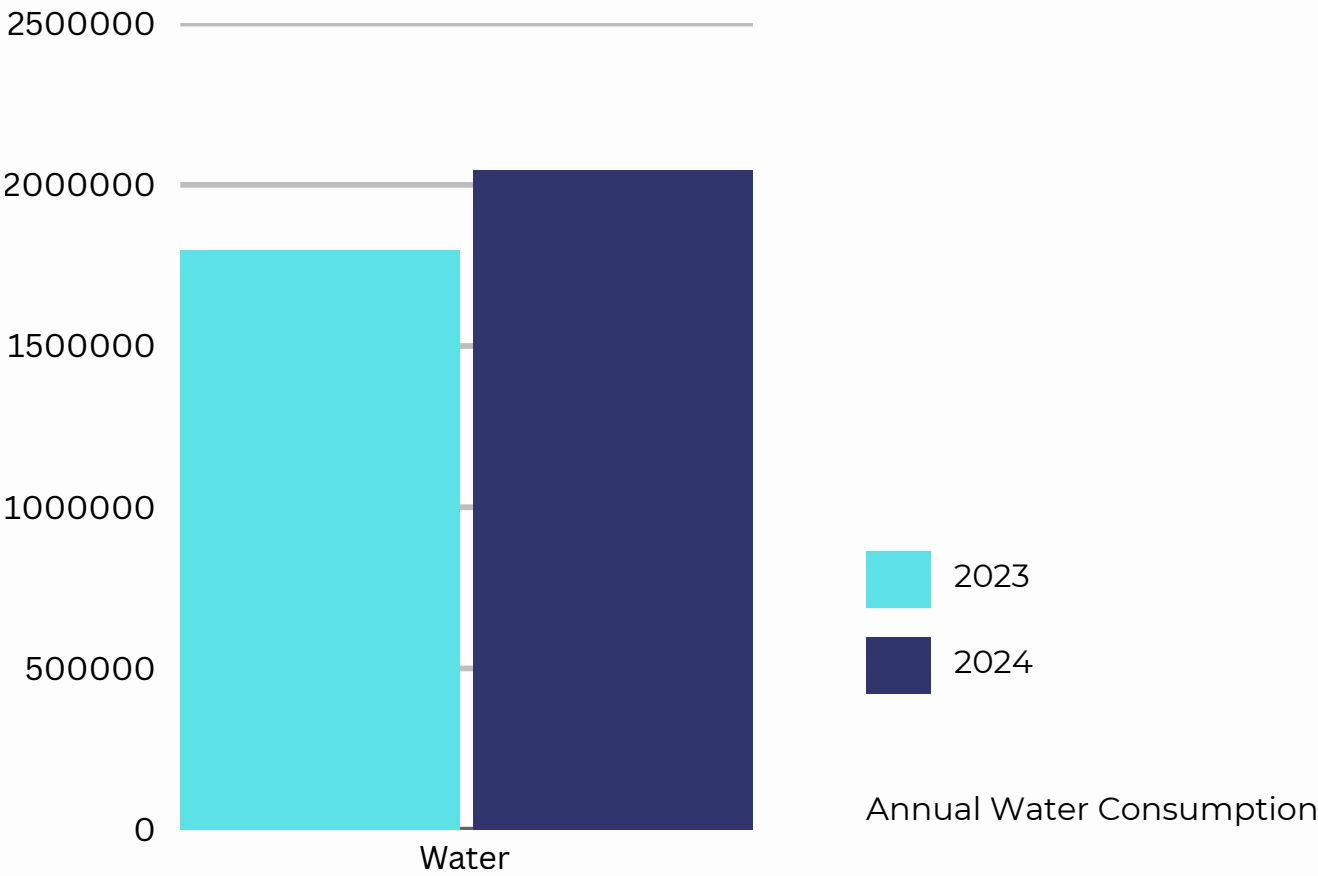
In line with our **target to reduce paper usage by 50% by 2030**, we have begun **digitalizing internal workflows**. In 2024, the leave application form was successfully transitioned to a fully digital format. Further efforts are underway to digitize additional processes, with plans to introduce e-signatures in 2025. Paper consumption data shows the following trend (from 2022–2024, based on employee count): After peaking in 2023, **paper usage per employee decreased significantly** in 2024 - dropping from 514 sheets per person in 2023 to 329 sheets in 2024 which is a **10% reduction towards our target**. This reflects real progress in shifting to digital processes and reducing waste.

Transforming Processes


Water

Access to water is a fundamental human right, yet the United Nations (UN) estimates that by 2050, 52% of the global population will live in water-stressed areas.¹ At the Excellence Driving Center, we recognize our responsibility to manage water wisely and continue investing in retrofit solutions that promote efficient and practical use.


In 2024, our total water consumption reached a 13.97% increase. This rise reflects the expansion of our operations, including the opening of new facilities and a growing fleet that requires regular maintenance.




Water is primarily used across our:



Main center (Al Qusais), which includes office operations, the training facility, and vehicle washing stations.



Branches, often located within malls or commercial hubs, where water use is minimal.



New site (Al Quoz), designed with retrofit solutions from the start.

- Despite the increase, several measures are already in place to reduce unnecessary water usage:
- Sensor-activated taps have been installed at our new Al Quoz center and are planned for the main building.
 - We continue using a waterless car wash system to minimize consumption in our vehicle washing processes.
 - We are actively exploring the installation of water flow meters, although sourcing an affordable solution remains ongoing.

- We remain committed to our previously set targets:
- **Reduce water consumption by 40% by 2030.**
 - **Implement different retrofit solutions, including water-saving fixtures and other efficiency upgrades.**

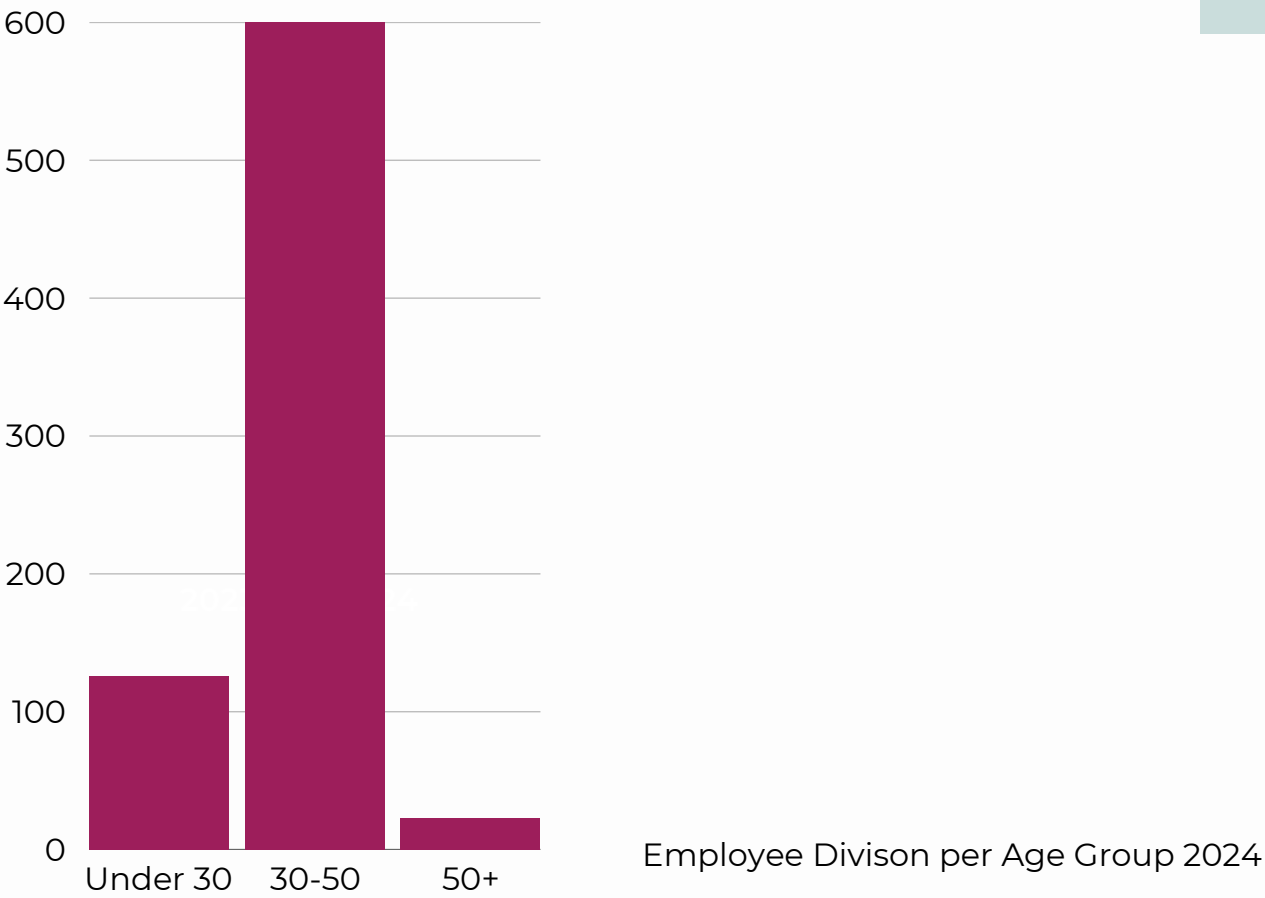
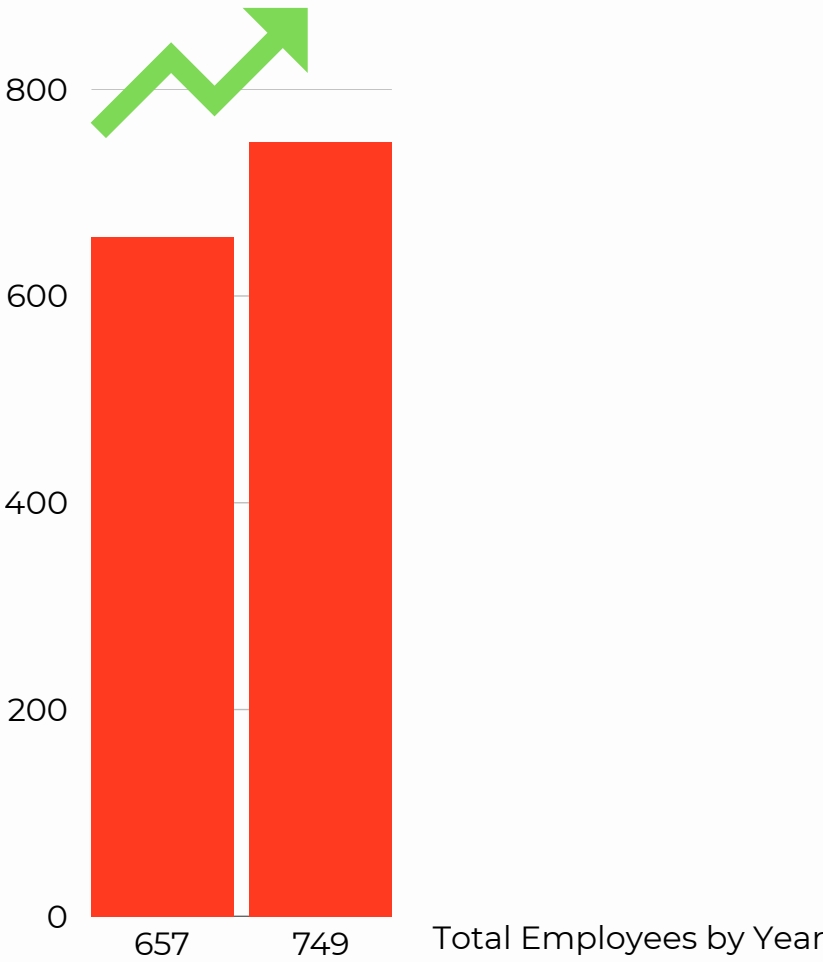
While our 2024 figures reflect operational growth, we are confident that our ongoing efficiency efforts will begin reversing this trend and help us meet our water reduction targets.

Social

We're exceptionally proud of the talented people at EDC – they are the key to our growth.



Over the past year, we have expanded our workforce by 21%, reflecting our continued investment in people as we scale our operations and services.



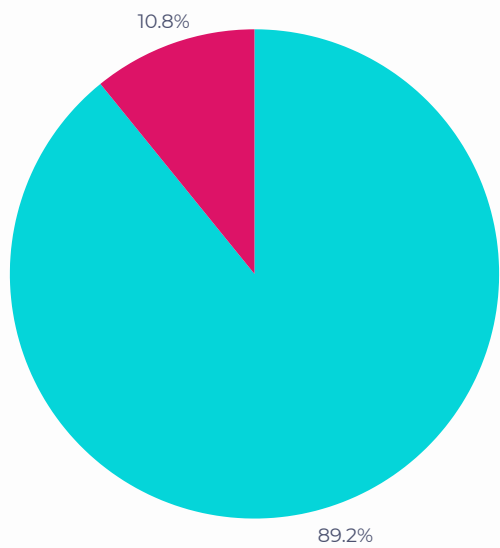
Our team is made up of individuals from **24 different nationalities**, bringing together a wide range of perspectives, experiences and skills.

We aspire to be one of the UAE’s best employers. We can only achieve this by creating valuable employee experiences, shaped by the needs and feedback of our team. We actively listen to our employees to understand how we can design benefits that truly support them and their families- offering solutions that are affordable, flexible, and relevant. All of our employees are full-time, ensuring that everyone has equal access to our core benefits, which include medical insurance, workmen compensation, group life insurance, and bereavement leave.

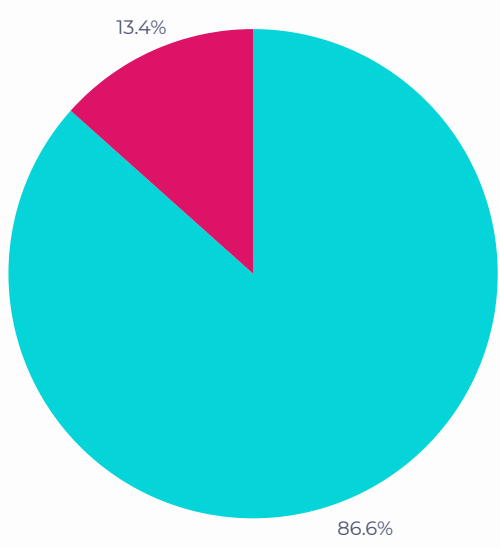


Women in EDC

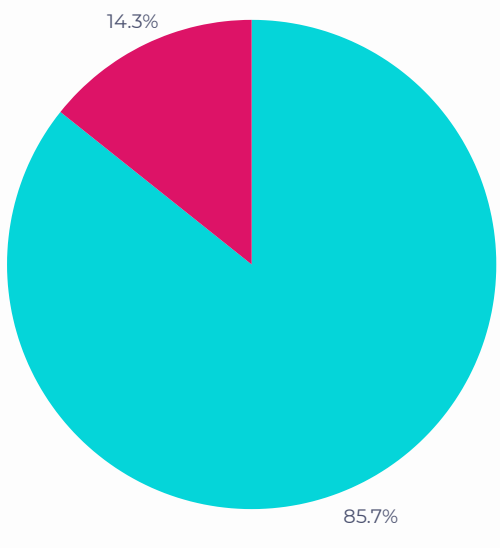
At the Excellence Driving Center, we believe that gender diversity is not just a moral imperative - it's a driver of stronger performance. In 2022, we set an ambitious five-year target to increase the representation of women in our workforce by 15%. Just two years in, we've already exceeded that goal- **increasing female representation by 31.7%, from 10.8%** in 2022 to 14.3% in 2024. This progress reflects our ongoing efforts to create an inclusive, supportive workplace where women can thrive in all areas of our operations.



Women and Men Division 2022



Women and Men Division 2023



Women and Men Division 2024

We continue to promote gender diversity across leadership roles, technical positions, and customer representatives - ensuring that women are represented, valued, and empowered to grow within the organization. Our efforts contribute not only to a more equitable workplace but also to a stronger, more resilient business.

Customer Experience and Initiatives

Delivering an exceptional customer experience is at the core of everything we do. We constantly strive to adapt our business to meet the customer needs and we continuously invest in smart technologies, streamlined services, and direct customer feedback mechanisms to ensure that every interaction with EDC is efficient and centered around our customers’ needs.

We place high importance on direct customer feedback. Our centers are equipped with visible QR codes for real-time feedback, and we closely monitor our Google Ratings as a benchmark of public satisfaction. Compared to 2023, **customer happiness levels increased in 2024**, demonstrating the positive impact of our service enhancements.

To validate our service quality, **EDC underwent mystery shopping evaluations and proudly achieved a 100% customer satisfaction score.**

We also track service performance through key success metrics. **85% of students passed their theory test on the first attempt**, while 29% passed their road test on the first attempt, underlining the effectiveness of our training programs and quality of our services.

Key initiatives introduced or enhanced over the past year include:

- **AI-Based Predictive Analytics Tool:** Currently under development, this advanced system will use artificial intelligence to predict the number of classes required and allocate instructors accordingly. Targeted for full implementation by 2026, this tool will enable smarter scheduling and improve overall customer service efficiency.
- **Limousine Service Digital Tracking System:** To strengthen safety and operational performance, we have implemented a vehicle tracking system for our limousine services. In parallel, a dedicated mobile application is under development to simplify customer bookings, digitize requests, and manage back-end processes.
- **Tech Workshops:** We actively engaged with third-party technology providers through targeted workshops to explore scalable digital solutions that support both customer satisfaction and our long-term sustainability strategy.



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CE DRIVING



Customer-Centered Excellence

Driving Forward with Our Updated Mobile App

In 2024, we also introduced a major upgrade to our customer experience with the launch of a fully redesigned mobile application. This app is a key part of our digital transformation journey and represents a step forward in how we engage with our customers.

Key features of the new app include:

Free Transportation Booking: Once registered, customers can now book complimentary transport to and from our training centers directly through the app - making accessibility more convenient than ever before.

Guest Login Option: To make exploration easier for new users, we introduced a “Guest View” feature. This was soft-launched in 2024 and officially launched on January 2, 2025, allowing potential customers to browse services without needing to register immediately.

Improved User Interface: With a more intuitive design and cleaner navigation, the app provides faster access to schedules, progress tracking, support services, and other essential features.



Cameras Driving Safety and Trust

In 2024, we expanded our safety commitment by installing CCTV cameras across all training vehicles and premises, in full alignment with RTA regulations. These systems include both interior and exterior vehicle cameras, enabling live monitoring and 30-minute video downloads for review.

Since implementation, we’ve seen a significant drop in mobile phone use by instructors-down to just 1%-and a noticeable reduction in customer complaints, thanks to increased transparency and accountability. Every class is followed by a short customer satisfaction survey, allowing us to track performance and continuously improve.

“Having cameras everywhere really changes the dynamic-in a good way. Everyone is more focused, and customers feel safer knowing that the training is being monitored. It’s brought customer complaints way down. The footage also helps us when we need to review any situation quickly.” - EDC Instructor

Training

At EDC, we view training not just as a necessity-but as a strategic tool to empower our workforce and improve our service quality. In 2024, we invested over 4,700 hours into employee training-marking a 17.5% increase from the previous year.

To support this, our dedicated Learning & Development Specialist, whose role has been vital in enhancing training content, introduced **17 new and redesigned training programs** to reflect evolving needs.

These programs include:

- A new employee induction program, delivered over two days by key stakeholders
- Additional training on products and processes to improve operational accuracy
- Training modules that integrate sustainability awareness, aligning with our ESG priorities
- The launch of WHEEL, our new internal customer service model
- Soft skills courses like email etiquette, stress management, and grooming mastery
- Technical sessions for driving crew, focused on instruction quality and learner interaction

These efforts have had a noticeable impact. As part of our quality assurance initiatives, a mystery shopping assessment was conducted-and we are proud to report that EDC achieved a 100% score, reflecting the success of our training programs in ensuring outstanding customer experiences.

"This year, we've taken training to the next level-introducing programs that are not only practical but also directly linked to improving the customer experience. We've designed each program with real on-the-ground challenges in mind. Looking ahead, I see the need to expand the team to help deliver these programs more efficiently and consistently." - Debashi Majumder, Learning & Development Specialist



Health & Safety

Supporting our people's physical and mental health and wellbeing is good for our people and good for business. At EDC it is our top priority. **We are ISO 45001 certified** and we have a dedicated Health and Safety Engineer who oversees the implementation of our safety protocols ensuring compliance with regulatory standards. For the third consecutive year, **there have been zero work-related incidents, injuries, or fatalities.**

	2022	2023	2024
Days lost due to work related incidents	0	0	0
Number of work-related accidents / incidents	0	0	0
Number of work-related fatalities	0	0	0

Health and Safety Metrics 2022-2024

Mental Health & Wellbeing

At EDC, we believe that mental health is just as important as physical health. In 2024, we set a goal to organize at least **one mental health-focused event per month - a target we successfully achieved** and will continue to uphold in the years ahead. These monthly initiatives include a mix of sports activities like the Dubai Run and different game tournaments, as well as cultural and community events that promote inclusivity, joy, and a sense of belonging within our diverse workforce.



Some highlights include:

- Diwali
- Onam festival
- Sports tournaments



- Emirati Day
- Eid Festivities
- Women's Day celebrations
- UAE National Day



Giving Back to Community

We believe that making a positive contribution to the places where we live and work helps build thriving communities. In 2024, our team actively participated in several meaningful initiatives aimed at creating a positive social and environmental impact.

Highlights include:

- **Planting 29 trees as part of the Ghaf Tree Plantation Drive, in collaboration with Emirates Soil Museum**
- **Organizing a Labor Camp Sports Tournament**
- **Distributing 1,000 meals during Ramadan to workers in labor camps**
- **Planning upcoming beach clean-up activities and setting the groundwork for more environment-focused events**

We have also set an objective to identify and engage in more purposeful partnerships that allow us to expand our community involvement and support those around us in more impactful ways.



Governance

EDC's governance framework reflects a new phase of growth while maintaining our commitment to transparency, accountability, and inclusive leadership.





In 2024, Excellence Driving Center entered a strategic partnership with Emirates Driving Company (ADX: DRIVE), a subsidiary of Multiply Group, which now holds a 51% ownership stake in EDC. This partnership marks a significant milestone, enabling us to elevate driving education standards in the UAE through enhanced innovation, efficiency, and customer service. As emphasized in Emirates Driving Company's public statement, the alliance is designed to combine strengths in digital transformation and operational excellence to better serve UAE residents and contribute to road safety.

"This milestone enables us to advance our vision to provide the best driver education services in the region. With its high market value and exceptional customer satisfaction, Excellence Driving Centre will become a valuable addition to our company, where together we will be able to collaborate to achieve the best outcomes for our customers as well as expand our services to become the regional leader and ultimately enhance road safety across the entire region. This will, in turn, increase shareholder value and diversify our driving education offerings across various markets."

- Khaled Al Shemeili, CEO of Emirates Driving Company²

EDC's governance framework reflects this new phase of growth while maintaining our commitment to transparency, accountability, and inclusive leadership.

Our Board of Directors is composed of five members, including a Chairman, who collectively provide strategic oversight, ensure compliance with regulatory obligations, and guide long-term direction as well as financial decisions.

The CEO, Ali Al Zaabi, continues to lead both operational and administrative functions, working closely with the senior management team to deliver on our strategic objectives. The management team remains unchanged, consisting of six department heads who oversee critical functions including operations, finance, IT, HR, sales and marketing, and transportation.

The management team includes women in 40% of leadership roles, reflecting our ongoing commitment to gender equality and inclusive governance.

Weekly management meetings are conducted to review performance, address challenges, and drive collaboration. Additionally, we hold an annual stakeholder meeting that brings together shareholders, managers, and employees to ensure open dialogue, address strategic priorities, and reinforce a shared vision for the future.

Policies and Practices

Our policies and practices set out expectations for how we manage our ESG performance during our activities. They already include environmental and social requirements, which form the foundation for many of our sustainability aims. As we continue our work to embed sustainability, we are reviewing and updating our relevant practices to reflect our sustainability frame, our aims and our ways of working.

Our Integrated Management System

Our IMS provides a single framework for delivering safe, reliable and compliant operations. It includes environmental, social and governance requirements related to our sustainability frame. These requirements apply to all EDC sites. We continuously update our IMS, incorporating revised requirements that support delivery of our sustainability frame.

As part of our governance commitment, we also maintain a **zero-tolerance policy toward bribery and corruption**. All employees are expected to uphold the highest ethical standards, and our procedures include clear guidelines for identifying, reporting, and addressing any form of unethical behavior.

EDC is also ISO 14001, ISO 45001, and ISO 50001 certified, and has integrated the 5S methodology into its operations



"2024 has been a full year where we followed the 5S methodology across our facilities, and the results have been remarkable. Cleaning standards have significantly improved, and our housekeeping practices are now more structured and consistent. We introduced a new diffusing system that ensures pleasant scents throughout the facility, enhanced our basement parking area, and launched regular awareness campaigns - moving from one campaign a year to multiple. We've also started properly monitoring and analyzing our data to drive continuous improvement. These changes may seem small individually, but together they've made a big difference in creating a safer, cleaner, and more efficient workplace."
-Ashik, EDC Health and Safety Engineer

Human Rights

All EDC employees share the recognition that compliance with the laws, regulations, standards, and company rules applicable in all sites is fundamental to conducting business, that the human rights of all stakeholders are respected, and that it is essential that they act in accordance with the highest ethical standards.

We neither condone discrimination or any other form of harassment-on the basis of race, ethnicity, national origin, culture, religion, gender, sex, sexual orientation, gender expression, gender identity, disability, marital status, or any other characteristic-nor accept any abuse of human rights in the supply chain, such as forced labor and child labor.

We have **clear internal policies and a zero-tolerance approach toward any form of discrimination or human rights violation.** In cases where such incidents are suspected or observed, we have whistleblower mechanisms and Work Ethics policy in place to ensure they can be reported confidentially, safely, and without retaliation.



RTA

Excellence Driving Center remains deeply aligned with the Roads and Transport Authority (RTA) in supporting Dubai’s long-term vision for sustainable mobility. Through this strategic partnership, we play an active role in preparing future drivers to navigate a cleaner, safer, and smarter transport ecosystem.

In 2023, RTA published its ninth sustainability report, focusing on three pillars: Environmental Stewardship, Social Stewardship, and Economic Prosperity. We support RTA’s efforts by ensuring our customers are trained on future-ready skills, including awareness of hybrid and electric vehicle operations, customer service excellence, and digital engagement-aligning with RTA’s objectives under SDG 11: Sustainable Cities and Communities and SDG 17: Partnerships for the Goals.

During the reporting year, EDC reinforced this partnership by:

- **Continuing hybrid vehicle training modules in line with RTA’s net-zero emission goals.**
- **Supporting community engagement initiatives related to safe driving and road behavior.**
- **Adopting digital tools that streamline our internal operations and enhance the learning experience, reflecting RTA’s digital transformation priorities.**

At Excellence Driving Center, we remain committed to working hand-in-hand with RTA in building a mobility system that is inclusive, safe, innovative, and environmentally responsible.



Mobility for Tomorrow



Information Security and Data Privacy

We recognize the importance of data privacy and continue to invest in our data security in an increasing cyber threat landscape. As we move into a more digital and connected world, ensuring that our customers' data is handled with care and kept safe is our top priority.

Our approach is clearly defined in our IT Policy and Privacy Policy, which outline how we collect, use, and store data, and the safeguards we apply throughout its lifecycle. We also conduct annual vulnerability testing to evaluate our systems, identify potential risks, and implement the necessary upgrades to strengthen our cybersecurity framework.

To build a strong culture of awareness, we:




- **Implemented quarterly awareness campaigns, using visual materials to educate employees on cybersecurity threats and best practices;**
- **Conduct IT inductions for all new hires, ensuring they understand system access, policies, and security protocols from day one;**
- **Continued working toward our goal of launching a physical training program on cybersecurity awareness, first set in 2023.**

While we had initially set a target to implement ISO 27001 certification by 2025, our current focus has shifted to other operational priorities. However, we remain committed to pursuing this standard and have adjusted our timeline to aim for certification by 2027.


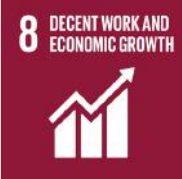
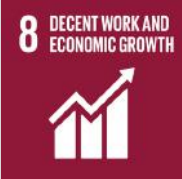
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Sustainable Development Goals reference table

SDG	TARGET	TARGET DESCRIPTION	SUMMARY OF EDC ACTIVITIES
<div><p>Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all</p></div>	4.3	By 2030, ensure equal access for all women and men to affordable and quality technical, vocational and tertiary education, including university	EDC supports equal access to quality vocational training by offering free transportation via its app, enhancing scheduling with AI tools, and promoting women’s inclusion—raising female representation from 10.8% in 2022 to 14.3% in 2024.
<div><p></p></div>	4.4	By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship	We have expanded our presence to 23 branches and 3 testing centers across various locations, making our services more accessible than ever. To further support inclusivity and affordability, we continue to offer special packages tailored to individuals from diverse socioeconomic backgrounds.
<div><p>Achieve gender equality and empower all women and girls</p></div>	5.5	Ensure women’s full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life	In 2022, 40% of top management positions were held by women. This progress continues, with overall female workforce participation increasing from 10.8% in 2022 to 14.3% in 2024. Women are employed across various departments, including training, customer service, and administration, and are provided equal opportunities for career growth and leadership roles.

Sustainable Development Goals reference table

SDG	TARGET	TARGET DESCRIPTION	SUMMARY OF EDC ACTIVITIES
<div><p>7 AFFORDABLE AND CLEAN ENERGY</p></div> <p>Ensure access to affordable, reliable, sustainable and modern energy for all</p>	7.2	By 2030, increase substantially the share of renewable energy in the global energy mix	EDC has taken clear steps to support renewable energy use by installing solar panels at its main site in 2024. This initiative contributed to a 27.6% reduction in electricity consumption compared to 2023, aligning with our broader commitment to energy efficiency and clean energy adoption.
<div><p>8 DECENT WORK AND ECONOMIC GROWTH</p></div> <p>Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all</p>	8.5	By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value	We have policies and procedures in place to promote inclusive hiring practices and we put a strong focus on diversity. Women now represent 14.3% of the workforce, a 31.7% increase since 2022 - and 40% of top management roles are held by women. The company offers fair wages, professional growth opportunities, and actively engages youth and people from diverse nationalities across its 750+ employees. Employees benefit from targeted training programs , along with continuous development initiatives. In addition, EDC organizes monthly mental health awareness events, promoting well-being and creating a supportive work environment for all team members.
<div><p>8 DECENT WORK AND ECONOMIC GROWTH</p></div>	8.8	Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment	To support Target 8.8, EDC ensures a safe and secure working environment through the implementation of ISO 45001. A dedicated Health & Safety Officer oversees compliance and continuous improvement, including regular 5S audits and monthly inspections. For the third consecutive year, the company reported zero work-related injuries or incidents. With Human Rights Policy in place, it serves as a guiding framework that ensures all employees regardless of gender, age, nationality, or ability, are treated with fairness, dignity, and respect. It prohibits discrimination in any form and reinforces equal pay for equal work.

Sustainable Development Goals reference table

SDG	TARGET	TARGET DESCRIPTION	SUMMARY OF EDC ACTIVITIES
<div><p>Take urgent action to combat climate change and its impacts</p></div>	13.3	Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning	We publish an annual sustainability report, openly shared on our website, to promote transparency and climate-related accountability. In addition, EDC conducts yearly awareness campaigns aimed at educating staff and stakeholders on climate change mitigation and sustainable practices.
<div><p>Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels</p></div>	16.5	Substantially reduce corruption and bribery in all their forms	We have adopted a zero-tolerance policy regarding corruption and anti-bribery to create a fair and transparent learning environment. Any instructor found accepting bribes, gifts, or any form of inducements will face immediate termination of their working contract.
<div><p>Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels</p></div>	16.6	Develop effective, accountable and transparent institutions at all levels	One of our key efforts to foster transparency is the annual publication of our sustainability report, which offers clear insights into our environmental, social, and economic performance. To further support accountability, we maintain a well-defined organizational structure, ensuring that every employee understands their role and how their work contributes to the EDC's overall goals.

Sustainable Development Goals reference table

SDG	TARGET	TARGET DESCRIPTION	SUMMARY OF EDC ACTIVITIES
	16.7	Ensure responsive, inclusive, participatory and representative decision-making at all levels	Excellence Driving Center ensures inclusive and participatory decision-making through a clear organizational structure, regular internal communication, and active staff engagement. Weekly management meetings are held to review performance, address challenges, and promote collaboration across departments. Additionally, an annual stakeholder meeting brings together shareholders, managers, and employees to align on strategic goals, encourage open dialogue, and reinforce a shared vision for the organization’s future.
 Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development	17.17	Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships	EDC thrives through strong partnerships that support its mission of safer, more sustainable mobility. As an authorized training center under RTA, we work closely with public sector stakeholders to maintain compliance and improve service quality. In 2024, we further strengthened our collaboration network by establishing a partnership with Emirates Driving Company, enhancing knowledge sharing, innovation, and best practices across the driving education sector.

United Nations Global Compact Index

	UNGC PRINCIPLE	SUSTAINABILITY REPORT REFERENCE
Human Rights	Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights; and	<ul style="list-style-type: none">• Governance, page 32
	Principle 2: make sure that they are not complicit in human rights abuses.	<ul style="list-style-type: none">• Governance, page 32
Labour	Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;	<ul style="list-style-type: none">• Governance, page 32
	Principle 4: the elimination of all forms of forced and compulsory labour;	<ul style="list-style-type: none">• Social, page 19, Governance, page 32
	Principle 5: the effective abolition of child labour; and	<ul style="list-style-type: none">• Governance, page 32
	Principle 6: the elimination of discrimination in respect of employment and occupation.	<ul style="list-style-type: none">• Governance, page 32
Environment	Principle 7: Businesses should support a precautionary approach to environmental challenges;	<ul style="list-style-type: none">• Environment, page 10, 11, 13, 14, 15, 17
	Principle 8: undertake initiatives to promote greater environmental responsibility; and	<ul style="list-style-type: none">• Environment, page 10, 11, 13, 14, 15, 17
	Principle 9: encourage the development and diffusion of environmentally friendly technologies.	<ul style="list-style-type: none">• Environment, page 10, 11, 13, 14, 15, 17
Anti-Corruption	Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery.	<ul style="list-style-type: none">• Governance, page 31

References

1 - <https://www.unwater.org/publications/un-world-water-development-report-2020>

2 - <https://www.edcad.ae/en/news/2>

