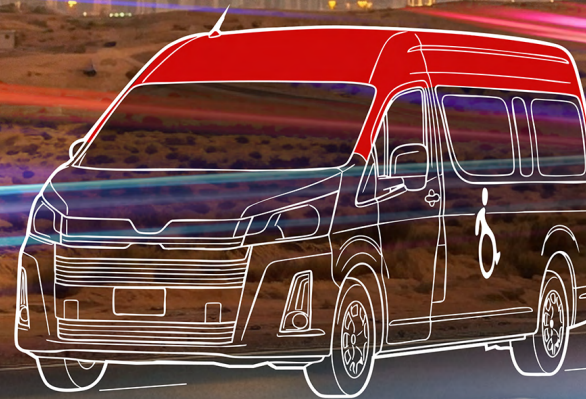


SUSTAINABILITY REPORT

2025



شركة تاكسي دبي
Dubai Taxi Company

DTC

SUSTAINABILITY APPROACH

Dubai Taxi Company places sustainability at the heart of its operations and decision-making. Embedding sustainable practices into every aspect of business, DTC works to reduce its environmental footprint and build lasting trust with customers, partners, and the wider community.

Taking an integrated approach to align commercial performance with environmental protection and social progress, DTC combines long-term responsible growth with advances in sustainable mobility.

Through its commitment to responsible mobility, DTC integrates ESG principles across its operations to strengthen resilience, support Dubai's sustainability ambitions, and advance the Company's mission.

DTC Mission

To lead in digital and safe mobility services that meet communities' needs for convenience, connectivity, and sustainability

Guided by a Clear ESG Framework

DTC's sustainability agenda is guided by a structured ESG framework that ensures environmental, social, and governance priorities are embedded across the organisation. Strong governance structures and dedicated sustainability functions oversee implementation, ensuring accountability, regulatory compliance, and continuous improvement.

Executive ESG Committee

[Find out more about DTC's sustainability governance](#)

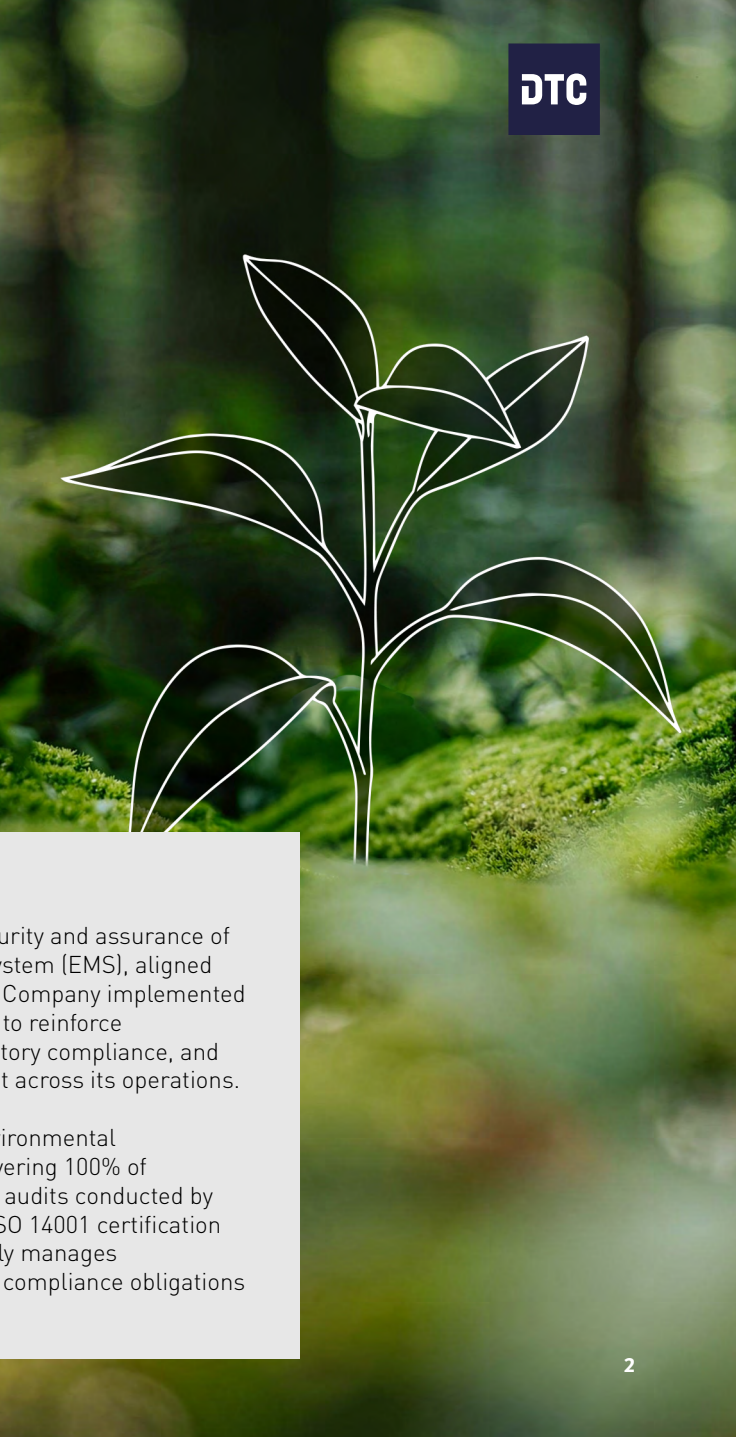
ISO Certifications Achieved in 2025

In 2025, Dubai Taxi Company strengthened its commitment to operational excellence and sustainable performance by obtaining multiple independent ISO certifications, including:

- ISO 22301 Business Continuity Management
- ISO 9001 Quality Management
- ISO 14001 Environmental Management
- ISO 45001 Occupational Health and Safety
- ISO 10002 Customer Complaint Handling and Satisfaction Management

In parallel, DTC advanced the maturity and assurance of its Environmental Management System (EMS), aligned with ISO 14001 requirements. The Company implemented a structured verification approach to reinforce environmental governance, regulatory compliance, and responsible resource management across its operations.

This process included internal environmental assessments and QHSE audits covering 100% of operations, alongside certification audits conducted by an accredited external body. The ISO 14001 certification confirms that DTC's EMS effectively manages environmental aspects, risks, and compliance obligations across the organisation.



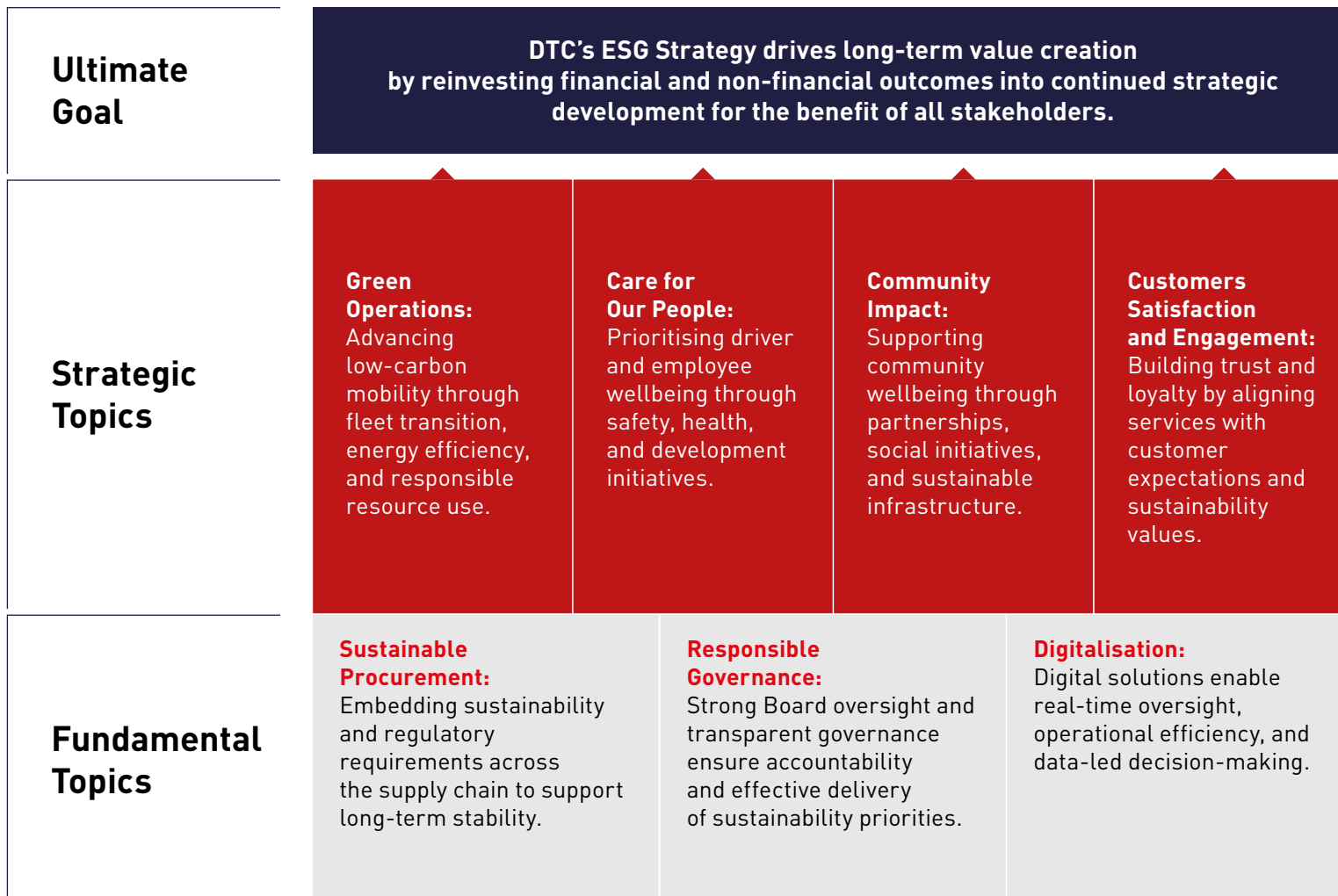
ESG Strategy

DTC's five-year ESG strategy supports long-term sustainability with progress across environmental stewardship, social welfare, customer experience, and robust governance pillars.

Strategic Foundations

DTC's ESG Strategy rests on three foundational themes: Sustainable Procurement, Responsible Governance, and Digitalisation. These themes are designed to ensure business continuity, regulatory compliance, and operational efficiency, enabling DTC to manage risk and enhance resilience.

Building on these foundations are the Company's strategic priorities – high-impact focus areas where DTC seeks to deliver meaningful, measurable progress. The strategy follows a tiered structure, in which strong performance across foundational themes directly enables advancement in higher-level priorities. This interconnected approach ensures coherence across ESG initiatives while driving sustainable growth and long-term value creation.



ESG Strategy in Focus

For each topic, DTC defines clear focus areas, commitments, and key performance indicators (KPIs) to ensure accountability across the organisation. Responsibility for implementation rests with the relevant functional divisions, which are tasked with driving progress and delivering measurable outcomes.

Key Material Topics

These priority topics reflect the issues most critical to DTC’s ability to operate safely, maintain trust, and deliver reliable mobility services. They directly align with the Company’s ESG focus by addressing environmental impact, social responsibility for drivers, employees and customers, and strong governance through ethical oversight, data protection, and accountable decision-making.

- Health and safety
- Driver development and wellbeing
- Ethics and compliance
- Cybersecurity, data privacy, and innovation
- Corporate governance
- Customer service
- Employee development and wellbeing
- Business development
- Climate change

Strategy Topic	Focus Points	Commitment
Responsible Governance	Established Board governance and ethical business practices	Maintaining strong Board oversight and ethical standards through accountability, transparency, and responsible decision-making.
Sustainable Procurement	Sustainable supplier choices	Embedding sustainability and ethical standards into procurement to reduce environmental impact and support responsible supply chains.
Digitalisation	Technology tools for sustainable progress	Leveraging digital solutions to improve resource efficiency, reduce environmental impact, and enhance customer engagement.
Green Operations	Fleet decarbonisation	Reducing emissions through the electrification and hybridisation of the vehicle fleet.
	Green infrastructure and offices	Applying resource-efficient building practices and technologies to lower the environmental footprint.
	Waste and recycling	Reducing landfill waste through segregation, recycling partnerships, and automated waste processing.
	Digital ESG monitoring	Using digital tools to enable real-time monitoring of emissions, energy, and waste performance.
	Fleet decommissioning and circular economy	Safely retiring vehicles responsibly by maximising reuse, recycling, and material recovery.
Care for Our People	Employee and driver development	Delivering training and skills development to support safety, performance, and behavioural improvement.
	Employee and driver wellbeing	Supporting wellbeing and engagement through structured programmes and digital transparency.
	Road safety	Improving road safety through targeted training and first-aid capability.
	Diverse and inclusive representation	Promoting diversity, inclusion, and local employment across the workforce.
Community Impact	Support and development of local communities	Contributing to local social and economic development through employment, education, and infrastructure support.
Customer Happiness and Engagement	Promotion of green transportation	Encouraging adoption of sustainable transport options and greener mobility choices.
	Customer safety and happiness	Delivering safe, reliable, and sustainable transport to enhance customer satisfaction.

Alignment with Corporate Strategy

DTC's ESG strategy functions as the navigational system for its corporate journey. The corporate strategy sets the destination through growth, digital adoption, and market leadership – the ESG framework ensures the journey is resource-efficient, powered by a motivated and safe workforce, and conducted under rigorous, transparent oversight.

Each KPI within the ESG framework is designed to directly or indirectly support the achievement of broader corporate strategic KPIs, ensuring that sustainability initiatives align with and strengthen overall performance.

Strategic Objectives		ESG Topics	ESG Focus	Fundamental Enabler
	Ensure sustainable growth and maintain a leading market presence	Digitalisation	Technology tools for sustainable progress	Responsible Governance (essential for all strategic objectives and focuses)
	Ensure strong profitability and cash flow	Sustainable procurement	Sustainable supplier choice	
	Provide superior customer experience	Customer happiness and engagement	Promotion of green transportation	
			Customer safety and happiness	
	Create a positive impact on health, safety and the environment	Green operations	Fleet decarbonisation	
			Green infrastructure and offices	
			Fleet decommissioning and circular economy	
	Be the employer of choice across all functions	Care for our people	Support and development of local communities	
			Employee & driver development and wellbeing	
	Be the employer of choice across all functions	Care for our people	Road safety	
			Diverse and inclusive representation	
	Foster collaborative and high-value partnerships	Sustainable procurement	Sustainable supplier choice	

➤ Find out more about [DTC's Corporate Strategy](#)

DTC Contribution to the UN SDGs and UAE National Goals

DTC aligns its ESG strategy with leading international frameworks to ensure its activities contribute to long-term sustainable growth and shared social and environmental value. Through alignment with the United Nations Sustainable Development Goals, DTC actively contributes to ten SDGs, reinforcing its commitment to responsible operations and outcomes that benefit people and the planet.

At the national level, DTC supports the UAE's long-term development agenda through alignment with We the UAE 2031, the country's ten-year roadmap focused on building a forward-looking society, economy, and ecosystem. This alignment reflects DTC's role in supporting national priorities while strengthening resilience and sustainable value creation.

Alignment with UAE National Goals ('We the UAE 2031')	Related Key UN SDG	DTC's Specific Contributions
<p>DTC supports economic growth by enabling mobility that underpins GDP expansion, tourism development, and the attraction of global talent.</p>		<ul style="list-style-type: none"> Enables GDP growth and tourism through high-volume taxi and e-hailing services that support daily economic activity across Dubai Supports decent work through structured driver engagement, transparent payroll systems, and digital work-visibility tools Invests in smart mobility infrastructure and digital platforms, including ERP systems, dashboards, and e-hailing integrations
<p>DTC enhances quality of life and social wellbeing by providing safe, reliable, and accessible transport while supporting employment opportunities.</p>		<ul style="list-style-type: none"> Enhances public safety and wellbeing through road safety training programmes and partnerships with Dubai Police Delivers large-scale driver and employee development, including over 289,000 training man-hours using digital and peer-led learning platforms Promotes inclusion through tailored mobility services for women and People of Determination, supported by targeted awareness and training initiatives
<p>DTC contributes to global sustainability objectives through its long-term transition to a fully electric taxi and limousine fleet.</p>		<ul style="list-style-type: none"> Advances climate action through the phased electrification and hybridisation of the taxi and limousine fleet Integrates climate considerations into planning through EV charging guidelines, energy preservation procedures, and environmental monitoring systems
<p>DTC supports the development of a smart and integrated mobility ecosystem through digitalisation initiatives and strategic partnerships.</p>		<ul style="list-style-type: none"> Builds a smart and integrated mobility ecosystem through digitalisation initiatives and strategic partnerships, including Bolt Strengthens responsible resource use through fleet lifecycle management, parts reuse, waste segregation, and recycling partnerships Enhances governance and transparency through digital driver systems, ICFR tracking tools, and ESG data platforms

➔ For a deeper dive into DTC's alignment with these frameworks, consult [the 2024 Annual Report here](#)

Stakeholder Engagement

DTC maintains an ongoing dialogue with stakeholders, enabling transparent communication and ensuring relevant insights inform decision-making processes.

For Dubai Taxi Company, a clearly defined engagement framework enables stakeholder feedback to be systematically reviewed and reflected in policies, service design, and operational priorities. Ongoing engagement helps the Company anticipate expectations, respond to emerging issues, and maintain alignment with community needs and industry developments.

Stakeholders	Customers (B2C)	Customers (B2B)	Local communities	Partners and suppliers	Competitors	Regulators and national authorities
Engagement Channels	<ul style="list-style-type: none"> • DTC Call Centre • Website • Social media • Customer surveys • In-person visits • Complaints through apps • Other complaint platforms 	<ul style="list-style-type: none"> • B2B customer care channels • In-person meetings • DTC Call Centre • DTC Customer Happiness Office • Website • Customer surveys • Complaint platforms • Whistleblowing channels 	<ul style="list-style-type: none"> • Website • Social media • Events 	<ul style="list-style-type: none"> • In-person meetings • DTC Systems procurement platform • Supplier audits and site visits • Feedback and whistleblowing channels 	<ul style="list-style-type: none"> • Market analysis • Industry conferences • Benchmarking and performance metrics • Website • Financial statements and reports 	<ul style="list-style-type: none"> • Financial statements and other reports • Consultative meetings and audits • Auctions • Workshops and training • Conferences and discussions • Electronic platforms • Investor events, calls, and presentations (DFM) • Usage of complaint platforms (RTA)
Key Priorities	Customers prioritise safe, reliable, and accessible transport services, supported by responsive customer care and strong data protection.	B2B customers focus on dependable, cost-effective services that meet operational needs, regulatory requirements, and sustainability expectations.	Local communities value safe and inclusive mobility solutions that support accessibility, environmental responsibility, and positive local impact.	Supply-chain partners prioritise stable, transparent relationships that support innovation, ethical practices and long-term collaboration.	Within the competitive landscape, priorities relate to fair competition, service quality, cost efficiency, and responsible market conduct.	Regulators expect strong compliance, transparent governance, high safety standards, and alignment with national development and sustainability objectives.
How Feedback Is Used	Drives improvements in service quality, safety, accessibility, digital platforms, and complaint handling.	Supports optimisation of service delivery models, customisation, cost efficiency, and compliance.	Informs route planning, community initiatives, safety programmes, and environmental actions.	Shapes procurement decisions, supplier performance management, ethical sourcing and fleet innovation.	Provides insight for strategic planning, pricing considerations, and operational efficiency.	Guides compliance frameworks, governance practices, disclosures, and alignment with national priorities.

Stakeholders	Banks and financial institutions	Insurance companies	Business and industry associations	Media	Shareholders	Employees and drivers
Engagement Channels	<ul style="list-style-type: none"> • Digital banking platforms • In-person communication • Financial statements and other reports • Website 	<ul style="list-style-type: none"> • Insurance portals • In-person communication (via email) • Inspection • Financial statements and other reports • Website 	<ul style="list-style-type: none"> • Conferences and events • Public relations and media outreach • Collaborative projects 	<ul style="list-style-type: none"> • Press-releases • News conferences • Interviews • Social media • Website • Financial statements and other reports 	<ul style="list-style-type: none"> • Financial statements and other reports • Annual general meetings • Company website • Press releases and newsletters • Investor meetings, conferences, and earnings calls • Email and phone inquiries • Regulatory disclosure and stock exchange announcements 	<ul style="list-style-type: none"> • In-person communications • Meetings and emails • Surveys • Systems and Intranet • Mobile apps • Grievance channels • AskHR • Whistleblowing channels
Key Priorities	Financial institutions emphasise sound financial performance, effective risk management, transparency, and strategic resilience.	Insurers focus on robust safety systems, maintenance, effective risk mitigation, and consistent compliance with regulatory and policy requirements.	Industry bodies prioritise collaboration on innovation, sustainable mobility solutions, and alignment with evolving regulatory frameworks.	The media values timely, accurate, and transparent information, supported by open and constructive engagement.	Shareholders prioritise long-term value creation, strong financial and operational performance, effective governance, and sustainability integration.	Informs strategy, governance, dividend considerations, and long-term value creation.
How Feedback Is Used	Contributes to financial planning, risk management, transparency, and capital allocation.	Enhances safety management systems, risk mitigation measures, and claims processes.	Enables collaboration on innovation, sustainable mobility initiatives, and regulatory alignment.	<ul style="list-style-type: none"> • In-person communications • Meetings and emails • Surveys • Systems and Intranet • Mobile apps • Grievance channels • AskHR • Whistleblowing channels 	Employees and drivers value fair treatment, safe working conditions, professional development, and a supportive workplace culture.	Strengthens workforce policies, wellbeing programmes, safety performance, and engagement.

Materiality Assessment

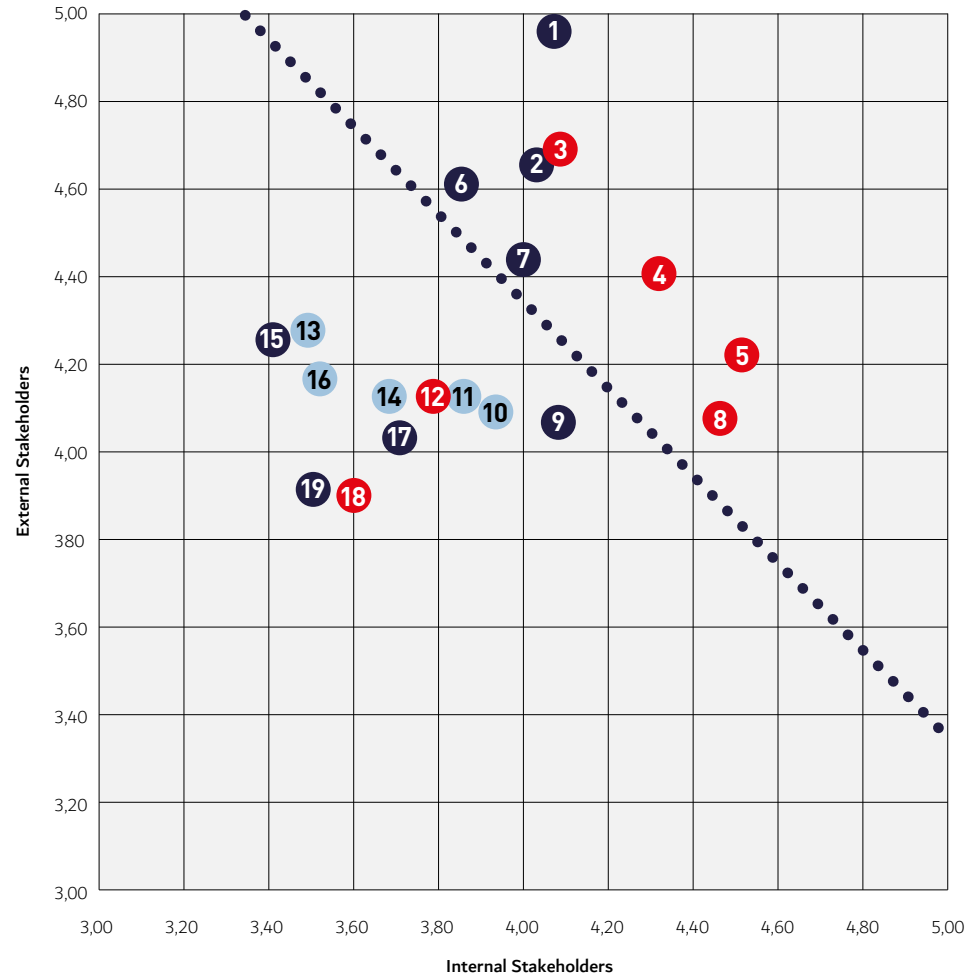
Impact materiality assessments enable DTC to identify and prioritise the sustainability issues that have the most significant impact on people, the environment, and the economy.

As part of its ESG strategy development, DTC carried out a materiality assessment in line with the impact materiality principle of the GRI Standards 2021. The assessment considered DTC's actual and potential impacts across its operations, alongside sector-specific challenges, regulatory developments, market expectations, and peer practices.

Materiality Process

- A peer benchmarking and standards review identified **19 potential material topics** relevant to DTC's operating context.
- These topics were underpinned by **135 specific impact themes**, capturing environmental, social, and economic impacts across the value chain.
- Input was gathered from more than **60 internal and external stakeholders**, including management, employees, customers, investors, regulators, digital partners, and local communities.
- Stakeholder feedback, management interviews, and expert judgement were analysed together to assess the severity and significance of each impact.
- As a result, **eight material topics** were prioritised, with **climate change additionally elevated** based on expert judgement and internal stakeholder input, reflecting its strategic importance to long-term mobility and decarbonisation.

Materiality Matrix and Material Topics



E Environmental

10	Climate change
11	Energy and fuel efficiency
13	Water management
14	GHG emissions and air quality
16	Waste management

S Social

1	Health and safety
2	Driver development and wellbeing
6	Customer service
7	Employee development and wellbeing
9	Human rights
15	Development of local communities
17	Urban mobility
19	Diversity and inclusion

G Governance

3	Ethics and compliance
4	Cybersecurity, data privacy, and innovation
5	Corporate governance
8	Business development
12	Sustainability management
18	Supply chain management

ENVIRONMENT

Dubai Taxi Company supports the UAE’s climate ambitions by embedding environmental responsibility into its operations, focusing on efficient resource management, emissions reduction, and the transition to more sustainable mobility through a cleaner, lower-emission fleet.

Climate Change

Management Approach

DTC’s approach to managing climate-related issues is guided by its Sustainability Policy and Environmental Policy, which together set the framework for reducing environmental impact, improving resource efficiency, and supporting the transition to sustainable mobility.

Dubai Taxi Company confirms that no environmental violations occurred during the reporting period. All operations complied with applicable environmental regulations and sustainability standards. The Company further confirms that it has not paid any fines or penalties related to environmental or ecological issues during the past four fiscal years.

Sustainability Policy

The Sustainability Policy outlines the Company’s commitment to supporting a low-carbon economy through cleaner energy use, enhanced efficiency, and progress towards circular economy principles.

Dubai Taxi Company’s Sustainability Policy integrates Environmental, Social, and Governance principles into corporate strategy, operations, and decision-making. Executive Management retains ultimate oversight, with defined responsibilities assigned across functions to ensure effective implementation.

The Policy:

- Establishes measurable sustainability objectives aligned with the ESG Strategy 2024–2029
- Commits to continuous improvement and performance monitoring
- Covers DTC’s operations and extends to suppliers and business partners
- Promotes stakeholder engagement and transparency
- Requires employee training and awareness on sustainability commitments
- Supports responsible procurement and ethical supply chain practices

Environmental Policy

Meanwhile, the Environmental Policy provides a structured approach to managing environmental responsibilities, ensuring compliance with regulatory and voluntary commitments while driving measurable improvements in environmental performance.

Dubai Taxi Company’s Environmental Policy establishes a formal framework for managing environmental impacts across its operations and value chain. The Policy defines clear accountability for implementation, with Executive Management providing oversight and the QHSE function responsible for monitoring, reporting, and continual improvement.

The Policy:

- Sets defined environmental objectives and performance targets
- Commits to continuous improvement of environmental performance
- Ensures compliance with applicable UAE environmental legislation and national sustainability strategies
- Applies to DTC’s own operations and extends expectations to suppliers and partners
- Encourages stakeholder engagement on environmental matters
- Provides environmental training and awareness to employees

Oversight of climate-related and environmental matters sits within the QHSE (Quality, Health, Safety, and Environment) function. Climate risks and performance are also reviewed at Executive level through the ESG Committee, with senior management providing governance and oversight through established corporate reporting and disclosure processes.

Climate Strategy

DTC's climate strategy is centred on fleet decarbonisation, digital monitoring, and operational efficiency. The Company began transitioning to hybrid vehicles in 2011 and electric vehicles in 2017, establishing the foundation for its long-term decarbonisation roadmap.

To support this transition at scale, DTC has developed comprehensive EV charging guidelines, updated EV scheduling and charging management procedures, and implemented a dedicated Business Continuity Plan for electric vehicle operations. Environmental sustainability is also promoted externally through public awareness initiatives highlighting eco-friendly taxis. Digital capability underpins delivery of the climate strategy. In 2025, DTC transitioned from manual environmental tracking to a digital ESG data collection tool, consolidating data on energy use, emissions, and waste KPIs. This platform supports data-driven decision-making and prepares the Company for the planned 2026 launch of a Governance, Risk, and Compliance (GRC) system with a dedicated ESG module.

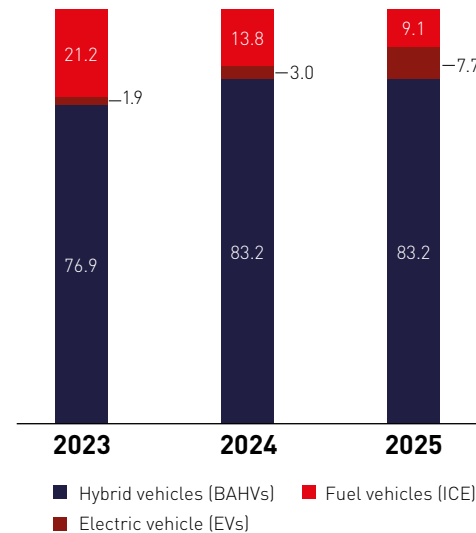
Goal: **100%** EV fleet by 2040

Commitment to Environmental Protection

Dubai Taxi Company is committed to protecting the environment and supporting biodiversity by reducing emissions, conserving resources, and implementing sustainable mobility initiatives that help preserve Dubai's natural ecosystems.

DTC recognises the importance of biodiversity and the role that responsible operations play in safeguarding natural habitats. Environmental considerations are integrated into operational planning and decision making, with a focus on minimising ecological impact across fleet activities and facilities.

Road Fleet Distribution, %



This commitment is reflected through:

- **Emission reduction and fleet transition:** Expanding an eco-friendly and low emission vehicle fleet to reduce air pollutants and support national environmental objectives.
- **Responsible resource management:** Monitoring and managing energy use, waste generation, and resource consumption across operations.
- **Environmental risk awareness:** Considering potential environmental impacts in operational changes and infrastructure development.
- **Stakeholder engagement:** Aligning initiatives with regulatory requirements and national sustainability priorities.

Accelerating Fleet Electrification through Partnership with DEWA

In 2025, DTC entered into a long-term strategic partnership with the Dubai Electricity and Water Authority (DEWA) under the EV Green Charger initiative. The agreement provides for the deployment of 208 ultra-fast EV charging stations across Dubai, set to expand to 354 by 2040, supporting the electrification of DTC's fleet. The infrastructure will be rolled out in 11 strategic locations, including two major charging hubs at the DTC depot near Dubai International Airport and the Company's headquarters in Muhaisnah 4.

Launched at WETEX 2025, the project features next-generation chargers of up to 360kW and represents a critical enabler of DTC's high-volume electric fleet operations.



Managing GHG Emissions and Air Quality

DTC manages greenhouse gas (GHG) emissions through targeted operational measures that improve fleet efficiency and reduce fuel consumption and operating costs. Emissions performance is driven primarily by the ongoing transition to hybrid and electric vehicles, supported by energy management and environmental monitoring procedures embedded into day-to-day operations.

These actions support alignment with the UAE’s Net Zero by 2050 ambition while contributing to improved air quality in Dubai, where road transport is a significant emissions source. By progressively lowering fleet-related emissions, DTC strengthens climate resilience and positions its mobility services for long-term, low-carbon growth.

Reducing Emissions

DTC is pursuing several initiatives to reduce its carbon footprint, with a goal of achieving a 100% environmentally friendly fleet by 2030. Apart from the environmentally friendly fleet transition, DTC continues to improve fuel efficiency through optimised fleet management and maintenance.

DTC’s extensive in-house maintenance capabilities ensure vehicles remain compliant with environmental standards, and any non-compliant units are promptly decommissioned. While DTC works to minimise all air pollutants, the direct reduction of CO₂ emissions remains its top environmental priority in line with national sustainability objectives.

Despite an increase in total trips during the year, Scope 1 emissions remained largely stable, reflecting improvements in fleet fuel efficiency and vehicle optimisation. Scope 2 emissions increased year on year, driven by higher electricity consumption associated with the expansion and increased use of EV charging infrastructure.

GHG Emissions Data (tCO ₂)	2024	2025	Change (YoY)
Scope 1	242,817	244,823	+0.8%
Scope 2	5,867	8,242	+40%

Improving Energy Efficiency in Driver Accommodation

In 2025, DTC completed a major refurbishment of its driver accommodation facilities, introducing modern, energy-efficient cooling systems designed to improve living conditions while reducing electricity consumption. The upgrade enhanced thermal comfort for drivers and contributed to measurable improvements in energy performance across the facilities.

Building on this initiative, DTC continues to strengthen energy efficiency across its operations through targeted monitoring and preventive maintenance, alongside the phased adoption of energy-saving technologies across offices and depots.

Refrigerant Use and Management

Refrigerants play an important role in supporting the Company’s operations, including temperature control within facilities and the effective operation of fleet vehicles. Their responsible use and management are relevant to DTC’s operational efficiency and broader environmental considerations.

Refrigerants of HVAC

Refrigerant	Quantity (kg)
R-22	1,033.00
R-410A	260.85
R-32	5.00

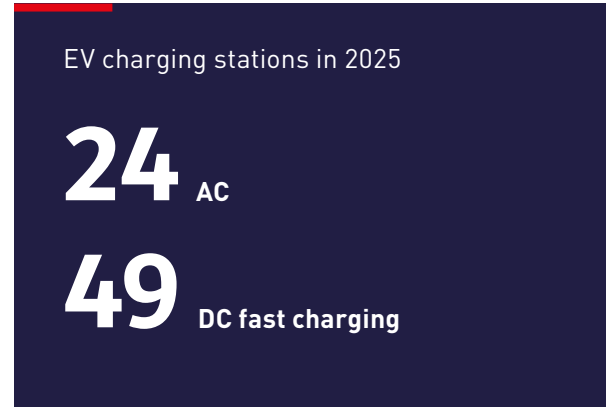
Refrigerants of Fleet Vehicles

Refrigerant	Quantity (kg)
R1234YF	101.00
R-134A	340.00
R-141B	1,714.00

Energy Consumption

DTC manages energy use across its fleet and facilities through efficiency-focused measures that reduce electricity consumption, lower operating costs, and support emissions reduction. Energy performance is closely linked to operational reliability and is monitored to support continuous improvement, while also contributing to alignment with the UAE's climate and sustainability objectives.

The increase in electricity consumption during 2025 primarily reflects the significant expansion of DTC's EV charging infrastructure and the growing number of electric vehicles in the fleet. Higher electricity use is therefore directly linked to fleet electrification and the shift from fuel-based energy to electric charging, rather than increased consumption across offices or operational facilities.



Accelerating Fleet Electrification

In 2025, Dubai Taxi Company (DTC) partnered with Al-Futtaim Electric Mobility to deploy 380 all-electric BYD SEAL taxis across Dubai, marking a key step in advancing the UAE's Net Zero 2050 goals. The high-performance BYD SEAL, with a range of up to 370 km per charge, are set to further enhance operational efficiency while reducing emissions and fuel use.

With 91% of its fleet already hybrid or electric, this milestone strengthens DTC's progress toward 100% electrification by 2040, reinforcing its leadership in sustainable mobility and its contribution to Dubai's green transport vision.



Reducing Energy Consumption

Dubai Taxi Company continues to implement targeted initiatives to improve energy efficiency across its operations. The Company has installed solar panels across its workshop and accommodation areas, supplying approximately 25% of its energy needs, representing the maximum solar capacity currently permitted under existing regulations.

With HVAC systems accounting for a significant share of electricity consumption, DTC has prioritised energy efficiency improvements across driver accommodation facilities. Approximately half of the HVAC units have already been

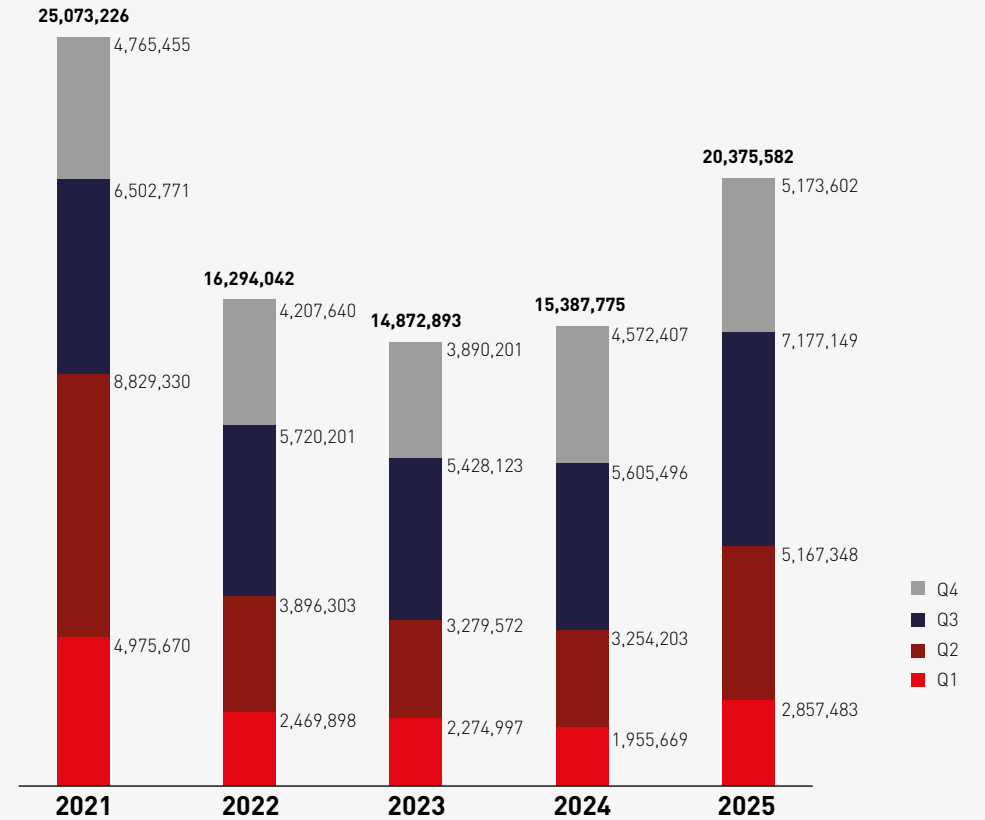
upgraded or adapted to improve efficiency, contributing to reduced energy use and improved thermal comfort.

In addition, DTC has implemented a range of energy-saving initiatives across its facilities, including lighting upgrades and improvements to cooling systems.

25% electricity from renewable sources



Electricity Consumption by Quarter, kWh



470,000 kWh
saved annually from LED bulbs

3,050,000 kWh
saved annually efficient AC's

Water Management

DTC operates in a water-scarce environment and manages water use across its facilities to support efficiency and responsible resource use. Oversight of water and waste-related matters is integrated within the QHSE and Operations functions, ensuring controls and monitoring are embedded into day-to-day activities.

Water Use Reduction

A major share of Dubai Taxi Company's water consumption comes from vehicle washing at its workshop, where a closed-loop recycling system managed by ENOC is in place. As part of DTC's safety and quality standards, all vehicles are washed every 24 hours using a mechanical purification process that avoids toxic chemicals.

All water from washing is collected, treated, and reused, significantly reducing overall consumption. Since launching its water-saving car wash initiative in 2018, DTC's closed-loop system, which cleans over 2,500 vehicles daily, has achieved an 82% reduction in water usage for vehicle cleaning.

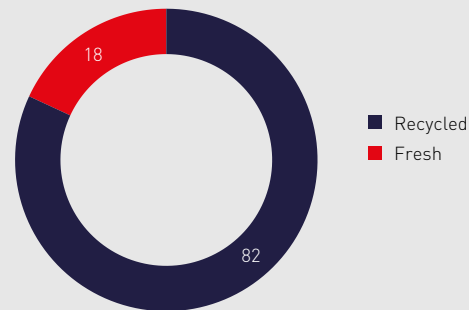
82% Water recycled from car washing



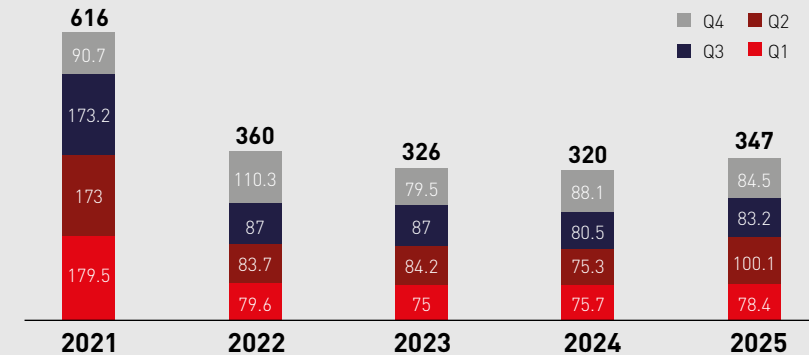
Closed-loop Water Recycling, thousand litres

	2024	2025
Total water used for car washing	124,234	136,260
Recycled water used	108,417	111,441
Fresh water used	15,817	24,818

Water Used in Car Washing, %



Water Consumption, ML



Waste Management

Dubai Taxi Company has established waste management programs that include action plans to reduce waste generation and improve resource efficiency across its operations. Waste is managed through controlled handling, segregation, and disposal practices to ensure compliance with applicable environmental and safety requirements.

Through these measures, DTC continues to advance sustainable resource management while ensuring safe, compliant and environmentally responsible operations.

Our waste management framework includes:

- **Action plans to reduce waste generation**, focusing on efficient maintenance practices, refurbishment, and lifecycle management of vehicles and equipment.
- **Recycling and responsible disposal arrangements**, including partnerships with municipality approved waste management providers for the collection and treatment of general and hazardous waste.
- **Hazardous waste management**, covering used oil, batteries, tyres, and vehicle fluids, which are handled through authorised recycling or recovery channels to prevent environmental contamination.
- **Circular economy practices**, such as reusing components from decommissioned vehicles, returning tyres to suppliers, and auctioning retired vehicles for reuse or parts recovery in line with RTA regulations.
- **Operational efficiency measures**, including maintaining a limited number of vehicle models to optimise spare parts utilisation and extending fleet lifespan through in-house refurbishment and repair.

Waste Management and Resource Efficiency Training

In 2025, DTC strengthened employee awareness of environmental responsibilities by introducing a mandatory QHSE induction for all staff members.

The induction places particular emphasis on: **Waste management and segregation**, reinforcing proper handling and disposal practices to minimise environmental impact. **Efficient resource use**, including practical guidance on energy conservation and responsible workplace behaviour to support sustainable operations.

Waste from Vehicles

Components	2024	2025	Change (YoY)
Wheel rim (Qts)	698	638	-8.6%
Condenser (Qts)	939	1,450	+54.4%
Radiator (Qts)	486	524	+7.8%
Compressor (Qts)	473	1,034	+118.6%
Alternator (Qts)	105	361	+243.8%
Battery (Qts)	5,551	5,146	-7.3%
Tyres (Qts)	20,945	13,551	-35.3%
Used oil (Litres)	216,320	231,447	+7.0%

Waste from Buildings

Accommodation Waste (Tonnes)	2025
Total waste collected	1,542
Total waste recycled	287
Total waste disposed	1,255
Waste incinerated with energy recovery (WtE)	459
Waste converted to refuse-derived fuel (RDF)	134
Total waste diverted from landfill	880
Total waste sent to landfill	664
Recycling rate (%)	18.6
Waste diversion rate (%)	57.1

Premises Waste (Tonnes)	2025
Total waste collected	857
Total waste recycled	186
Total waste disposed	671
Waste incinerated with energy recovery (WtE)	236
Waste converted to refuse-derived fuel (RDF)	71
Total waste diverted from landfill	493
Total waste sent to landfill	364
Recycling rate (%)	21.7
Waste diversion rate (%)	57.5

Progress Since 2024

In 2025, DTC accelerated its transition toward lower-emission mobility while strengthening environmental controls across energy, water, and waste management. Progress was driven primarily by fleet electrification, expansion of EV charging infrastructure, and improved digital monitoring of environmental performance.

Fleet Electrification and Emissions

- **91% of the fleet is now hybrid or electric**, advancing progress toward full electrification by 2040
- Deployment of 435 all-electric taxis in 2025
- Scope 1 emissions increased marginally by 0.8%, reflecting fleet activity levels
- Scope 2 emissions increased by 40%, driven by higher electricity demand from EV charging

Key change: Emissions profile continued to shift from fuel-based to electricity-based energy use.

Energy Management

- Total electricity consumption increased by 32.4%, primarily due to EV charging demand
- Electricity use at EV charging stations increased by 703%, reflecting infrastructure expansion
- Office and workshop electricity consumption remained stable or declined
- **25% of electricity was supplied from on-site solar**

Key change: Growth in electricity consumption was driven by electrification rather than facility inefficiency.

Resource Management: Water and Waste

- Total water consumption increased to 346,879 thousand litres in line with operational scale
- Vehicle washing continued to operate under water-recycling systems, limiting fresh water use
- **Waste diversion rates exceeded 57%** across accommodation and operational sites
- High-volume waste streams such as tyres and batteries declined through refurbishment and reuse

Key change: Resource controls scaled in line with operational growth.

2025 Highlights

Rapid expansion of EV charging infrastructure

Continued shift in emissions profile aligned with fleet electrification

Strengthened environmental data governance and reporting capability

SOCIAL

DTC is dedicated to creating a supportive and safe working environment for its employees and drivers while ensuring high standards of customer service and community wellbeing across all operations.

Human Rights Commitment

Dubai Taxi Company is committed to respecting and upholding human rights across its operations. The Company does not tolerate human trafficking, forced labour, or child labour and promotes fair and ethical employment practices in line with applicable UAE laws.

DTC upholds the principles of non-discrimination, equal opportunity and respect for dignity in the workplace. Employment decisions are based on merit, and all employees are treated with fairness and respect. The Company supports safe working conditions, access to grievance mechanisms, and the protection of individual rights through established whistleblowing and reporting channels.

This commitment applies to DTC's own operations, including employees and contractor drivers, and is reinforced through governance frameworks and internal controls. DTC also expects suppliers and partners to adhere to ethical conduct, labor standards and responsible business practices consistent with these principles.

✦ Read more in the [Diversity and Inclusion section](#)

Human Rights Risk Assessment Process

Dubai Taxi Company follows a structured process to identify and manage human rights risks among employees and suppliers.

- 1. Policy Commitment** – Human rights principles are embedded in DTC's Code of Conduct and Supplier Code of Ethics, aligned with UAE labour law and international standards.
- 2. Risk Screening** – Employees are assessed for compliance with labour, health, safety, and ethical requirements.
- 3. Employee Safeguards** – Confidential grievance and whistleblowing channels allow workers to report concerns without retaliation.
- 4. Monitoring and Governance** – Compliance, internal audit and governance teams review findings and recommend corrective actions.
- 5. Continuous Improvement** – Outcomes from reviews and feedback inform policy updates, training, and engagement efforts.



Non-Discrimination and Anti-Harassment Statement

Dubai Taxi Company maintains a zero-tolerance policy toward discrimination and harassment in any form, including sexual and non-sexual harassment. The Company is committed to providing a workplace free from intimidation, abuse, or unfair treatment based on nationality, gender, religion, age, or any other protected characteristic.

All employees are required to uphold respectful and professional conduct. Clear reporting and escalation channels are in place to address concerns related to discrimination or harassment, and all complaints are treated confidentially and investigated promptly. Where misconduct is confirmed, appropriate corrective or disciplinary action is taken in line with Company policies.

Employee awareness is reinforced through mandatory workplace conduct training, ensuring that all staff understand their rights, responsibilities, and the standards expected across DTC's operations.

Customer Service

Maintaining Customer Service Quality

Customer service quality is managed through a structured governance framework led by the Customer Happiness Section (CHS), with support from Business Transformation, Internal Audit, and Compliance, and oversight by senior management to ensure accountability and alignment.

Customer service at DTC is governed by a set of internal policies and procedures, including:

- Customer Satisfaction Policy¹
- Case Management Procedure
- Service Assessment Planning Procedure
- Service Information Management Procedure

These are embedded within the Service Assessment Planning Procedure, which provides a consistent method for evaluating service performance against customer expectations. DTC's approach is further aligned with the Dubai Model for Government Services, the 360 Service Policy, and the Global Star Rating systems, supporting service quality, transparency, and continuous improvement.

¹ This policy governs DTC's customer engagement, emphasising happiness, future readiness, and operational excellence. It outlines roles, responsibilities, KPIs, and a framework for measuring customer satisfaction.

Digital Transformation of Customer Experience

In 2025, DTC significantly advanced its digital customer experience ecosystem through the deployment of an integrated omnichannel CRM platform and strengthened digital channel governance. This transformation marked a shift from fragmented, reactive case management to a structured, data-led, and insight-driven customer experience governance model.

Key enhancements included:

- Full centralisation of customer interactions across website, email, social media, walk-in channels, radio, and referrals into a single CRM environment
- Creation of a 360-degree customer view with structured case categorisation, root cause tagging, and ownership assignment
- Introduction of live dashboards and analytics to proactively identify service gaps and recurring issues
- Closed-loop complaint tracking from receipt through resolution confirmation
- Enhanced integration with Bolt live support and other digital service touchpoints
- Streamlining of B2B and B2C digital communication channels
- Transition of 'In Safe Hands' bookings from email to IVR-based call centre handling for faster response and traceability






Customer-Centred Service Delivery


Dubai Taxi Company embeds customer satisfaction into the design and delivery of its mobility services across all operating segments. Clear pricing, transparent tariff structures and defined taxi allocation criteria are applied consistently to ensure fairness and reliability across the customer journey.


Oversight of service quality, grievance handling, and customer engagement sits with the Customer Happiness Office, which reports to the Chief Business Transformation Officer (CBTO). This reporting line reinforces accountability and ensures customer-related issues are addressed at the highest level of governance.




DTC serves a broad and diverse customer base, including:

Individual and corporate customers 


Government entities and businesses 

Delivery partners 

To track performance and identify improvement opportunities, DTC applies multiple service monitoring tools:


Customer Satisfaction Surveys, conducted annually, semi-annually, and on an ad-hoc basis using phone, in-person, and self-completion formats


Mystery Shopping, providing independent insights into service quality and operational consistency


Service Assessments, carried out regularly to review service delivery against defined standards and customer expectations

Enhanced Mystery Shopper and Independent Insight Programmes

- DTC strengthened its service monitoring framework through:
- Continued engagement of external mystery shopping providers for independent benchmarking
 - Launch of an Internal Mystery Shopper programme using trained DTC volunteers to increase coverage and frequency
 - Commissioning of independent customer perception studies to validate internal findings
 - Introduction of a structured Focus Group Programme to capture qualitative insight on service gaps and expectation shifts



Specialised Mobility Services for the Community

DTC provides specialised mobility services designed to support accessibility, safety, and inclusion, addressing the diverse needs of communities across Dubai and other emirates.

Accessible Transport for People of Determination

DTC operates a dedicated People of Determination taxi service on a 24/7 basis across Dubai and other emirates for journeys starting in Dubai.

The fleet includes specially equipped vehicles designed to support medical and mobility needs, featuring wheelchair lifts, artificial respiratory systems, onboard wheelchairs, and companion seating. These vehicles are clearly identified by a blue special needs icon displayed on the doors and rear window.

Services Designed for Women and Families

To support privacy, comfort, and choice, DTC provides women-focused transport options across different service levels. Ladies and Family Taxis, identifiable by their pink rooftops, are driven exclusively by female drivers.

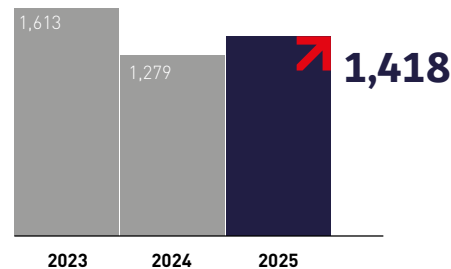
Complementing this offering, the Ameera Limousine service provides Dubai's first female chauffeur-driven limousine experience, combining privacy with premium features such as tinted windows, Wi-Fi, and in-vehicle charging.

Safe Transport for Children

The "In Safe Hands" service is designed to support the safe transportation of children to and from school. Parents can pre-schedule daily, weekly, or monthly rides through the call centre.

Services are delivered by specially trained drivers, providing families with consistent safety, reliability, and peace of mind.

Number of Customer Grievances



Strengthened Complaint Handling in Line with ISO 10002

The Case Management Procedure was formally updated in 2025 in alignment with ISO 10002 Customer Complaint Handling standards.

Improvements included:

- Standardised complaint categorisation and escalation matrices.
- Defined service-level timelines for acknowledgement, investigation, and resolution.

- Closed-loop resolution confirmation, ensuring customers receive follow-up communication.
- Improved governance visibility from receipt to closure, monitored through CRM lifecycle tracking.

As a result, DTC recorded measurable improvements in case handling percentages and resolution timelines compared to previous periods.

Feedback and Complaint Channels

DTC manages customer feedback and complaints through a structured and transparent process designed to ensure timely resolution. The Customer Happiness Team, working in coordination with Marketing Communications, oversees case handling, information validation, and consistency across communication channels.

Customers and drivers can raise feedback through multiple channels, including a 24/7 call centre, dedicated

email support, and the RTA call centre, where cases are investigated and resolved within defined timelines, typically within 24 hours.

To leave feedback or complaint, customers may use:

- Platforms such as Bolt, Hala, S'hail, and others;
- DTC School Bus App;
- Email customers.happiness@dtc.gov.ae
- Tel. 8009090

Our People

DTC's people are central to the safe and reliable delivery of its mobility services. The Company focuses on fair employment practices, capability development, and workforce wellbeing to support consistent performance and long-term organisational resilience.

Fair Employment and Workforce Development

DTC supports workforce wellbeing and professional development through fair employment practices and clear people management processes. A positive and inclusive work environment supports engagement, service quality, and operational consistency across the organisation.

A comprehensive Human Resources Policy governs recruitment, onboarding, training, performance management, compensation, benefits, employee relations and offboarding processes. These policies provide a consistent framework for equal opportunity, transparency, and effective workforce management.

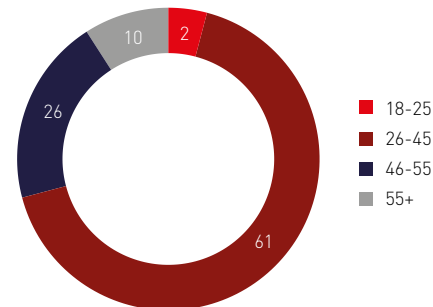
Workforce Composition

DTC operates a diversified workforce model comprising drivers and employees across multiple service lines. Taxi and limousine drivers operate under DTC sponsorship on a performance-based commission model, while bus and My Driver service drivers are directly employed with fixed salaries and benefits. Administrative, technical, and operational teams support service delivery, safety, and the execution of the Company's strategic priorities.

Employee Data

	2023	2024	2025
Total employees	556	554	570
Total employees (men)	487	494	507
Total employees (women)	69	60	63
	2023	2024	2025
Employees of 18-25 years	3	4	12
Employees of 26-45 years	326	336	350
Employees of 46-55 years	153	152	149
Employees of 55+ years	74	62	59

Employees by Age Group, % (2025)



Fair Labour Commitment

Dubai Taxi Company is committed to fair treatment, safety, and wellbeing for all employees and contractor drivers. The Company ensures equitable working conditions, provides a safe and healthy workplace, and promotes respect, dignity, and welfare across its operations.

New People Initiatives and Policy Enhancements

In 2025, DTC introduced several structured people initiatives to strengthen engagement, governance, and employee development. These enhancements supported workforce sustainability, performance alignment, and organisational growth.

- Recognition Policy establishing a structured framework to acknowledge employee contributions and desired behaviours aligned with Company values.
- Launch of the Kafo digital recognition portal enabling monthly, real-time appreciation across teams.
- Comprehensive revision of the HR Policy to enhance clarity, governance, and regulatory alignment.
- Introduction of a Diploma Sponsorship Programme to support capability development aligned with business needs and future skills.

The methodology for calculating the number of employees has changed from 2024. Previously, bus drivers and bus conductors were included in the total employee count; however, the current reported number of DTC employees excludes these categories.

Driver Data

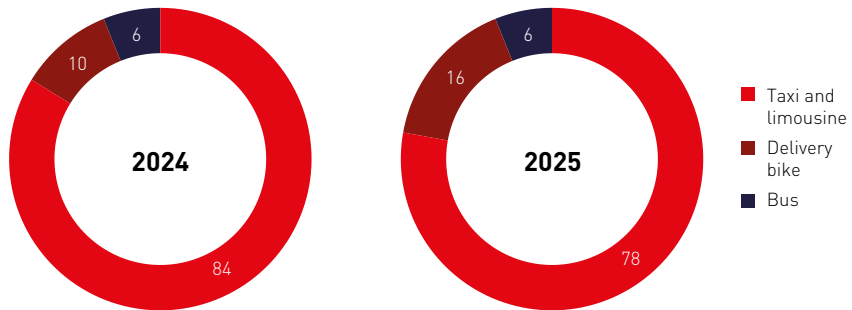
	2024	2025
Total Drivers	18,621	18,743
Taxi and limousine	15,671	14,633
Delivery bike	1,799	2,945
Bus	1,151	1,165

Driver Gender Data

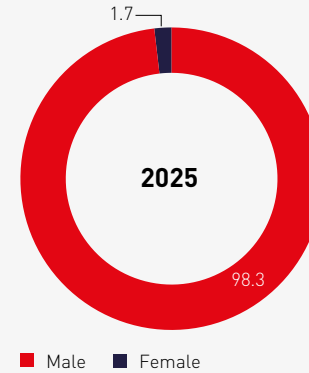
	2024	Percentage	2025	Percentage
Male	18,229	97.9%	18,424	98.3%
Female	392	2.1%	319	1.7%



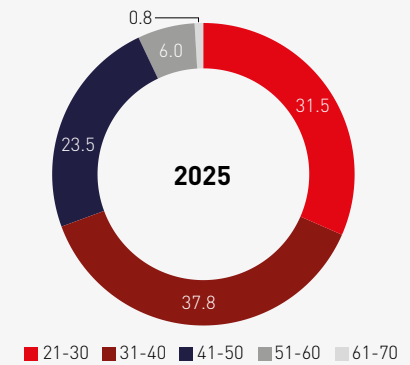
Driver Split by Segment, %



Driver Split by Gender, %



Driver Split by Age, %



Supporting Wellbeing

Workforce Care and Support

DTC supports employee and driver wellbeing through structured initiatives that address physical health, mental resilience, and day-to-day working conditions. These programmes are designed to support safe operations, sustained performance, and workforce engagement across both drivers and staff.

Social support for employees:

Health and wellbeing support

Medical insurance, wellbeing initiatives, on-site mental health support, and access to counselling when needed.

Work-life balance and leave

Parental and accompanying leave, flexible working arrangements, and initiatives supporting work-life balance.

Financial and family support

Interest-free loans, annual airfare allowances, and support related to employees' children's education.

Career development and engagement

Training and development opportunities, internal growth pathways, open-door communication, and employee recognition activities.

Fair pay and benefits management

Regular reviews of compensation and benefits to ensure consistency and competitiveness.

Social support for drivers:

Basic needs and settlement support

Equipped accommodation, visa assistance, paid vacation, and meals through B2B partnerships.

Financial assistance

Interest-free loans, temporary financial support in cases of extreme need, and waived onboarding fees during the initial period.

Employment transition and stability

Assignment to third-party work prior to full qualification, supporting income continuity.

Wellbeing and mental health support

Access to on-site mental health support, including counselling services when required.

More below

Supporting Driver Wellbeing During Ramadan

Dubai Taxi Company (DTC) celebrated Ramadan with initiatives focused on driver wellbeing and community engagement. In partnership with Beit Al Khair and Red Crescent, the Company distributed over 100,000 iftar meals throughout the month and organised sports tournaments such as cricket and volleyball to promote fitness, teamwork, and relaxation among drivers.

On Zayed Humanitarian Workday, DTC collaborated with Dubai Holding to host the 'Gift it Forward' event for 2,400 drivers, bus supervisors and their families. The initiative offered an interactive marketplace where participants could choose gifts tailored to their needs, fostering inclusion and appreciation. Together, these initiatives reflect DTC's ongoing commitment to employee wellbeing and community engagement, supporting the UAE's 'Year of Community 2025' vision.

Employee Engagement and Wellbeing Evolution

In 2025, DTC shifted toward a more strategic, data-led approach to engagement and wellbeing. The focus moved from isolated initiatives to sustained culture-building and leadership-driven connection.

- Stronger emphasis on mental health, energy management, and work-life balance.
- Use of engagement surveys and KPIs to inform programme design.
- Increased leadership visibility and involvement in engagement initiatives.

Driver and Employee Wellbeing Programmes in 2025

In 2025, Dubai Taxi Company delivered a broad programme of wellbeing and engagement initiatives across its driver and employee workforce, with a strong emphasis on sports, physical health, and community.

Employee Initiatives

Sports & Health

- Delivered an on-campus Deskercise session covering yoga, stretching, and breathwork
- Provided free health screening including eye, blood pressure, and diabetes checks
- Offered flu vaccinations across two rounds, externally sponsored
- Participated in the Together We Bloom breast cancer awareness campaign
- Organised a Step with the CEO walking activity with senior leadership
- Ran paddle, billiards, and laser tag recreational sports sessions
- Arranged a leisure yacht cruise for staff

Cultural & Social

- Hosted Ramadan Sohor and Eid Fawala gatherings for Al Fitr and Al Adha
- Celebrated UAE Flag Day and National Day with staff events
- Treated employees to a VIP Global Village experience

Recognition & Development

- Ran a summer learning camp for employees' children
- Celebrated high school graduates with laptop gifts
- Presented Long Service Awards to long-standing staff
- Offered career coaching and professional development sessions
- Hosted informal Morning with the CEO open dialogue sessions

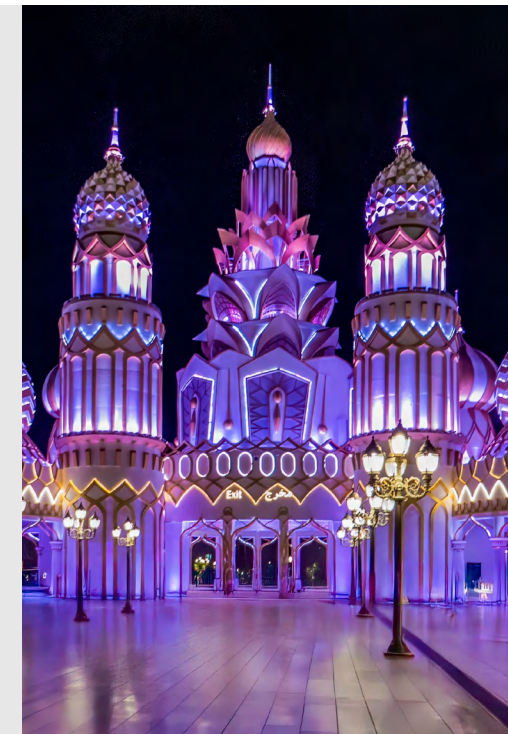
Driver Initiatives

Sports & Health

- Hosted a multi-sport tournament featuring football, volleyball, and cricket
- Participated in the RTA Football Cup external competition
- Competed in the Dubai Police Cricket Tournament
- Delivered the Your Health Matters Initiative, an open health awareness day
- Enrolled drivers in the Dubai Fitness Challenge 30x30, a city-wide fitness commitment
- Organised a recreational bowling tournament

Recreational & Cultural

- Ran two overnight desert camp experiences at Al Tey
- Took drivers on a visit to the Global Village multicultural festival
- Sponsored drivers to perform Umrah, fully externally funded
- Arranged a Wild Wadi Water Park leisure outing
- Held a year-end winter camp



Ensuring Stability and Support for Drivers

DTC supports driver stability and wellbeing through targeted financial, housing, and social support measures that contribute to consistent service delivery. Drivers can apply for interest-free loans linked to end-of-service benefits, repayable over a defined period, and have access to affordable accommodation at the Company's operations centre, reducing commuting time and daily pressures.

Additional support is provided through a petitioning system that allows drivers to request review of fines or accumulated expenses, with cases assessed individually. Driver wellbeing is further supported through organised excursions and social activities, providing opportunities for rest, engagement, and social connection outside of work.

Driver Onboarding and Growth

DTC supports the development of new driver talent through structured financial and employment support during training and licensing. Upon arrival in the UAE, candidates complete training at government-approved institutes, including the RTA, before obtaining full certification.

During the initial training period, candidates receive a pocket allowance and may be assigned to temporary third-party roles, such as valet services, to support income continuity. Following certification, drivers transition into full-time roles within the Company, supporting workforce stability and service readiness.



Supporting Driver Wellbeing and Inclusive Service Delivery

In 2025, DTC strengthened its focus on driver wellbeing through the implementation of a dedicated mental health and wellbeing programme delivered by the Driver Happiness function. As part of the programme, a Driver Wellbeing and Safety Questionnaire was introduced to identify mental health risks, stress factors, workload challenges, and duty-related scenarios faced by drivers, while also promoting awareness of stress management and wellbeing.

New Mental Health and Wellbeing Programme

Dedicated Driver Wellbeing and Safety Questionnaire introduced

Promoting Local Employment and Growth

Contributing to Local Prosperity

Dubai Taxi Company plays an active role in supporting local economic growth by prioritising the recruitment and retention of local talent. This approach creates job opportunities, enhances community development, and contributes to a skilled, stable, and motivated workforce that underpins service quality and operational reliability.

Through a focused recruitment strategy, DTC conducts targeted hiring drives and promotes retention with comprehensive financial and wellbeing benefits. This people-centred approach helps attract qualified drivers, build long-term loyalty, and maintain the operational efficiency needed to support the Company's continued growth and contribution to Dubai's dynamic economy.

Employee Hires and Turnover

	2023	2024	2025
Total number of employees leaving employment during the reporting period	67	62	56
Total employee turnover during the reporting period	12.1%	10.9%	9.0%
Employee turnover during the reporting period (men)	10.9%	11.3%	8.7%
Employee turnover during the reporting period (women)	20.3%	10.0%	19.0%
Total number of new hires during the reporting period	67	78	109

Taxi and Limousine Driver Turnover

Metric	2023	2024	2025
Termination/Resignation	1,954	2,065	3,255
Total Drivers	13,029	15,671	14,633
Turnover	15%	13%	22%

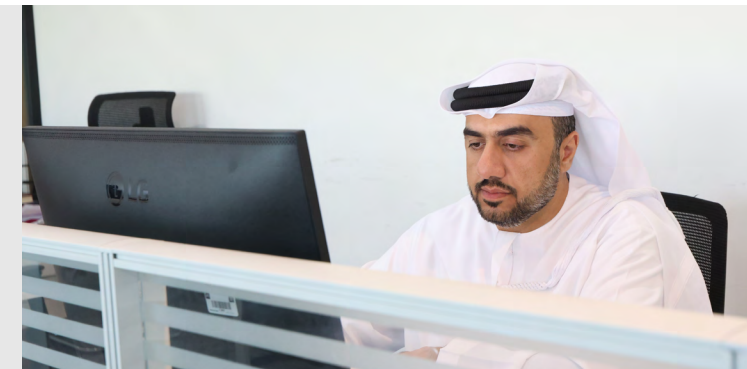
Delivery Bike Driver Turnover

Metric	2023	2024	2025
Termination/Resignation	130	516	1,168
Total Drivers	1,144	2,017	2,757
Turnover	11%	26%	42%

Talent Attraction, Onboarding, and Workforce Planning Enhancements

During 2025, DTC refined its talent management approach to better align recruitment, onboarding, and workforce planning with operational priorities and market conditions.

- Enhanced employer branding through social media, career fairs, and university engagement.
- Revision of salary scales to address recruitment challenges and market competitiveness.
- Structured and standardised onboarding and induction process.
- Stronger workforce control aligned with business needs and role criticality.





Emiratization

DTC supports local community development through Emiratization initiatives that increase the participation of Emirati nationals across its workforce. By developing local talent, the Company contributes to national social and economic priorities while strengthening long-term workforce capability.

43% Emiratization level in H6+ employees

Emiratization at DTC

Strategic Partnerships

DTC collaborates with educational institutions and government entities to deliver internships, mentorships and practical training programmes that prepare Emirati talent for roles within the Company and the wider mobility ecosystem.

Skill Development and Training

DTC provides targeted training, on-the-job development, and career progression opportunities to build technical, operational, and leadership skills aligned with its mobility services.

Supporting Local Population

Emiratization at DTC creates career pathways for Emiratis across mobility, operations, and corporate functions, strengthening workforce capability and national participation in the transport sector.

Diversity, Inclusion, and Equal Opportunity

DTC promotes diversity as a practical enabler of effective operations, collaboration, and service delivery. The Company’s Diversity and Inclusion Policy sets out clear principles to ensure fairness, equal opportunity and access to training and career development across the workforce.

Inclusive practices are reinforced through targeted awareness initiatives that support cultural understanding across a highly diverse employee base. DTC’s workforce represents 50 nationalities, with more than 300 female drivers across operations.



50+ nationalities

300+ female drivers

Fair and Equitable Remuneration

DTC maintains a transparent and equitable pay framework based solely on skills, experience, and job responsibilities. Employee compensation is unaffected by gender, age, nationality, or other personal characteristics, ensuring fairness and equal opportunity across the workforce.

Diversity and Inclusion Strengthening

DTC reinforced its commitment to inclusion in 2025 through measurable hiring objectives and leadership-level diversity targets. This reflects a structured and accountable approach to equitable workforce representation.

- Target to increase female representation at Grade H6 and above.
- 24% female employment achieved in 2025.
- Continued year-on-year focus on leadership diversity.

Employee and Driver Development

DTC invests in structured learning and development to ensure employees and drivers have the skills required to support service quality and operational performance. Training and development activities are coordinated by the HR function in collaboration with line managers and department heads.

Employees complete self-assessments, which are reviewed with line managers to align individual development needs with organisational priorities. This process ensures training remains targeted, relevant, and aligned with DTC's operational and strategic objectives.

Employee Training Initiatives

DTC implements a broad range of training and career development programmes that support professional growth, performance improvement, and leadership readiness. In addition to the three core competencies, other training initiatives include:

- **Leadership Development Programmes** to strengthen managerial and leadership capabilities.
- **Special Projects and Coaching** that provide one-on-one guidance and mentorship.
- **Scholarship Programmes** for selected employees to pursue higher education.
- **Customised Diploma Programmes** aligned with DTC's operational and strategic needs.

Additionally, the Talent Mobility Programme supports succession planning and performance management, while Extended DISC assessments and comprehensive onboarding centres ensure that senior recruits are well-prepared for their roles. Training KPIs are regularly monitored to track progress and impact.

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- Revision of salary scales to address recruitment challenges and market competitiveness.
- Structured and standardised onboarding and induction process.
- Stronger workforce control aligned with business needs and role criticality.

Employee Training Approach

Key Training Competency Areas

Core competencies, covering essential skills required across the organisation

Technical and functional competencies, focused on role-specific operational requirements

Leadership competencies, supporting effective people management and decision-making

AED **6,795** expenses for training per employee

Employee training data	Measure units	2023	2024	2025
Average training hours per employee per year	hours	21	26	21
Average training hours per employee: Men	hours	21	26	24
Average training hours per employee: Women	hours	21	26	15



Developing Drivers

Driver training underpins DTC’s service quality and safety performance. Structured programmes cover customer service, defensive driving, road safety, and regulatory compliance, supporting consistent service delivery and safer operations. Ongoing upskilling ensures drivers are equipped to meet operational standards and evolving mobility requirements across Dubai.

In-House Driver Training Programmes

Training Programmes	Quantity
Work Procedure	435
Customer Service	1,657
Road Safety	5,361
New Driver Induction	2,029
RTA Black Point (Corrective)	56
EV Training – Drivers	2,589
Proactive	3,291
School Bus Induction	64
EV Training- Technicians - IMI Level	46
BOLT Application - Drivers	2,810
First Aid CPR-School Bus Conductor	1,289
Psychological Counselling	27
POD	100
Training: Full Year	19,754

Awareness Training	Quantity
Taxi And Driver Hygiene	2,937
Social Media Awareness	6,505
DTC Accommodation Hygiene	1,589
Dubai Police -Tourism CID Awareness	430
Dubai Police Traffic Safety Awareness	1,009
Dubai Police-Safety and security Internal	1,009
RTA Safety Awareness	1,536
Mental Health Awareness	674
Total	15,689

Third-Party Trainings

Third-Party Training Programmes	Quantity
Bike Rider Safety Training – RTA	635
New Driver Induction – PTA	1,880
Driver Refresher – PTA	6,059
Training: Full Year	8,574

Driver Training in 2025

In 2025, DTC’s training delivery became more targeted and aligned with operational priorities. In-house training volumes increased compared to 2024, with strong growth in customer service, road safety, electric vehicle and wellbeing-related programmes, reflecting a focus on service quality, safety, and fleet transformation.

New driver induction declined as workforce intake stabilised, while refresher and corrective training was delivered more selectively based on need. Third-party training continued to support regulatory requirements and operational consistency. Overall, the 2025 training profile reflects a shift toward more focused, impact-driven capability development.

Building EV Technical Capability through IMI Certification

In 2025, DTC strengthened its electric vehicle support capabilities by delivering IMI-certified EV technical training to its recovery and maintenance teams. A total of nine technicians completed internationally recognised qualifications, enhancing in-house expertise across both EV recovery and advanced technical maintenance.

The programme included EV Recovery Technician Level 2.1, with four technicians certified through 32 training hours, ensuring safe and effective roadside recovery of electric vehicles. In parallel, five technicians completed EV Technician Level 2.2, accumulating 80 training hours focused on higher-risk EV maintenance and diagnostics.

297,596
total training man-hours delivered in 2025

175,636
third-party training man-hours

11.15
average man-hours per trainee (course-based training)

121,960
in-house training man-hours

27,103
trainees completed training programmes

Motivation and Recognition

DTC supports employee and driver engagement through competitive remuneration, comprehensive benefits, and structured performance recognition. These measures are designed to reinforce motivation, encourage high performance, and support long-term retention across the workforce.

Compensation is benchmarked against market standards and complemented by recognition initiatives that reward individual and team contributions. Managers are allocated dedicated budgets to recognise performance through vouchers, gifts, and incentive programmes, including the 'Kafo' scheme and other performance-based or milestone-linked awards.

Incentive Programmes

The 'Kafo' scheme enables managers to provide immediate recognition for exemplary behaviours such as professionalism, vehicle presentation, and customer service, with rewards issued instantly through an ID-based system.



In addition, DTC's Recognition Policy for employees provides a structured framework for rewarding good performance, including during challenging operating conditions, reinforcing a culture that values commitment, resilience, creativity, service excellence and other relevant criteria.

Through Kafo, our employee recognition digital platform, outstanding contributions are acknowledged and celebrated, reinforcing a culture of appreciation and positive values across the organisation.

Health and Safety

Managing Health and Safety

Dubai Taxi Company manages health and safety through its Quality, Health, Safety, and Environment (QHSE) function, which provides weekly updates to management on HSE statistics, incidents, and near misses. Building on earlier alignment with the RTA's OHS requirements, DTC currently operates according to its own independent HSE framework covering both environmental as well as health and safety aspects. The framework includes dedicated HSE and environmental procedures,

communication and fatigue management processes, as well as structured risk and environmental assessments.

The Company's Incident Management Policy outlines procedures for handling incidents ranging from minor events to those with significant impact on people, the environment, assets, or reputation. Complementing this, the Sustainability Policy affirms DTC's commitment to maintaining a healthy, safe, and secure workplace for all employees and drivers.

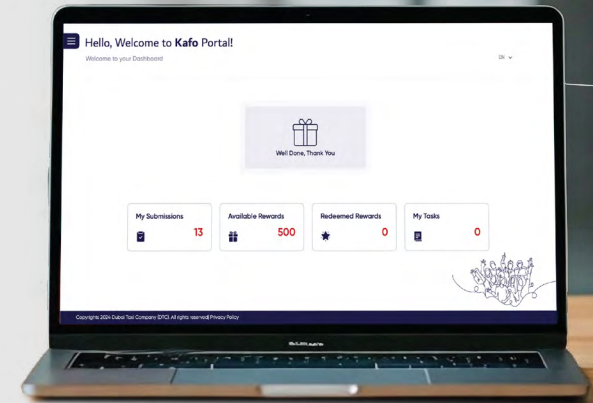
Dedicated Health & Safety Policy

Advancing Health, Safety, and Environmental Policies

In 2025, DTC strengthened its Health, Safety, and Environmental governance by introducing and updating a comprehensive set of policies and management procedures to enhance operational control, risk management, and regulatory compliance across HSE functions.

Key HSE procedures issued and/or updated during the year include:

1. Communication, Participation, and Consultation Procedure
2. Emergency Preparedness and Response Procedure
3. Energy Preservation Management Procedure
4. Environmental Aspect Measurement, Monitoring, and Control Procedure
5. Fatigue Management Procedure
6. Health Control Management Procedure
7. HSE Assessment Management Procedure
8. HSE Performance Monitoring and Control Procedure
9. Incident Management Procedure
10. Waste Management Procedure



Operating Safely and Responsibly

DTC strengthens safety and operational responsibility through structured training, enhanced reporting and assurance, and the use of technology to manage risk. These measures support safe behaviours, stronger oversight, and consistent service delivery across the workforce and fleet.

Enhancing Training Quality and Inclusive Service Delivery

During 2025, DTC strengthened assurance over training quality by introducing an independent training effectiveness evaluation process. Following the completion of driver training, live feedback sessions are conducted on a weekly basis to assess training relevance, delivery, and impact, supporting continuous improvement across learning programmes.

In parallel, People of Determination awareness training was delivered to staff interacting with PoD passengers, particularly at the airport, reinforcing safe, inclusive and accessible service delivery across operations.



Independent training effectiveness evaluation

PoD awareness training

Strengthening Safety Awareness and Training

In 2025, DTC enhanced safety culture through a structured programme of induction, refresher training, and targeted awareness initiatives. A QHSE induction programme was delivered to all new joiners at the start of the year, followed by mandatory refresher training for all employees at year-end. Dedicated HSE induction sessions were also conducted for new drivers in coordination with the Driver Happiness team, while 100 percent of workshop staff completed face-to-face training on Incident Reporting and the HSE Excellence Programme.

Safety awareness was further reinforced through internal communications focused on priority topics such as heat stress, fatigue management, and environmental awareness. All training and awareness materials were made accessible through the iConnect platform under the 'Safety First' section, supporting consistent knowledge sharing across the workforce.



100% of workshop staff completed Incident Reporting and the HSE Excellence Programme training

New QHSE induction programme

Leveraging Telematics to Enhance Driver Safety

DTC is preparing to strengthen HSE performance through the planned implementation of advanced telematics systems in 2026. The system is designed to monitor key driving behaviour parameters, improve GPS optimisation, and support proactive vehicle maintenance, enabling earlier identification of safety risks and operational inefficiencies.

The telematics solution will be deployed across approximately 700 airport fleet vehicles, covering around 1,400 drivers. Performance data will be analysed through dashboards and trend monitoring to identify recurring issues and inform targeted training interventions. In parallel, a monthly driver safety score programme is planned to recognise and reward high-performing drivers, reinforcing safe driving behaviours and continuous improvement in road safety performance.



Planned implementation of advanced telematics systems

Encouraging a Culture of Safe Driving

DTC ensures that all drivers receive comprehensive safety training during onboarding, covering maximum speed limits, seatbelt use, fatigue management, and defensive driving. Drivers with valid complaints or violations are enrolled in refresher courses tailored to the issue. Criminal background checks and driving history verifications are also conducted to uphold accountability.

To recognise excellence in safety, DTC holds an annual 'Safety Award' where the drivers and employees within DTC are provided with recognition and monetary compensation for exemplifying safe work ethic and performance.

Enhancing Incident Reporting and Emergency Preparedness

To strengthen incident management and proactive risk identification, DTC introduced an Electronic Incident Reporting Form in 2025, enabling employees to report accidents and near misses immediately in line with Company policy. To encourage active participation, a monthly recognition initiative was launched, rewarding the top three near-miss reports with AED 500 vouchers.

DTC also conducted seven emergency testing and validation exercises during the year, including both tabletop and live drills. These exercises were designed to validate emergency response and business continuity plans, test coordination and communication among stakeholders, assess response effectiveness, and identify opportunities for further improvement.

New Electronic Incident Reporting Form

7 emergency testing and validation exercises conducted



Maintaining a Safe and Reliable Fleet

DTC maintains a robust vehicle lifecycle and maintenance policy to ensure reliability and safety. In compliance with relevant regulations, internal combustion engine (ICE) and hybrid vehicles are decommissioned after four years, while electric vehicles (EVs) are retired after six, at which point they are either sold or scrapped.

Each vehicle undergoes monthly inspections, with additional ad hoc checks as required. Accident analyses are carried out by specialists who provide recommendations to further reduce incident frequency and enhance safety performance.

Caring for the Health of Our People

Employee wellbeing is a key enabler of safety, performance, and service excellence across Dubai Taxi Company's operations. To support this, DTC partners with clinics, hospitals, and insurance

providers to deliver free on-site health check-ups every one to two months, giving employees and drivers convenient access to preventive care and medical guidance.

To further promote long-term wellness, DTC offers:

Medical Check-Ups

Free Vaccinations

Comprehensive Medical Insurance



Grievances

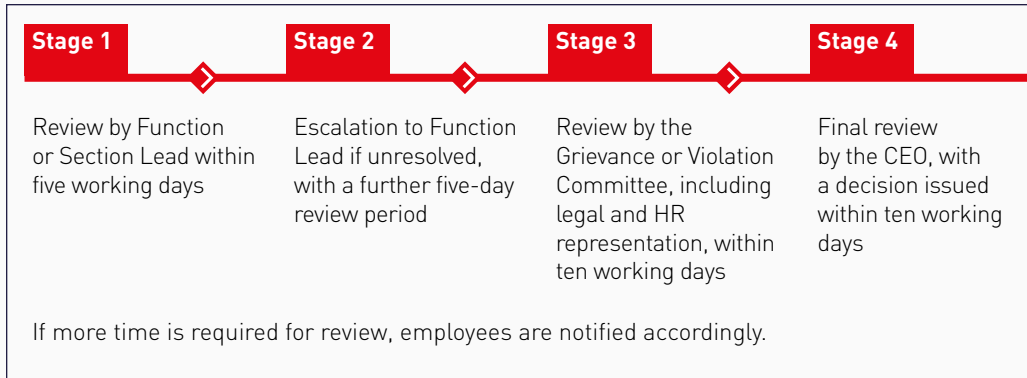
Managing Grievances

DTC maintains clear and accessible grievance channels to support a fair and respectful working environment for employees and drivers. These mechanisms enable concerns to be raised promptly, reviewed objectively, and resolved before issues escalate.

Employees and drivers are encouraged to raise grievances relating to workplace treatment, conduct, or decisions. Cases are initially reviewed at line management level, with escalation to HR or senior management where required. All grievances are handled confidentially and must be submitted in writing within two weeks of the incident.

Grievance System

DTC follows a structured four-stage grievance process with defined resolution timelines:



The AMAN platform serves as a confidential and reliable channel for receiving concerns from both internal stakeholders (drivers and employees) and external sources, ensuring that each submission is directed to the appropriate function for proper handling. All cases received through AMAN are assessed and routed accordingly, with Compliance overseeing every matter until

it reaches a complete and fully documented closure. This approach promotes consistency, strengthens accountability, and provides a seamless experience for all individuals raising concerns.

AMAN grievance system

Community Impact

DTC delivers CSR initiatives that are directly linked to its mobility services, focusing on safety, wellbeing, accessibility, and environmental awareness across the communities it serves.

Corporate Social Responsibility Framework

DTC integrates corporate social responsibility into its core operations, focusing on initiatives that are directly linked to its mobility services and operational footprint. CSR activities are guided by the Company's CSR Policy, which defines priority focus areas and targeted beneficiary groups, ensuring initiatives are relevant, measurable, and aligned with DTC's strategy.

The CSR function operates under the Marketing Department, with initiatives reviewed by the ESG Committee and approved by the CEO. During 2025, DTC further strengthened governance by introducing a dedicated annual CSR budget and a monthly reporting mechanism that tracks CSR and ESG initiatives and reports progress directly to management. Social media remains the primary channel for campaign delivery, engagement, and storytelling, supported by real-life stories of drivers, employees, and community members.

Newly expanded CSR budget

Community engagement is coordinated by the Head of Marketing, with the Customer Happiness function playing a complementary role in reviewing feedback and identifying areas where social initiatives can enhance customer and community outcomes.

Community-Focused Initiatives in 2025

During the year, DTC expanded its community engagement activities, with a stronger emphasis on road safety, driver wellbeing, environmental awareness, and support for vulnerable groups.

Key initiatives included:

Supporting Communities During Key Periods

- **Ramadan Iftar Campaign** (in partnership with Dubai Charity Association and Emirates Red Crescent), providing more than **2,000 iftar meals daily** to drivers throughout the month
- **Eid Fawalah distribution**, delivered in partnership with the Community Development Authority

Driver Wellbeing and Workforce Support

- **Cool Breeze initiative**, distributing approximately **1,000 cooling fans** to bike drivers and outdoor workers to support heat stress management
- Redesigned driver workshops with more interactive formats and mobile accessibility

Safety and Awareness Campaigns

- Road safety campaigns delivered in collaboration with the Dubai Airports and school supervisors
- Interactive road safety content, videos, and digital campaigns to increase public awareness
- Safety-focused education initiatives delivered in schools in coordination with the Roads and Transport Authority

Environmental and Health Awareness

- Environmental sustainability campaigns highlighting eco-friendly taxi services
- Health awareness initiatives delivered in collaboration with healthcare providers



Accessible Education and Community Mobility

DTC continues to play a key role in supporting access to education through its school bus services and the 'In Safe Hands' programme. In 2025, these services supported more than **35,000 students across 80 schools**, providing safe, reliable, and technology-enabled daily transportation.

35 thousand students use DTC bus services

16 CSR initiatives

Partnerships and Social Contributions

DTC's CSR initiatives are delivered through partnerships with public entities, NGOs, and community organisations, allowing the Company to scale impact and align efforts with national priorities. During 2025, partnerships included:

- Dubai Charity Association
- Emirates Red Crescent
- Dubai Women's Association (including support for mass wedding events)
- Community Development Authority
- Roads and Transport Authority

AED 3.54 million in CSR contributions

In 2025, the CSR Committee approved **AED 3.54 million** in social contributions, primarily delivered through in-kind transport services, logistics support, and targeted community initiatives.

Progress Since 2024

In 2025, DTC advanced its social performance by strengthening safety governance, expanding wellbeing support for drivers and employees, and moving toward more structured, impact-led community engagement.

Safe and Inclusive Operations

- Continued delivery of inclusive mobility services for women, families, children, and People of Determination
- Workforce representing **50+ nationalities**, supported by non-discriminatory hiring, and formal grievance and whistleblowing mechanisms

Key change: Inclusion increasingly embedded through service design, training, and governance.

Health, Safety, and Wellbeing

- Introduction and update of **10 HSE policies and procedures**, strengthening operational control and compliance
- Launch of a **new QHSE induction programme** and enhanced safety training coverage across workshops and drivers
- Introduction of digital incident reporting and expanded emergency preparedness testing

Key change: HSE management shifted toward more proactive monitoring, assurance, and prevention.

Workforce Engagement and Stability

- **79% driver happiness**, supported by wellbeing programmes, financial assistance, housing support, and recognition initiatives
- Introduction of a **dedicated mental health and wellbeing programme** for drivers

Key change: Wellbeing and engagement became more structured and aligned with safety and service performance.

Community Impact and Social Responsibility

- Introduction of a **dedicated annual CSR budget** and monthly management reporting
- **AED 3.54 million** in approved CSR contributions delivered through **16 initiatives**
- Community support focused on driver wellbeing, road safety, and access to education, including services for **35,000 students across 80 schools**

Key change: CSR evolved from ad-hoc activities to a more policy-led and operationally aligned programme.

2025 Highlights

Stronger safety governance and digital reporting

Expanded driver wellbeing support

High driver satisfaction levels

More structured and measurable community engagement

GOVERNANCE

DTC upholds high standards of ethics, transparency, and accountability, embedding integrity across its operations. Strong governance supports responsible growth and underpins the Company’s mission to advance sustainable mobility.

Integrating Sustainability into Management

Sustainability is embedded within DTC’s governance framework to ensure environmental, social, and governance priorities are integrated into strategic and operational decision-making. Clear oversight structures, defined approval channels, and transparent reporting reinforce accountability across the organisation and ensure sustainability considerations are reflected in both leadership decisions and day-to-day operations.

This integration supports alignment between sustainability objectives and corporate goals, strengthens internal coordination, and promotes consistent, responsible performance over the long term.

✦ Learn more about DTC’s governance system in the [Corporate Governance Report](#)

Sustainability Oversight

DTC has established a structured management framework to oversee sustainability and ESG performance.

The **Board of Directors** holds ultimate authority over all sustainability matters, including the approval of the ESG strategy, key policies, and sustainability reporting. It also monitors sustainability-related risks and ensures integration with corporate objectives. The seven-member Board combines diverse skills and expertise and is composed entirely of non-executive, independent directors, ensuring impartial decision-making and effective governance in the best interests of stakeholders.

100% of the Board is formed by non-executive, independent members



Executive Management is responsible for driving the Company’s sustainability vision. The team brings operational expertise to promote awareness, accountability, and alignment with DTC’s environmental and social goals. The Chief Operations Officer (COO) oversees driver wellbeing, quality, health, safety, and environment, while the Chief Business Transformation Officer

(CBTO) is responsible for customer service, human resources, and other strategic transformation areas.

The **ESG Committee**, chaired by the COO and reporting to the CEO, oversees implementation of the ESG strategy, monitors progress, and approves key initiatives. It also reviews and updates the strategy to ensure alignment with DTC’s sustainability vision.

Business Ethics and Compliance

Code of Conduct

DTC's Code of Conduct sets out the ethical standards and responsibilities expected of the Board, Executive Management, and employees. It promotes integrity, accountability, and compliance with applicable laws and regulations across all business activities.

Anti-Bribery and Corruption

DTC applies zero tolerance toward bribery, corruption, and fraud. These principles are formalised in the Anti-Bribery and Corruption Policy, which prohibits improper conduct and reinforces fair competition and transparency. The policy is supported by the Whistleblower Policy, which enables confidential reporting of misconduct without fear of retaliation. Oversight is provided by the Audit, Risk, and Compliance Committee.

Anti-Bribery and Corruption (ABC) Policy

Whistleblower Policy

Disclosure and Transparency

DTC is committed to timely, accurate, and reliable disclosure. The Disclosure and Transparency Policy governs the communication of financial, governance, and operational information, supporting accountability and confidence among investors, regulators, and other stakeholders.

Disclosure and Transparency Policy

Conflict of Interest

The Conflict of Interest Policy provides clear guidance for identifying, disclosing, and managing actual or potential conflicts. It ensures decisions are made objectively and in the best interests of the Company, reinforcing transparency and ethical conduct across all levels.

Conflicts of Interest Policy



Data Privacy and Security

Safeguarding data is a fundamental priority for Dubai Taxi Company, reflecting its commitment to customer trust, regulatory compliance, and operational integrity. By maintaining stringent controls over data management and protection, DTC strengthens cybersecurity resilience and reinforces its reputation as a trusted, technology-driven sustainable mobility provider.

Management Approach

DTC's data governance is overseen by a dedicated IT Department, supported by a suite of internal policies that define security standards, protocols, and accountability mechanisms. At the same time, the data privacy systems and procedures are overseen by the Information Security and Governance Department. The privacy policy is embedded within the Company's corporate compliance and risk management system, with employees receiving mandatory training on privacy and data protection. This comprehensive approach ensures that information assets are managed responsibly and in line with regulatory and industry best practices.

Key policies governing data privacy and security include:

- Data Privacy and Security Policy
- IT Policy
- Data Confidentiality Policy
- Data Constancy Policy

With regard to disciplinary actions in cases of privacy policy breaches, Dubai Taxi Company has established internal procedures to address violations in accordance with company governance rules.

Cybersecurity and Data Protection Measures

As part of its ongoing IT transformation, DTC is advancing initiatives to strengthen cybersecurity, compliance, and operational efficiency. During 2025, the Company achieved the ISO 27001 certification, a milestone that formalised its information security management framework. As part of this achievement, the IT Department has completed a comprehensive risk review and developed an internal risk register aligned with ISO requirements.

DTC manages cybersecurity risks through a combination of people, process, and technology controls. Employee awareness is reinforced through regular training, monthly phishing simulations, and targeted sessions on identifying and responding to digital threats.

System resilience is supported through routine penetration testing, code reviews, and the phased adoption of secure platforms such as Oracle Fusion. Together, these measures strengthen IT governance, enhance data protection, and support consistent compliance with data privacy and security requirements.

O Instances of legal proceedings associated with user privacy

Data Privacy and Security Enhancements in 2025

In 2025, DTC significantly strengthened its cybersecurity and data protection capabilities through the establishment of dedicated operational centres and enhanced threat management mechanisms.

The enhancements include:

- **24/7 Security Operations Center (SOC)** established to provide continuous monitoring, threat detection, and real-time cybersecurity oversight across systems and platforms.
- **24/7 Network Operations Center (NOC)** launched to ensure network performance, stability, and rapid issue resolution across digital infrastructure.
- Implementation of enhanced **Threat Intelligence capabilities**, enabling proactive identification of emerging cyber risks and vulnerabilities.
- Strengthened **Incident Response and Digital Forensics framework**, improving investigation speed, containment effectiveness, and recovery coordination.
- Deployment of a **company-wide cybersecurity awareness platform**, reinforcing staff vigilance through structured training and simulated threat exercises.

Together, these enhancements have elevated DTC's cybersecurity maturity, strengthening data protection governance, supporting safe and secure digital mobility operations.

Responsible Supply Chain

DTC manages its supply chain as an extension of its operational and sustainability strategy, focusing on efficiency, resilience, and responsible sourcing. Procurement, fuel management, maintenance, and fleet renewal are coordinated to reduce lifecycle costs, support environmental objectives, and ensure reliable service delivery at scale.

Sustainable Procurement and Supplier Governance

Sustainability considerations are embedded into DTC's procurement processes, with a focus on reusable and recycled materials where feasible, supporting circular practices and reducing waste. All procurement activities are managed by the Procurement Department in line with the Procurement Policy, which governs sourcing decisions based on cost, quality, and sustainability requirements.

Supplier governance is reinforced through the rollout of a dedicated Supplier Code of Conduct, currently in its final stages of implementation. The Code is aligned with the United Nations Sustainable Development Goals and fully integrated with DTC's ESG evaluation framework. It sets clear expectations on ethical conduct, human rights, environmental responsibility, and labour standards across the supply chain.

Suppliers are appointed through competitive sourcing processes and must complete onboarding requirements, including non-disclosure agreements with mutual data protection obligations.

Supplier Assessment and Oversight

Suppliers are assessed through a structured governance approach covering both initial due diligence prior to engagement and ongoing performance oversight throughout the contract lifecycle.

Pre-Engagement Assessment

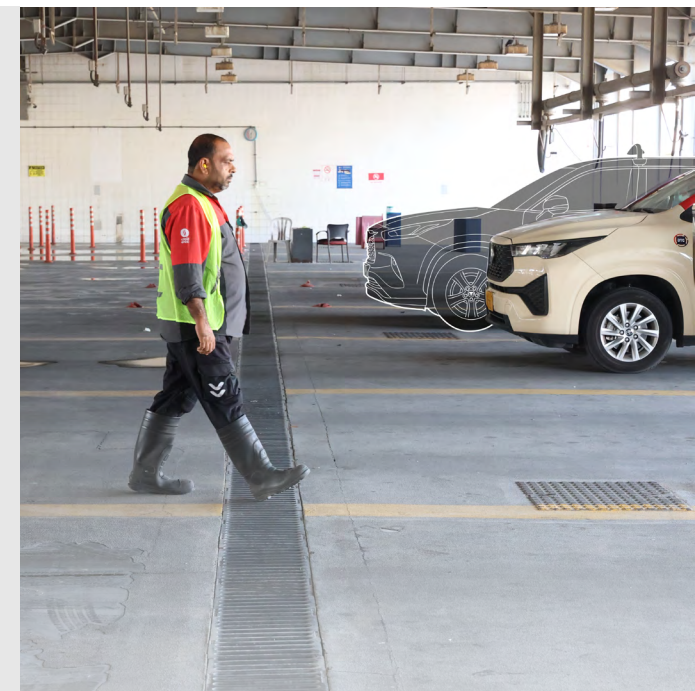
Suppliers undergo an appropriate level of review to confirm their legal standing, capability, financial soundness, and compliance with applicable regulatory and ethical requirements.

Ongoing Performance Oversight

Supplier performance is monitored periodically to ensure delivery of agreed quality, service levels, commercial value, and compliance with contractual and governance requirements.

Procurement Policy

Dedicated Supplier Code of Conduct



>95% procurement budget spent on locally registered suppliers

Fuel Management and Consumption Control

Fuel remains a critical operational input, managed through strategic partnerships with national energy providers. ENOC supplies petrol and diesel at preferential rates, complemented by other UAE-based suppliers across the Emirates.

All vehicles are equipped with RFID fuel tags, enabling accurate monitoring of consumption and cost control. Digital tools such as ENOC Link Fuel Delivery and vehicle identification systems reduce fuelling time and support real-time analysis of fuel usage, improving operational efficiency and oversight.

Vehicle Maintenance Excellence

DTC's in-house maintenance facilities are a core operational advantage, providing 24-hour recovery services and repair capacity for up to 500 vehicles per day. This capability supports predictive and preventive maintenance, reduces downtime, and extends vehicle lifecycles.

Routine maintenance is performed in accordance with manufacturer specifications and tracked through performance indicators. Failure analysis by brand and model informs procurement and replacement decisions, strengthening long-term fleet performance and cost efficiency. Third-party providers are engaged only for specialised repairs, with DTC leveraging fleet scale to negotiate favourable service terms.

Fleet Renewal and Modernisation

Fleet renewal is managed in line with RTA contractual requirements and DTC's sustainability objectives. Each year, 25–30 percent of the taxi and limousine fleet is replaced, resulting in full renewal approximately every four years for taxis and non-electric limousines, and every six years for electric vehicles. Buses operate on a 15-year replacement cycle, while delivery bikes are renewed every four years.

Replacement cycles prioritise electric and hybrid vehicles, accelerating emissions reduction and improving fleet efficiency. Most vehicles are sourced from Dubai-based suppliers, supporting local partnerships and ensuring regulatory compliance and consistent quality.

Partnering for Reliable EV Maintenance

In 2025, Dubai Taxi Company (DTC) partnered with Electric Vehicle Services (EVS) to provide specialised end-to-end maintenance for its growing fleet of electric taxis and limousines. The collaboration ensures safe, efficient, and reliable operation across multiple EV brands, reinforcing DTC's commitment to sustainable mobility and operational excellence.

Under the agreement, EVS will provide specialised maintenance for DTC's electric fleet, including battery diagnostics, motor servicing, software updates, and thermal management to improve performance and extend vehicle lifespan. As the UAE's first dedicated EV maintenance centre, EVS offers advanced diagnostics and certified expertise for electric vehicles.

The partnership strengthens the efficiency and reliability of DTC's electric fleet while advancing Dubai's Clean Energy Strategy 2050 and the UAE's Net Zero 2050 goals.



500 vehicle daily repair capacity

4 Year cycle for taxi renewal

Progress Since 2024

In 2025, DTC continued to strengthen its governance framework through targeted policy development, clearer internal controls, and deeper integration of ESG considerations into corporate governance practices.

Governance and Policy Development

- Governance and ESG-related policies were reviewed and refined to improve consistency, clarity, and alignment across the organisation
- **100% independent, non-executive Board**, maintaining full oversight of ESG strategy, policies, and reporting
- Sustainability considerations continued to be embedded within corporate governance processes and decision-making

Key change: Governance maturity was enhanced through policy refinement rather than structural change.

Business Ethics and Compliance

- Ethical standards continued to be reinforced through established codes, compliance policies, and reporting mechanisms
- Zero-tolerance principles related to ethical conduct remained fully embedded across operations

Key change: Ethics and compliance frameworks remained stable and consistently applied.

Data Protection and Supply Chain Governance

- Data privacy and cybersecurity policies were further developed to support stronger information protection and compliance
- Supplier governance continued to mature through clearer expectations on ethical conduct, sustainability, and data protection
- **>95% of procurement spend directed to locally registered suppliers**, supporting local value creation and supply resilience

Key change: Incremental strengthening of data and supplier governance frameworks.

2025 Highlights

Continued evolution of governance and ESG policy frameworks

Stable, well-embedded ethics and compliance controls