

# 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.

## Talent Attraction, Onboarding, and Workforce Planning Enhancements

During 2025, DTC refined its employee 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.

## 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
<b>Training: Full Year</b>	<b>19,754</b>

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
<b>Total</b>	<b>15,689</b>

### 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
<b>Training: Full Year</b>	<b>8,574</b>

## 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