Scope of reporting

Etihad Airways’ sustainability report is published once a year in English and Arabic, and covers the airline’s sustainability strategy and performance for a calendar year from 1 January to 31 December 2011, unless otherwise noted.

Activities of the airline’s outstations, subsidiaries and joint ventures have not been included in this report unless specifically mentioned.

An electronic version of the report is available on the airline’s website at www.etihad.com.

The report has not been independently audited and no assurance is given by the Global Reporting Initiative, GRI G3 sustainability reporting guidelines. Where GRI indicators are addressed they are referenced by a footnote next to the GRI symbol.

For more information about this report, please contact: Anne Tullis, Head of CSR and Sustainability, Etihad Airways P.O. Box 35566, Abu Dhabi UAE ataulis@etihad.ae +9712 511 1031 or visit the website at www.etihadairways.com.
Board of Directors

HH Sheikh Hamad bin Zayed Al Nahyan (Chairman)
HH Sheikh Khalifa bin Zayed Al Nahyan (Vice Chairman)
HE Mohammed Mubarak Al Mazrouei
HE Ahmed Ali Al Sayegh
HE Mubarak Hamad Al Muhairi
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HE Khalifa Sultan Al Suwaidi

HH Sheikh Khalifa bin Zayed Al Nahyan
President of the UAE and the Ruler of Abu Dhabi

HH General Sheikh Mohamed bin Zayed Al Nahyan
Crown Prince of Abu Dhabi and Deputy Supreme Commander of the Armed Forces of the UAE
From the President and Chief Executive Officer

James Hogan
President and Chief Executive Officer

2011 drew to a close on a high point with the achievement of our first year of profitability – a major milestone in our eight year history, and the crowning achievement of a dream and a lifelong goal.

This result is all the more significant in light of the testing global environment in which it was achieved. The year was marked by a succession of natural disasters, the unexpected civil uprising in the Middle East and North Africa, a persistent sovereign debt crisis in Europe and high oil prices. Against this backdrop Etihad Airways delivered earnings before interest and tax (EBIT) of US$137 million, on revenues up 36 per cent to US$4.1 billion. Net profit for the year came in at US$14 million.

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However, we should not and do not measure our success only in commercial terms. As an organisation we strive to be completely transparent and operate on a holistic evaluation - not only on our bottom line, but more importantly, on how we engage with our staff, our customers and our business partners, and on our integrity in dealing with the industry’s impacts on the environment.

Etihad Airways has a comprehensive environmental strategy which makes provision for emissions reduction, recycling and efficient resource utilisation. However, in our ongoing efforts to be commercially viable we need to preserve cultural integrity.

In March, despite strong reservations, Etihad Airways submitted its emissions report in compliance with the requirements of the European Union Emissions Trading Scheme (EU ETS). The decision in December by the European Court of Justice to uphold the legality of the EU ETS was disappointing. In addition to the potentially significant financial burden our industry, the scheme’s design is divisive and ineffective in addressing the real issue of emissions reduction. Along with our other industry partners we are calling for reform and support collaboration to find sensible and viable solutions and we believe that a global sectoral approach is needed to avoid competitive distortion and negative macro-economic effects on our industry, and wider global economy.

Etihad Airways has a comprehensive environmental strategy which makes provision for emissions reduction, recycling and efficient resource utilisation. However, in our ongoing efforts to be commercially viable we need to preserve cultural integrity.

As a natural consequence of living and working in a multicultural, cosmopolitan city and by virtue of our own diverse work force, we see it as a priority to connect people, support projects and initiatives that facilitate ongoing dialogue and engage in promoting cultural awareness and understanding.

As a driver of tourism, we play a critical role in promoting the Emiratis’ rich culture and heritage.

In 2011 Etihad contributed US$ 7 million to its share of Abu Dhabi’s tax of US$ 2.8 billion from domestic GDP, supporting around 104,000 (or 8 per cent) of non-oil jobs throughout the Emirate.

In 2011 we introduced our approach to customer engagement through the newly established Guest Experience department. July 2011 saw the launch of a new initiative to encourage passengers to ‘Tell Us What You Think’. This feedback will form the basis for an ongoing program of change to ensure that the passenger journey remains our most important priority. As a natural consequence of living and working in a multicultural, cosmopolitan city and by virtue of our own diverse work force, we see it as a priority to connect people, support projects and initiatives that facilitate ongoing dialogue and engage in promoting cultural awareness and understanding.

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Etihad Airways, the national airline of the United Arab Emirates, based in its capital, Abu Dhabi, was set up by government decree and made its first commercial flight in November 2003.

Wholly owned by the Government of Abu Dhabi, Etihad Airways is a global business supporting Abu Dhabi 2030 Plan and contributing to the region of US$4.1 billion to the UAE economy.

The airline has 35 worldwide partners and serves 84 passenger and cargo destinations in Africa, Asia, Australia, Europe, the Middle East and North America, operating a young and environmentally-efficient fleet of 66 aircraft.

Etihad Airways has a 29.21 per cent stake in airberlin, Europe’s sixth largest carrier and a 40 per cent shareholding in Air Seychelles, the national airline of the Republic of Seychelles.

Etihad Airways’ main business is the international air transportation of passengers. The airline also operates Etihad Holidays, Mala Abu Dhabi, Etihad Cargo and a global contact centre organisation as part of its commercial group.

Executive Team

President and Chief Executive Officer

Chief Corporate Affairs

Chief Financial Officer

Chief Planning and Strategy Officer

Chief Commercial Officer

Chief Operations Officer

Chief Planning and Strategy Officer

Chief People and Performance Officer

• Cargo
• Government Affairs
• Network Planning
• Fleet Planning
• Revenue Management
• Information Technology
• Marketing
• Sales
• Contact Centres
• Etihad Holidays
• eCommerce
• Service Design and Delivery
• Mala Abu Dhabi
• Hala Travel Management
• Training
• Supplies
• Supply Chain Management
• Human Resources
• Facilities
• Medical

• Treasury
• Investments
• Investor Relations
• Facets
• Medical
Sustainability at Etihad Airways

Vision: To be recognised as a sustainable airline that operates to the highest standards of safety with integrity and transparency.

Mission: Sustainability will be at the core of our business. We will ensure that sustainability is integrated and integral to our day to day operations and practices and is embedded in every layer of our business thinking, planning and execution.

Objectives

- Drive individual and corporate awareness of the importance of living and working sustainably.
- Develop capability and capacity in Etihad Airways to manage the ongoing sustainability agenda.
- Meaningfully and regularly consult with and engage all our stakeholders at the hub and across the network:
  - to ascertain their expectations and needs, and
  - implement initiatives that show a genuine commitment to meet those expectations.
- Set and manage meaningful targets to improve continuous and sustainable performance based on globally identified, material criteria, our shareholder mandate and stakeholder expectations.
- Create tools and initiatives that allow our core stakeholders to participate: for example staff participation (training and rewards), customer participation (voluntary carbon offset), and supplier participation (website recognition of adherence to). 
- Measure and report honestly and transparently our performance in identified and material criteria.
- Promote our activity through the full range of traditional and new communications channels and effective reporting.
- Continue to align Etihad Airways’ sustainability policy and activity with the objectives in the Abu Dhabi 2030 Plan.

4.8
Collaborations and conversations

Collaboration with stakeholders is essential in our sustainability endeavors.

We work tirelessly across the broadest range of stakeholders; notably employees, customers, service providers, industry groups, local businesses, government departments, non-government agencies, industry associations, charities and others to engage, educate, inform, and effect change.

We engage with staff to sustain motivation, increase awareness, to educate, gain ideas, and to communicate our appreciation, specifically:

- the cabin crew social responsibility group works on supporting charities;
- the green champions are volunteers within the company who get together regularly to share ideas and initiatives and then communicate these amongst their colleagues;
- the three-day ‘Marhaba’ induction program for new staff includes a section on environmental awareness;
- the carbon management committee members are representative of all key departments within the business. Regular meetings ensure a common understanding of carbon and emissions-related issues, identify and approve policy positions, projects and programs relating to carbon management;
- the biofuel committee is led by the Chief Operations Officer and implements the biofuel strategy for the business; and
- mass communication facilitated through a dedicated intranet site for environmental matters, a dedicated email and a section in the internal staff newspaper – Etihad News.

Our participation includes the following:

- the Abu Dhabi Sustainability Coordination Group focused on aviation and climate change and hosted by the Department of Transport;
- regular meetings with the environment team of the Civil Aviation Authority as part of an aviation environment policy group;
- membership of the regional Air Carriers’ Associations’ Environmental Policy Group, and
- global interaction with international airlines through the International Air Transport Association Environment Committee and International Affairs Committee.

Increasingly the issues facing aviation are far too complex to address entirely within the industry and thus its collaborative efforts are becoming much more extensive. The airline industry’s commitment to driving the commercialisation of biofuels has resulted in the creation of an airline stakeholder group, the Sustainable Aviation Fuel Users Group, and cross-industry engagement with many other stakeholders throughout the supply chain.

In future Etihad Airways will continue to work collaboratively, ensuring that these efforts remain relevant to support aviation sustainability.
Together

Etihad Airways acknowledges its position as an integral part of society and its potential to have both positive and negative impacts on the communities in which it operates.

Aligned with the greater ambitions and vision of Abu Dhabi, the sustainability policy and supporting strategy is designed to ensure compliance with all applicable international and local regulations and standards; mitigate any potential risks; and enhance the airline’s reputation through the implementation of industry best practice in the fields of sustainability and social responsibility.

Sustainability is a collaborative process, and one which will only succeed in partnership with the broad range of internal and external stakeholders. For this reason, the airline’s sustainability program is called Together.

Together is a four-part policy, communications and reporting framework for engagement with all our stakeholders – our staff, the local community and economy, the environment, and the greater communities across our global network.

- Greener Together
- Growing Together
- Working Together
- Giving Together

In these four areas, the aim is to work collaboratively to:
- Identifying and developing awareness of the issues and challenges;
- Focusing action to address those challenges; and
- Making a difference, through measurable improvement, year on year.

Greener Together
Growing Together
Working Together
Giving Together
Etihad Airways’ environmental strategy and program is driven primarily by its commitment to reduce its carbon dioxide emissions. Nevertheless, the overall strategy is diverse, looking at the environmental performance of aircraft operations and the supporting ground activities.

The introduction of more aircraft in 2011 saw an overall increase in resource use and emissions. However, there were substantial improvements in fuel efficiency when measured per passenger kilometre—a clear reflection of the success of Etihad Airways’ fuel saving initiatives.

Particular focus was placed on staff awareness and partnership development and these are covered in some detail.

Environmental policy
Etihad Airways is an important driver of economic growth and diversification in Abu Dhabi. While operating under a strict commercial mandate from our shareholder, we recognise our responsibility to the community and are committed to mitigate the impact of our operations on the environment. To achieve this Etihad Airways pledges to:

- Abide by all national and international environmental legislation that applies to our business;
- Put in place the measurement systems and working procedures to allow us to track and modify our environmental performance;
- Innovate to reduce our dependency on traditional forms of energy and aviation fuel;
- Train our staff on the importance of environmental protection in our business operations and on their individual responsibilities; and
- Communicate and report openly and transparently on our environmental performance to all our stakeholders including employees, customers, suppliers and partners.

We hold it as a fundamental principle that true success requires the engagement and participation of many different partners, within the markets in which we operate and across the air travel industry, as a whole, and therefore aim to:

- Encourage collaborative action and play an active role in industry debates on environmental issues;
- Work with industry bodies such as the International Civil Aviation Organization (ICAO), the International Air Transport Association (IATA), the Arab Air Carriers Organisation (AACO) and with local government and non-government partners on identifying issues and developing common solutions.

The environment is a joint responsibility and every member of our workforce has a duty of care to uphold this policy, limit their individual impact on the environment and actively work to mitigate the potential impacts of our business on the environment.

Data collection and materiality
We continue to monitor and measure the environmental performance associated with our key operations and activities. Our efforts are focused on those activities that are most material, notably:

- Those activities or operations that are covered by environment related regulations;
- Those that make the largest contribution to our carbon footprint, both locally and globally; and
- Those that may be of specific concern to certain stakeholder groups.

We make use of several important reference documents to ensure that we are appropriately identifying key issues, including the Greenhouse Gas Protocol, and, for reporting purposes, the Global Reporting Initiative.

Non compliance
Etihad Airways complies with all relevant environment related legislation and regulations.

We make use of several important reference documents to ensure that we are appropriately identifying key issues, including the Greenhouse Gas Protocol, and, for reporting purposes, the Global Reporting Initiative Guidelines.
Our challenges

Decarbonising the aviation industry

Whilst our environmental strategy is diverse, covering all potential environmental concerns both in the air and on the ground, the efforts to reduce our reliance on fossil fuel are at the forefront.

The industry four-pillar strategy remains valid and essential in engaging the broad range of industry stakeholders and looking at all potential opportunities to decouple aviation growth and carbon emissions is a priority.

Whilst aircraft development and operational controls to improve efficiency continue, there is increasing emphasis on alternative sustainable fuels as a way to decarbonise the aviation industry. Several technologies have been approved to create aviation fuel from non-fossil fuel based feedstock and a number of airlines are using these alternative fuels on a limited commercial basis.

Waste and materials management

With the carriage of 8.3 million passengers in 2011, the production of significant quantities of waste is inevitable. In this area, most of the focus is on minimising resource utilisation and the reduction of final waste material. This includes the careful measurement of food requirements and preferences; cutting down on single-use items and using products that can be collected and cleaned for re-use.

On the ground, we work closely with our catering providers and equipment and product suppliers in reducing consumption and looking at ways to minimise unnecessary items which will end up as waste.

Recycling continues across our main commercial facilities and key residential complexes. We will look to expand on this, both by extending the practice and encouraging and educating our staff.

Effective engagement and messaging

In 2011 we extended the scope and range of our stakeholder engagement to communicate our messages more effectively. An environmental awareness session for all our new ground staff is part of their three-day induction program. Etihad Airways also participates in global environmental events such as World Environment Day and Paperless Day, while continuing to engage extensively within the industry in a range of activities and initiatives.

Aircraft emissions management

The current contribution to man-made carbon dioxide emissions by air transport is two per cent, and the Intergovernmental Panel on Climate Change (IPCC) estimates that this could rise to three per cent by 2050.

The emissions management strategy of the industry is based around rigorous initiatives to reduce fuel burn under the industry inspired ‘Four Pillar’ strategy; technology innovation, operational efficiency, improvements in infrastructure and market based mechanisms.

Driven largely by fuel costs, substantive improvements are being made in the way our aircraft are designed and built, the way in which they are flown; and by updating and modifying ground infrastructure including airport procedures, airspace modifications and the removal of unnecessary ground infrastructure restrictions.

Globally these have achieved incremental efficiency improvements across the industry.

The industry four-pillar strategy remains valid and essential in engaging the broad range of industry stakeholders and looking at all potential opportunities to decouple aviation growth and carbon emissions is a priority.
The carbon footprint is the total amount of carbon dioxide emissions or equivalent associated with our activities. As our operations and activities are geographically widespread, and to ensure we focus on those that we can influence and reduce, we measure and set improvements on those that are considered material. At present the focus is on our core aircraft operations, the operations of our 43 ground vehicles and the operations at our key office facilities.

Our carbon footprinting has developed in alignment with the Greenhouse Gas Protocol. The Protocol covers three types of emissions, defined under Scope 1, Scope 2 and Scope 3:

Scope 1 - Direct emissions from burning fossil fuel, such as jet fuel, gasoline and diesel.
Scope 2 - Indirect emissions such as those associated with energy requirements in the production of electricity, potable water through the desalination process and chilled water for air conditioning.
Scope 3 – Emissions from other sources, including waste disposal.

The focus in 2011 was on Scope 1 emissions and Scope 2 emissions generated at the largest ground facilities within the UAE. In future years we will look to expand these and include other areas of our business that are considered material and that we are able to influence in terms of improvement.

### Table: Emissions Summary

<table>
<thead>
<tr>
<th>Scope</th>
<th>Total Usage</th>
<th>Unit</th>
<th>Conversion Factor</th>
<th>Tonnage of Carbon Dioxide</th>
<th>% of Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Scope 1</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Aircraft</td>
<td>1,722,842</td>
<td>tonnes</td>
<td>3.15tCO2/tfuel</td>
<td>5,426,954</td>
<td>99.74</td>
</tr>
<tr>
<td>Ground Vehicle (Petrol)</td>
<td>190,340</td>
<td>Litre</td>
<td>2.3kgCO2/litre</td>
<td>438</td>
<td>0.01</td>
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<tr>
<td>Ground Vehicle (Diesel)</td>
<td>1,932,795</td>
<td>Litre</td>
<td>2.7kgCO2/litre</td>
<td>5,219</td>
<td>0.1</td>
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<tr>
<td><strong>Scope 2</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Etihad Complex Electricity</td>
<td>1,501,981</td>
<td>kWh</td>
<td>0.700 kgCO2/kWh</td>
<td>1,051</td>
<td>0.02</td>
</tr>
<tr>
<td>Etihad Plaza Electricity</td>
<td>675,813</td>
<td>kWh</td>
<td>0.700 kgCO2/kWh</td>
<td>473</td>
<td>0.01</td>
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<td>Etihad Complex District Cooling Water</td>
<td>4,239,162</td>
<td>tonnes/hr</td>
<td>0.674 kgCO2/tonnes/hr</td>
<td>2,857</td>
<td>0.05</td>
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<td>Etihad Plaza District Cooling Water (including residential areas)</td>
<td>3,009,064</td>
<td>tonnes/hr</td>
<td>0.674 kgCO2/tonnes/hr</td>
<td>2,028</td>
<td>0.04</td>
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<tr>
<td>Etihad Complex potable water</td>
<td>74,202</td>
<td>m³</td>
<td>15kg CO2/m³</td>
<td>1,113</td>
<td>0.02</td>
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<tr>
<td>Etihad Plaza Offices potable water</td>
<td>2,481</td>
<td>m³</td>
<td>15kg CO2/m³</td>
<td>37</td>
<td>0</td>
</tr>
<tr>
<td><strong>Scope 3</strong></td>
<td></td>
<td></td>
<td></td>
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<td></td>
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<tr>
<td>Waste to Landfill</td>
<td>724,700</td>
<td>kg</td>
<td>1.088 tonnes/CO2</td>
<td>729</td>
<td>0.01</td>
</tr>
<tr>
<td><strong>Total CO2 emissions</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>5,440,899</td>
</tr>
</tbody>
</table>

Our carbon footprint

The global industry commitment

The aviation industry has imposed its fuel efficiency by 70 per cent over the last 40 years.

Pressure placed on the industry due to climate change concerns, fuel prices, carbon regulations and the perception of the industry’s ‘do nothing’ attitude, has reinforced the need to be much more proactive, about global strategy and action.

The industry has come together in a way unique to aviation in forging a set of collective industry goals, namely:

» an average annual fuel efficiency improvement of 1.5 per cent annually to 2020;
» the stabilisation of net CO2 emissions levels (carbon neutral growth) from 2020; and
» a 50 per cent reduction in net carbon dioxide emissions compared to 2005.

Etihad Airways is fully supportive of this industry-wide commitment.
Our actions

The environmental strategy of the Head of Environmental Affairs at Etihad Airways, through communication and collaboration across all business units, has been developed into a comprehensive environmental plan. The organization is committed to both the economic and the environmental benefits of implementing and achieving the high standards of these tangible meaningful actions.

Initiatives to improve fuel efficiency are extensive and ongoing. Since the first offset at Etihad Airways in 2006, these have been measured not only in terms of fuel and financial savings but also for the resulting reduction in associated carbon emissions.

**Investment**

**Cargo containers**

In 2011 Etihad Airways began an engine-upgrade program for its Airbus A330 in order to improve fuel efficiency. Scheduled to last two years, the program will see 15 of the aircraft’s A330-200s fitted with more powerful engines.

This modification process will save more than 3,000 tonnes of carbon dioxide emissions annually based on our current flight operations. It is estimated that the modification process will use more than 3,000 tonnes of carbon dioxide equivalent to the on-board computerised systems for calculating the most efficient routes based on current weather and traffic conditions, and the removal of airspace restrictions, many of which simply require political will. The Etihad Airways flight from Abu Dhabi to Sydney will be invested in environmental programs.

Any measures directed at airlines should take account of efficiency, and the considerable capital investment involved in the acquisition of modern, fuel-efficient aircraft. These aircraft offer significant cost savings and environmental benefits.

**Collaboration and innovation**

Etihad Airways strongly advocates industry modernisation that will allow aircraft to fly with their current capabilities. IATA estimates that global aviation emissions of up to 12 per cent can be achieved simply by improving and modernising ground and aircraft equipment and by diverting more reliance on the aircraft system to calculate efficient flightpaths.

**Greener engines**

Investments by airlines in environmental projects, such as biofuel research, should be credited against fuel efficiency stoves with more efficient types. Projects in Uganda are engaged in the ‘INSPIRE’ program. This ‘Indian Ocean Strategic Partnership to Backstoke Emissions’ investigates aspects of flight and laboratory testing, and identifies operational procedures to reduce the aviation industry’s carbon footprint, optimising existing technologies and best practice, and developing third-party performance metrics.

Etihad Airways’头部 of Environmental Affairs at Etihad Airways, along with its cargo containers partner, Jetainer, embarked on a program in 2011 to reduce the 5,000 litres of aviation containerised foam that is currently required per container.

The new lightweight containers are manufactured using an recyclable, biodegradable material instead of polyurethane foam, which is flammable.

A similar saving was possible just since each week, we save 200kg per average wide-bodied flight. This significant weight reduction will lower fuel consumption costs and C02 emissions. It is estimated that the implementation of new containers will cut emissions by approximately 3,000 tonnes in 2012.

**Carbon offsetting**

The Etihad Airways' loyalty program had 1.1 million members who have accumulated miles, offsetting an estimated 1,600 tonnes of carbon dioxide.

The Etihad Airways loyalty program provides the opportunity for members to donate their miles to carbon reduction projects around the world. In 2011 the approximate equivalent of AUD 26,000 was donated as miles, offsetting approximately 600 tonnes of carbon dioxide. These projects benefit from the offset, since it is not possible for airlines to purchase carbon credits. The carbon offsetting program provides a means to support aviation without a corresponding and real reduction in emissions trading.

**Regulatory regimes**

The most significant move towards regulating carbon emissions from aviation has been through the European Union Emissions Trading Scheme (EU-ETS). From 2012, airlines flying within, into and out of the EU will have to account for their emissions and pay for the right to emit carbon.

In 2011 Etihad Airways received notification of its entitlement of free carbon allowances. The remainder will have to be purchased on the carbon market or through auction. The financial burden on this is likely to be significant, and heavily influenced by fluctuating carbon prices and the growth of our traffic into Europe.

**Etihad Airways’ position on emissions trading**

Our position on emissions trading can be summarised under the following three points.

*While recognising emissions trading as one of a range of potential solutions, we are in no doubt that a market-based approach to reducing carbon emissions makes sense.*

We strongly oppose measures that will impose any additional financial burdens on airlines, without a corresponding and real reduction in emissions trading. We also believe that market-based mechanisms should be used with caution, and only as a last resort, where all possible operational measures have been exhausted.

*Any measures directed at airlines should take account of efficiency, and the considerable capital investment involved in the acquisition of modern, fuel-efficient aircraft. These aircraft offer significant cost savings and environmental benefits.*

While emissions trading facilitates the achievement of efficiency, we support the prioritisation by the UAE government of measures that will lead to a tangible and quantifiable reduction in emissions, such as those possible through infrastructure improvements in ground and air traffic management and a reduction in regional aircraft efficiencies.

We fully support the overriding position of the UAE government to encourage ICAO to pursue with diligence its work on a global and quantifiable reduction in emissions, and hope that its conclusions will underlie the EU-ETS scheme.

*We support the prioritisation by the UAE government of measures that will lead to a tangible and quantifiable reduction in emissions, such as those possible through infrastructure improvements in ground and air traffic management and a reduction in regional aircraft efficiencies.*

We believe that market-based mechanisms should be used with caution, and only as a last resort, where all possible operational measures have been exhausted.
Fuel efficiency and emissions reduction
Fuel use and corresponding carbon dioxide emissions increased in 2011 in line with fleet expansion. Nevertheless we have been successful in demonstrating year on year efficiency improvements.

As a result of continued efforts we improved the efficiency of our passenger fleet by 17 per cent on our 2010 performance. This adds up to an improvement of 17 per cent between 2006 and 2011 which is more than double the industry target of 1.5 per cent per annum.

Nitrous oxide (NOx) emissions
A local pollutant, released during the fuel combustion process, NOx emissions are regulated by ICAO through emissions standards for new engine types. We are able to track emissions during the landing and take-off (LTO) cycle at Abu Dhabi airport using the ICAO engine emissions database.

The total NOx emissions increase as our fleet expands and the number of flight events increases. Nevertheless, since 2007 we have seen a 29 per cent improvement in emissions per LTO. This can be attributed to stricter NOx emissions controls in the newer generation of aircraft engines.

Although the overall trend is positive, there was a slight increase in NOx per LTO between 2010 and 2011, which is a reflection of the increase in the proportion of the wide-bodied long haul aircraft being utilised in 2011.

Noise
Aircraft noise continues to affect local communities around busy airports. Global regulations on aircraft noise control are determined through ICAO which sets noise restrictions on new engines as part of the certification process. In addition, local regulations may be placed on individual airports in terms of restrictions on noisier aircraft and curfews. All Etihad Airways aircraft are compliant with the most stringent Chapter 4 noise standards imposed by ICAO. Etihad Airways was not subject to any noise complaints or infringements during 2011.

Fuel dumping
Passenger medical emergencies and technical issues may require a flight to divert to an alternative airport. If this occurs while the aircraft weight is still above its maximum landing weight, mid air fuel dumping may be required prior to landing. This procedure is only performed if absolutely necessary and in 2011 this occurred seven times, mainly as a result of passenger illness requiring emergency medical treatment.

Measuring our efficiency
Etihad Airways has improved fuel efficiency on its passenger fleet by 17 per cent per passenger kilometre between 2006 and 2011, more than double the 1.5 per cent per annum industry target.
Driving the development of alternative, sustainable fuels

While the airline industry avoids biofuels in testing for opportunities to reduce its carbon footprint, the growth of the industry, in line with global economic and social demands, will inevitably drive the continued net growth in emissions. We recognise this and the role we can play in helping to support the move towards viable sustainable alternatives to regular fossil fuel as a major step forward in decarbonising the industry.

The programme towards the acceptance and potential use of biofuels in the aviation industry over the last two to three years has been rapid with drivers such as climate policies, carbon regulations and fears around the cost and supply of fossil fuels leading to a proliferation of global initiatives investigating sustainable aviation alternatives and their commercial feasibility.

It is evident that the only real opportunity for a step change in technology will come through an alternative fuel. However, its development is not without challenges and constraints.

It will have to be a ‘drop in’ fuel with the same specification as regular fuel with the required certification. It will have to be cost competitive with regular fuel and in total lifecycle impacts have to be lower than those of traditional fuel sources. It will have to be non-competitive with food and where biodiversity impacts are minimised. In addition, the cultivation of plant-based feedstock sources should not jeopardise drinking water supplies.

Total lifecycle greenhouse gas emissions from plant growth, harvesting, processing and end-use should be significantly reduced compared to those associated with jet fuels from fossil fuel. In developing economies, development projects should include provisions or outcomes that improve the livelihoods of local populations, who rely on agriculture to feed their families, and those projects should the involuntary displacement of local populations.

High conservation value areas and native eco-systems should not be cleared and converted into jet fuel plant source development.

Our commitment to using only fully sustainable fuels is confirmed by our membership of the Sustainable Aviation Fuel Users Group (SAFUG).

SAFUG consists of 23 international airlines, all committed to enabling the common solution of sustainable alternatives to aviation fuel. This independent airline group represents approximately 20 per cent of the commercial global fuel use and is focused on supporting and driving sustainability principles in the development and commercialisation of sustainable alternative aviation fuels. SAFUG is a majority vote of existing members and are required to make a formal application committed to driving the development of fuels and sign to the SAFUG sustainability pledge.

The pledge includes commitment to the following:

- The development of biofuels in a manner which is non-competitive with food and where biodiversity impacts are minimised. In addition, the cultivation of plant-based feedstock sources should not jeopardise drinking water supplies.
- Total lifecycle greenhouse gas emissions from plant growth, harvesting, processing and end-use should be significantly reduced compared to those associated with jet fuels from fossil fuel.
- In developing economies, development projects should include provisions or outcomes that improve the livelihoods of local populations, who rely on agriculture to feed their families, and those projects should the involuntary displacement of local populations.
- High conservation value areas and native eco-systems should not be cleared and converted for jet fuel plant source development.

The Sustainable Bioenergy Research Consortium

With the commitment of Abu Dhabi Government, Etihad Airways, Boeing, Honeywell’s UOP and the Abu Dhabi Government, the project is focused on the research and development of biofuels in the region.

The flagship program of the consortium is investigating and piloting an integrated seawater energy agriculture energy system (ISEAS) utilizing both seawater and potential biofuels.

The production of Salicornia – a saltwater tolerant, oil producing haloalkane – is part of a project which includes the development of commercial fish and shrimp farming along marginal desert coastal areas.

The ISEAS makes provision for the nutrient-rich effluent from the aquaculture system to be directed to Salicornia plantations, providing essential nutrients for the growth of these shrub-like plants. The effluent contains further biological treatment in mangrove ecosystems which can themselves be harvested and converted into edible protein, as well as providing a habitat for fish and coastal wildlife.

Initial small scale investigations have yielded promising results, and we are proud to be involved with the Masdar Institute, Boeing and Honeywell’s UOP in a project that makes use of the resources of this region and supports the sustainability strategies of Abu Dhabi, including key research and development.”
Ground emissions

Emissions from ground vehicles
Etihad Airways runs a fleet of 48 buses, ranging from 10-seater minibuses to 40-seater coaches. Their fuel consumption is carefully monitored allowing for the calculation of associated emissions.

In 2011, the number of diesel vehicles increased slightly compared to 2010 while there was a decrease in the use of petrol-driven buses. Overall this resulted in a 14 per cent reduction in carbon dioxide emissions.

Emissions from our facilities
Our key office facilities, namely the Etihad Airways headquarter, the Training Academy and Etihad Plaza provide a work environment for approximately 44 per cent of our Abu Dhabi ground-based staff. The headquarters, which include the Training Academies, are located close to the Etihad Complex and adjacent to land that is considered to be of no significant biodiversity value. Aviation property is not close to any ‘desert preservation’ areas designated in the Abu Dhabi 2030 Plan.

The emissions associated with these facilities can be calculated based on the data we collect for electricity and cooling water.

As expected, the use of electricity and water increased in these facilities in 2011 in line with the number of staff using the facilities and for use in meetings and training purposes.

Despite its being the most resource intensive utility, the level of district cooling required for our Etihad Complex and Etihad Plaza decreased improvements between 2010 and 2011. At the Etihad Complex and Etihad Plaza, the total cooling demands fell by three and eight per cent respectively, saving the equivalent of 260 tonnes of carbon dioxide.

These achievements were primarily as result of improvements in the building management systems, setting the thermostats to automatic, to work more efficiently and as and when required.

Resource savings
The use of copy paper in the offices is monitored and staff are encouraged to send documents electronically and avoid printing unnecessarily.

Various communication tools are used to drive these messages to staff:

• As part of the ‘Marhaba’ induction training for all new ground staff
• The Green Champions, who have representatives in most departments, are tasked with encouraging best practice among their colleagues.

Reducing potable water
Potable water, that is, fully treated, water in Abu Dhabi, is primarily derived from desalination and treatment processes.

At our main facilities it is used for bathrooms, canteen, cleaning purposes and for irrigation. In 2011, the use of potable water was significantly reduced, in line with our efforts to reduce our energy consumption in line with the Abu Dhabi 2030 Plan.

These improvements are a reflection of our efforts to be more careful in the use of water, and as a result of these maintenance activities which place additional demands on water. 2011 also saw fewer instances of pipe work problems.

In 2012, the launch of the company-wide water savings campaign should allow further water savings and an additional five per cent reduction target has been set.

Resource management

Waste collection and recycling
Paper, cardboard, cans and plastic bottles are collected and placed in bins around offices and other facilities.

This initiative has been extended to our residential facilities in Etihad Plaza, with the provision of collection bins close to every residential tower, and close communication to all residents about the locations of these and the types of materials that can be recycled.

We also support the Philippine Community Fund (PCF), a non-profit organisation that works in the most depressed areas of the Philippines with communities who are unable to provide their own basic needs. We encourage staff and individuals to support and collect pop tab cans from canned drinks and fast foods.

Etihad Airways also supported a student from a nearby school in an independent initiative to recycle inkjet printer cartridges in support of the British Guide Dog Association.

Waste material from offices, the canteen and from facilities and maintenance management continues to be monitored.

The airline made significant improvements in the amount of paper and cardboard that was segregated for recycling in 2011. This is reflected in a slight decrease of 1.50 kilogrammes in waste being taken to landfill from our head quarters and other facilities.

The image on the right shows the number of staff engaged in waste management at Etihad Airways on a rolling 12-month basis.
Green Champions

Etihad Green Champions are staff volunteers who help to support the office greening and drive behavior change by educating staff in best practice, recycling, using office resources wisely, switching off office equipment and lighting when not needed, and examples of actions encouraged among our staff.

Earth Hour

Earth Hour in the UAE was marked on March 26, 2011 between 8.30pm and 9.30 pm. This international event, started in Australia in 2007, has gained increasing global recognition and support as a way of driving awareness when it comes to energy saving.

We supported Earth Hour by promoting the event, encouraging staff support and by turning off the lights across our major facilities in Abu Dhabi.

Building on this initiative, we participated in a joint activity ‘Going Beyond Green’ with the Abu Dhabi Airports Company (ADAC). This included an inspirational presentation from HH Sheik Abdul Aziz bin Ali Al Nuaimi of the ruling family of Ajman, popularly known as the “Green Sheikh” for his eco-friendly initiatives.

Art competition

We partnered with ADAC in a children’s art competition, aimed to educate children between the ages of two and 12 to submit entries using recycled materials. The theme of the competition was ‘Saving Planet Earth’. The overall winners won a fantastic Etihad flight simulator experience.

Green Room

2011 saw the official opening of the Etihad ‘Green Room’. Located in the Etihad Training Academy, the room is a showcase for environmental best practice and eco-technology and a venue to raise environmental awareness.

World Environment Day

Etihad Airways celebrated World Environment Day in June as part of the airline’s environmental awareness program. World Environment Day is the most widely supported annual event aimed at promoting positive environmental action.

The environment team arranged a number of activities including earth meditation sessions, the sale of eco-friendly products, documentary screenings and presentations.

Our efforts rewarded

In November 2011, Etihad Airways was honoured for its commitment to the environment at China’s 2011 Top Travel magazine awards.

The prestigious Environmental Contribution of the Year Award is given annually to travel companies demonstrating global leadership in corporate social responsibility.

The award was made in recognition of the introduction of ‘Permagard’, a polymer coating applied to the exterior of our entire fleet of aircraft. The Permagard treatment provides protection to the aircraft surface, reflecting dirt and dust from the surface; so aircraft need to be washed less often. The treatment also eliminates the need for strong cleaning agents, which can be replaced by more environmentally-friendly alternatives.

This has resulted in significant savings in washing water and cleaning fluids – 35 million litres of water a year, as well as a 96 per cent reduction in cleaning fluid, from 50,000 litres to just 2,000 – as well as improvements in fuel efficiency from reduced drag on aircraft.
projects in 2012 should allow for efficiency improvements in 2012.

However, some of our targets were not met. For a five per cent reduction target for our energy consumption in Etihad Complex and in our offices at Etihad Plaza. However, the electricity demand for these facilities increased during 2011 by seven per cent and eight per cent respectively at Etihad Complex and Etihad Plaza, the facilities management team will be looking at the feasibility of further improving the efficiency of the air cooling units. Significant upgrading of the water distribution systems within Etihad Airways facilities should result in lesser instances of broken pipeworks and leaks.

Several targets were set in 2010 for 2011.

Our 2011 targets

<table>
<thead>
<tr>
<th>Targets</th>
<th>Outcome</th>
<th>Action plan</th>
</tr>
</thead>
<tbody>
<tr>
<td>Etihad Complex General Waste</td>
<td>728,700</td>
<td>Additional materials for recycling will be identified.</td>
</tr>
<tr>
<td>Etihad Plaza (Including residential areas)</td>
<td>3,009,064</td>
<td>A waste composition assessment will identify ways and means to reduce the volume of waste to landfill.</td>
</tr>
<tr>
<td>Waste Segregation</td>
<td>10 per cent reduction in the volume of waste to landfill.</td>
<td>More comprehensive cleaning and maintenance systems will enable a more effective and efficient scheduling system.</td>
</tr>
<tr>
<td>Waste Segregation</td>
<td>10 per cent reduction in the volume of waste to landfill.</td>
<td>A switch to energy saving lighting and air conditioning systems.</td>
</tr>
<tr>
<td>Energy Consumption</td>
<td>7,652,727</td>
<td>Additional savings for recycling will be obtained.</td>
</tr>
<tr>
<td>Energy Consumption</td>
<td>15,639</td>
<td>Continuous education and awareness raising campaigns will be implemented.</td>
</tr>
<tr>
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<td>7,526</td>
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Summary

- 2012 targets: Our 2012 target is to drive down electricity consumption in our ground facilities, identify ways and means to reduce the volume of waste going to landfill and to use the 2012 water saving campaign to reduce dependence on fresh water both in our offices and facilities, and to be the first of our staff.

- Unlike last year, we will also set a target for our cooling water consumption. While we achieved improvement in this area from 2010 to 2011 (three per cent and eight per cent respectively at Etihad Complex and Etihad Plaza, the facilities management team will be looking at the feasibility of further improving the efficiency of the air cooling units. Significant upgrading of the water distribution systems within Etihad Airways facilities should result in lesser instances of broken pipeworks and leaks.

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Driving economic growth in Abu Dhabi

Aviation is a critical cluster industry within the Abu Dhabi government’s 2030 Plan, in which a successful airline and airport are recognised as fundamental drivers of successful free-market commercial activity and vital to underpin a diverse economy in the global arena.

According to the latest study, completed in April 2011 by leading UK think tank, Oxford Economics, Etihad Airways plays a crucial role in supporting and driving economic growth in the UAE.

The research used the standard methodology for economic impact appraisals, and was based on data from the International Airline Transport Association (IATA), the Air Transport Action Group (ATAG), EUROCONTROL, the UK aviation industry, and the Civil Aviation Authority of Singapore (CAAS).

Economic contribution is classified into four key areas: direct, indirect (suppliers to Etihad Airways), induced (spending of direct and indirect employees) and catalytic (impacts on other industries).

Creating wealth, creating jobs

Direct economic contribution: The airline contributed US$1.46 billion (2.1 per cent) of Abu Dhabi’s non-oil GDP (or 0.8 per cent of total GDP) in 2011, and helped to generate and support nearly 104,000 non-oil jobs throughout the Emirate.

Indirect economic contribution: Etihad Airways made an indirect economic contribution of US$830 million and supported an additional 15,000 jobs in 2011 through fuel purchases, maintenance and repair, airport rental and landing fees, marketing, advertising, IT services and communications.

Induced economic contribution: An induced GDP contribution of US$760 million and 13,839 additional jobs can be attributed to money spent during 2011 by people working for Etihad Airways and its suppliers.

Catalytic economic contribution: Etihad Airways played an important role in improving air links between Abu Dhabi and the rest of the global economy, and the airline’s expanding network was a key factor in encouraging businesses to invest in the Emirate and the UAE. These activities provided a catalytic economic contribution of nearly US$4 billion, representing 5.3 per cent of the Abu Dhabi’s non-oil GDP (2.1 per cent), and supported nearly 68,000 jobs.

In 2011 the airline carried 8.3 million passengers through its hub in Abu Dhabi. In 2012 this figure is set to increase to 10 million passengers.

Building a national workforce

A key imperative for Abu Dhabi is the development of long-term strategic initiatives aimed at empowering its national workforce, motivating young people, equipping them with the right workplace skills and enabling them to fulfill their potential and sustainably power the national economy in the long-term.

One of our primary contributions to the local economy is through our Emiratisation program, which is a key business imperative mandated by the Board and fundamental to our human resources strategy. Our aim is to ensure that we attract and develop Emirati nationals to support our future growth, we adopted an integrated approach.

Source: - aligning business requirements with community needs;
Develop: - aligning learning interventions with business and individual needs;
Engage: - fostering a conducive working environment; and
Deliver: - sustainably embedding Emirati talent at all levels within our workforce.

Aviation is a critical cluster industry within the Abu Dhabi government’s 2030 Plan, in which a successful airline and airport are recognised as fundamental drivers of successful free-market commercial activity and vital to underpin a diverse economy in the global arena.
Since the commencement of the Emiratisation program in 2007, the Etihad Airways has seen an impressive 98 per cent year-on-year increase. By the end of 2011, representing an impressive 98 per cent year-on-year increase.

Environmental performance and action to benefit the local community are intrinsically linked. The 'Together' strategy ensures that anything we do, or support, adds value to local communities. For example, since 2007, Etihad Airways has funded the integration of local households into local communities. We work with our sports partners to develop local talent and support grassroots sport. Our major sponsorships include the Formula 1 Etihad Airways Abu Dhabi Grand Prix; Manchester City includes its Emirati Manchester City soccer team, the Manchester City Rugby Schools Program and Clinic, which from the late sixties has reached over 1,300 children from schools in Abu Dhabi. In 2011, Etihad Airways also supported several key sporting events and initiatives, notably the F1 in Schools Program in conjunction with the Masdar Institute of Science and Technology. The Etihad Airways also supported the Masdar Institute, a unique collaboration with Sougha, a Khalifa Fund initiative, is working with women in the Western Emirates, in addition to supporting several other staff, (See also Working Together).

Community: Etihad Airways is proud to support a range of sporting, cultural and social events. These events are consistent with the airline’s values of hospitality, team spirit, and helping to bring Abu Dhabi to the world. We work with our sports partners to develop local talent and support grassroots sport. Our major sponsorships include the Formula 1 Etihad Airways Abu Dhabi Grand Prix; Manchester City includes its Emirati Manchester City soccer team, the Manchester City Rugby Schools Program and Clinic, which from the late sixties has reached over 1,300 children from schools in Abu Dhabi. In 2011, Etihad Airways also supported several key sporting events and initiatives, notably the F1 in Schools Program in conjunction with the Masdar Institute of Science and Technology. The Etihad Airways also supported the Masdar Institute, a unique collaboration with Sougha, a Khalifa Fund initiative, is working with women in the Western Emirates, in addition to supporting several other staff, (See also Working Together).

In 2011, Etihad Airways unveiled a special “Visit Abu Dhabi in Pink Polo” livery on an Airbus A330-300 aircraft, which took off for a celebratory flight across the United Arab Emirates, with a group of special needs children from schools in Abu Dhabi. Etihad Airways is proud to support a range of sporting, cultural and social events. These events are consistent with the airline’s values of hospitality, team spirit, and helping to bring Abu Dhabi to the world. We work with our sports partners to develop local talent and support grassroots sport. Our major sponsorships include the Formula 1 Etihad Airways Abu Dhabi Grand Prix; Manchester City includes its Emirati Manchester City soccer team, the Manchester City Rugby Schools Program and Clinic, which from the late sixties has reached over 1,300 children from schools in Abu Dhabi. In 2011, Etihad Airways also supported several key sporting events and initiatives, notably the F1 in Schools Program in conjunction with the Masdar Institute of Science and Technology. The Etihad Airways also supported the Masdar Institute, a unique collaboration with Sougha, a Khalifa Fund initiative, is working with women in the Western Emirates, in addition to supporting several other staff, (See also Working Together).

In 2011, as an extension of its Emiratisation program, we opened a new call centre staffed entirely by Etihad women from Al Ain. The second largest city in the Emirate of Abu Dhabi and the fourth largest in the UAE with a population of 177,000 (2011). The complement of 80 staff includes the manager, seven team leaders, five quality executives, and 67 agents. It has the capacity to grow from its present size to accommodate 200 staff in the requirements of the business dictate.

The staff underwent a comprehensive six-month training program in English language, customer service, and professional skills. This project supports the economic inclusion and development of an otherwise marginalized rural community, the enhancement and creation of opportunities for women, and the Emirate’s overall goal of economic growth and development in the UAE.

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Courses covered soft skills, reservations systems and indirectly to economic growth and development in the UAE.

In addition to empowering a previously excluded sector of the local community, the centre will seek to generate additional income for many families and contributing directly and indirectly to economic growth and development in the UAE.

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Our workforce

Etihad Airways recognises the value of having a talented and diverse workforce, and is committed to valuing and promoting diversity in all areas of recruitment, employment, training and promotion. Etihad Airways will work towards an environment that is based on meritocracy and inclusiveness, where all employees can develop their full potential irrespective of their race, gender, marital status, language, age, disability, religious belief, socio-economic status, thinking styles, experience and education.

At the end of 2011, our total workforce comprised 9,038 employees, 7,672 of whom were based in Abu Dhabi with 1,366 located in 46 countries across our network. Of the total number of employees, 1,185 are pilots and 3,230 are cabin crew. There is a 48 to 52 per cent ratio of women to men.

Nearly all employees, (99.93 per cent) within the organisation are full time employees, with only a very small number of external consultants, (just 0.07 per cent of the total workforce), being retained on part time or temporary employment contracts.

Emiratisation – a national imperative

In 2011 Etihad Airways employed 1,000 UAE nationals through a variety of programs and direct entry initiatives, and by year end they constituted 21 per cent of the employee base to become the second largest nationality grouping, compared to 13 per cent in 2010. The increase in Emiratis in the workforce was supported by a variety of measures across the network. An intake of 350 is projected for 2012 and then an average additional 200 each year thereafter.

The recruitment of Emiratis is conducted in collaboration with the Abu Dhabi Department of Labour and supported by a mentorship and coaching scheme to further enhance their performance, effectively translate formal learning into the workplace and support them in pursuit of the objectives that form part of their Personal Development Plans. 2011 saw the introduction of several new programs to enhance and improve the current range. These include programs in IT, airport operations development, sales development, and Finance development.
Currently in training

We have a continuous focus on building aviation specific capability through training programs.

As the national flag carrier of the UAE, Etihad Airways will continue to create opportunities in every part of its business to attract, develop and retain talented and committed UAE nationals. Ultimately the initiatives from the various programs will be empowered and developed to meet in future needs.

Learning and development

In 2011, the learning and development function designed and delivered several new learning interventions, aligned with business requirements to enhance organisational performance.

State-of-the-art Academy resources include:

- 32 classrooms
- 1 auditorium (seating approx. 120)
- 4 flight simulators (1 x B777, 1 x A320,
- 1 Cabin Emergency Evacuation Trainer
- 1 real Fire Fighting Trainer
- 4 door trainers (Airbus & Boeing)
- 6 computer-based training rooms

The Etihad Academy, now accredited by IATA, delivered almost 1,300 classroom-based courses to more than 12,700 participants in 2011. Core Etihad employees based in head office underwent an average of two hours training, with cabin crew averaging six hours of training for the year.

Trainees currently in training

Cadet Pilots
Second Officers
Trainee Engineers
Graduate Managers
Airport Managers
Total Trainees
Males
Females

<table>
<thead>
<tr>
<th></th>
<th>159</th>
<th>63</th>
<th>84</th>
<th>105</th>
<th>10</th>
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<tbody>
<tr>
<td>Trainees</td>
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<td>Indices</td>
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</table>

Our adoption of on-line learning proved to be very successful with a 500 per cent increase in on-line learning courses, an effective training solution for a global and mobile workforce which also delivers cost advantages to the airline. The shift to on-line training delivery resulted in a cost avoidance of AED10 million in 2011.

Competitive benefits

In addition to very competitive remuneration packages, UAE based staff receive an end of service benefit in line with UAE Labour Legislation based on the years of service. Outside the UAE, payments to government pension plans are made in line with local labour legislation.

Our fulltime employees enjoy a wide range of benefits, including accommodation assistance, sports and recreation facilities, educational assistance to managerial staff, the car allowance and campus as well as access to medical care and medical insurance.

Performance management

At the end of 2010 Etihad employees completed their first full year cycle in the new performance management system ‘iachieve’. One hundred per cent of employees completed an end of year performance review in the first quarter of 2011 and the first performance based pay increases were applied in April 2011. In tandem with this significant change, the company grading structure was redesigned with the introduction of job levels and a reduced number of grades whilst the number of job titles in the organisation was also reduced by over 35 per cent and a standard job title protocol introduced. Both these changes were aimed at reducing complexity and bureaucracy in organisation design. Further reinforcing the link between performance and reward, global incentive schemes were introduced in the Sales and Cargo divisions. The focus on ongoing dialogue between the employee and the manager continued through 2011 with almost 100 per cent of employees completing a formal end of year performance discussion.

JANUARY - DECEMBER 2011 COMPARATIVE ANALYSIS

COURSES VS TRAINEES

Total 1,391 courses and 13,915 trainees
Average trainees/month=1,159
Average number of courses/month=115
Graph | Trainees

We are committed to fairness in the workplace and recognise that a diverse workforce allows us to serve our stakeholders most effectively.
A positive workplace

We are committed to fostering a workplace that values and respects our employees. Our employees are our most valuable asset and we strive to make Etihad Airways a place where they can thrive, grow and develop. This is reflected in our Code of Conduct and in our policies on health and safety, diversity and inclusion, and in the outcomes of our many initiatives. Our employees are key to our success, and we make every effort to create a safe and healthy working environment for them. We value diversity and inclusion, recognizing that it is essential to our code of conduct and non-compliance is subject to disciplinary action.

A healthy workplace - medical and employee wellbeing services

Since opening its doors in 2010, the Etihad Airways Medical Centre has provided essential medical services to cabin crew and pilots. As services are regulated by both the Health Authority of Abu Dhabi and the General Civil Aviation Authority there is a natural emphasis on compliance with regulations and standards.

During 2011 our emphasis changed from not just focusing on compliance with regulations and standards, but also working towards improving the wellbeing of all employees and their families. Recognising that prevention is better than a cure, we focused on improving health and safety initiatives and promoting a healthy lifestyle.

The centre also provides health and wellbeing activities such as the ‘Fit2Fly’ exercise program, which supports the requirement for a company-wide safety management system. The ‘Fit2Fly’ program is designed to promote the health, safety and wellbeing of employees and contractors, and is aimed at reducing the number of workplace-related injuries and illnesses.

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A healthy workplace - medical and employee wellbeing services

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Corporate and individual philanthropy plays an important part in meeting our social responsibility. In 2011 we increased our commitment to local and international projects and initiatives that improve the lives and wellbeing of the communities in which we operate.

Crisis and humanitarian aid
Staff in Japan and Thailand affected by the natural disasters during the year were supported in various ways, including the provision of alternate accommodation and a daily living allowance. Staff based in Abu Dhabi were given access to information and assistance hotlines to stay in touch with their families during the crises.

Our staff responded with generosity and compassion to the devastating earthquake and tsunami in Japan and the flooding in Thailand later in the year.

We extended our support for HRH the Prince of Wales Pakistan Relief Fund which continues to rebuild villages and communities still struck by the 2010 floods.

Working with Airlink and Care by Air, Etihad Cargo transported large consignments of aid destined for Somalia in the wake of civil war and famine.

Our association with Airlink strengthened and we were able to support several charities and organisations carrying out relief work in Thailand, the Philippines and Africa, flying passengers and cargo to areas in need.

Community engagement
Our focus continued in the areas of individual and community empowerment and development. Extending the rationale and strategy in our workplace, we work in a variety of communities and with accredited programs to deliver opportunities, education and vocational training that help to create employment and enhance the quality of life in our communities. 2011 also increased engagement with our frequent flyer customers and support for those who promote cross-cultural dialogue. Etihad Airways does not provide any financial support to public service or political parties.

- Peace X Peace and Connection Point
- Mosaic
- Offscreen
- Edge of Arabia Exhibition
- National Museum of Australia – Handwritten Exhibition
- TEDs
- Give and Gain Day
- Islamic Relief
- Islamic Museum of Australia
- Maria Christina Foundation
- Monyati
- Plurabelle Paddlers
- Palestine Children’s Relief Fund
- Pink Polo
- Plurabelle Paddlers
- TED in Schools
- 2041 and International Antarctic Expedition
- F1 in Schools

Adding it all up in 2011
We provided 170 free flights across our network for charities, community and cultural projects and waived 200kgs of excess baggage for voluntary charity support.

Our frequent flyer customers donated a total of 31,012,036 Etihad Guest Miles to the 63 charities listed on the Etihad Guest shop.
Corporate governance

Corporate governance is rigorously enforced at Etihad Airways, a multi-billion dollar entity that is recognized as one of the most successful and fastest growing airlines in the world. The airline is a publicly listed entity, and any material transactions, decisions or actions taken by senior management are subject to the approval of the Board of Directors. The Board of Directors is comprised of seven members, three of which are independent directors. The Board is responsible for setting the strategic direction, overseeing the performance of the organization, and approval of any material transactions, decisions or actions. The Board maintains its independence through its annual performance evaluation and a robust Board succession plan.

The airline’s governance framework is designed to maintain a balance between risk and opportunity, enabling Etihad Airways to manage its operations in a transparent and accountable manner. The airline operates in accordance with the Audit Committee’s charter and follows a comprehensive process to review and monitor the airline’s financial reports. The airline’s governance framework is in line with the best practices of the governance framework, and the airline has been ranked among the top companies in the industry.

Etihad Airways has a strong internal audit function, which is responsible for ensuring that the airline operates in accordance with the applicable laws, regulations, and standards. The airline’s internal audit function is comprised of a team of experienced professionals, who are responsible for ensuring that the airline is in compliance with its internal control policies and procedures.

The airline’s governance framework is designed to ensure that the airline operates in a transparent and accountable manner. The airline’s governance framework is in line with the best practices of the governance framework, and the airline has been ranked among the top companies in the industry.

Etihad Airways does not engage in any illegal activities, and its governance framework is designed to maintain a balance between risk and opportunity. The airline’s governance framework is in line with the best practices of the governance framework, and the airline has been ranked among the top companies in the industry.

Ethics and compliance

Etihad Airways has a comprehensive ethics and compliance program that is designed to ensure that the airline operates in a transparent and accountable manner. The airline’s governance framework is in line with the best practices of the governance framework, and the airline has been ranked among the top companies in the industry.

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2011 Awards recognition of our excellence

- World’s Leading Airline – World Travel Awards
- World’s Leading First Class – World Travel Awards
- World’s Leading Airline to the Middle East – World Travel Awards
- World’s Best First Class – Skytrax Awards
- World’s Best First Class Onboard Catering – Skytrax Awards
- World’s Leading Airline – Arabian Business Magazine
- Airline of the Year – TTG Travel Awards
- Best Business Class – Biz Travel Forum, Milan
- Business Airline of the Year – Guardian Observer Travel Awards
- Middle East’s Leading Airline – World Travel Awards
- Middle East’s Leading Airline First Class – World Travel Awards
- Middle East’s Leading Airline Inflight Entertainment – World Travel Awards
- Middle East’s Leading Cabin Staff – World Travel Awards
- Web Excellence, Airline category – Pan Arab Web Awards
- Best Co-Branded Card in the Middle East – Smart Card Awards Middle East
- Best Long Haul Airline – Irish Travel Awards
- Best Economy Class – Monitor Airline of the Year Awards
- Best Meal in Economy Class – Monitor Airline of the Year Awards