

## **DBA & Sons - Corporate Governance**

The Alketbi family have established and expanded its business organization for over 50 years, and whilst most of its business activities are undertaken in the United Arab Emirates, it does have business interests in a number of countries worldwide. The Company has grown by means of both organic and inorganic growth and has funded growth by continual reinvestment into the business. The Directors developed the business in way that has seen the business become less and less dependent on others and today the business is effectively a self-performing organization, relying only on a small number of specialist contractors.

The governance organisation of the Company is flat in structure, with all department heads reporting directly to the Managing Director, Mr Khalifa Darwish if they are responsible for an operational or sales department, all other administration or commercial functional heads report to the Director. Mr. Ahmed Saif. The Managing Director and the Director report to the Group Managing Director and owner Mr. Abdulla Darwish. The Company is owned and managed by a local Abu Dhabi family and all three Directors manage the business on a day to day basis and in a hands-on manner and they are involved in all the decision-making processes. Each Department Head has detailed and transparent functional requirements and responsibilities to maintain. Many of the departments are interdependent on each so it is important therefore that all departments achieve targets and objectives established for them ensuring the functionality of the business as a whole. The Planning & Control Department stringently monitors the performance of each Department by means of KPI's and related targets and objectives and this information is available online for the Directors and owners to review and manage on a day to day basis. Management and governance of this scale ensures that any adverse trend is quickly identified and actions taken promptly to prevent and significant disruption to the business or functions within it.

The Company maintains an open door policy and the department heads are free to contact or arrange meetings with the Managing Director or Director as required. Meetings or phone calls between department heads and the Managing Director or Director are frequent and often unscheduled allowing greater flexibility, optimization of time and the spontaneity to deal with the dynamic work environment in which the Company operates.