

DUBAI MUNICIPALITY
SUSTAINABILITY
REPORT 2023



His Highness Sheikh Mohammed bin Rashid Al Maktoum

Vice President, Prime Minister and Ruler of Dubai



His Highness Sheikh Hamdan bin Mohammed bin Rashid Al Maktoum

Crown Prince of Dubai, Deputy Prime Minister and Minister of Defence



His Highness Sheikh Maktoum bin Mohammed bin Rashid Al Maktoum

First Deputy Ruler of Dubai, Deputy Prime Minister and Minister of Finance

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01


INTRODUCTION

About the Report

Message from the Director General

Key Highlights





About the Report

Dubai Municipality (DM) 2023 Sustainability Report presents its comprehensive efforts to integrating sustainability across all operations. It showcases advancements in Environmental, Social, and Governance (ESG) performance along with key initiatives, accomplishments, and impacts. Additionally, it reflects DM's strategic approach to identifying and addressing material topics that influence the organisation and the stakeholders in accordance with the GRI standards. Through this report, DM showcases how sustainability is driving positive change and measurable outcomes across and for the emirate.

Scope and Boundary

This document highlights Dubai Municipality's sustainability achievements and operational insights, the reporting period for this document spans from January 1, 2023, to December 31, 2023.

Internal Controls and Data Validation

The data presented in this report represents the latest, internally confirmed information unless indicated otherwise. All content has undergone thorough internal validation, including scrutiny by internal experts in the relevant subjects. An internal assurance procedure was implemented, through which internal stakeholders reviewed and authorized content related to their respective departments.

Reporting Frameworks

This report has been compiled in accordance with the Global Reporting Initiative (GRI) 2021 Sustainability Reporting Standards. Additionally, it aligns with the United Nations Sustainable Development Goals (SDGs), highlighting Dubai Municipality's active role in supporting these global targets. It also reflects the Municipality's contributions to national priorities, including UAE Vision 2030, the UAE Green Agenda 2030, the UAE Net Zero by 2050 initiative, the National Climate Change Plan of the UAE 2017-2050, the UAE Energy Strategy 2050, the UAE Circular Economy Policy, and the National Air Quality Agenda 2031. The ESG topics covered in this report are based on a materiality assessment exercise, ensuring that the most relevant and impactful issues are addressed.



We are building a new reality for our people, a new future for our children, and a new model of development.

His Highness Sheikh Mohammed bin Rashid Al Maktoum
Vice-President, Prime Minister of the UAE, and Ruler of Dubai

GRI 2-11, 2-14, 2-17, 2-22

Message from the Director General

In an era where sustainability defines our path forward, Dubai Municipality stands at the forefront of embracing and creating opportunities that not only ensure our city's prosperity, but also safeguard our planet for future generations. 2023 has been declared the Year of Sustainability, reflecting our deep commitment to a sustainable future. Guided by the vision of His Highness Sheikh Mohammed bin Rashid Al Maktoum, we are committed to transforming challenges into opportunities for growth, innovation, and sustainability.

Reflecting on our journey, this report underscores Dubai Municipality's vital contribution and demonstrates that our commitment to sustainability is not merely a response to global challenges but a proactive pursuit of a better future, deeply embedded in our strategic plans and aligned with the international sustainability agenda.

Our efforts align with key frameworks such as the UN's Sustainable Development Goals and national visions, including the 'We the UAE 2031' vision, 'UAE Green Agenda', 'UAE Energy Strategy', 'Dubai Clean Energy Strategy', and the 'UAE Net Zero by 2050' strategic initiative. We are not merely responding to global challenges; we are actively shaping a sustainable and resilient Dubai.

In 2023, we achieved remarkable advancements in the field of urban planning, harnessing the power of artificial intelligence to realize an impressive 80% savings in cost and effort, setting a new benchmark for municipal work areas. Our strategic use of AI supports the provision of accurate recommendations in city planning, addressing the high global expectations from our population.

Waste management, a challenge for cities worldwide, is viewed by Dubai Municipality as a valuable economic opportunity. In 2023, we added 135,000 residential units in Dubai through the world's largest waste treatment and energy conversion centre, operating with modern technologies and AI systems. The centre has the capacity to process up to 2 million tonnes of solid waste annually.

Capitalizing on the momentum from COP28, we launched the first project to convert organic waste into sustainable aviation fuel, contributing to our climate neutrality strategy by 2050 and reducing a million tonnes of carbon dioxide.

Among the initiatives announced during COP28:

- 3D Concrete Printing In Dubai
- Mangrove plantation project
- Climate Neutrality Strategy

As we continue to innovate and create exceptional urban spaces, we have utilised technology to enhance our nighttime beaches, ensuring Dubai remains a vibrant city around the clock. With the expansion of our urban landscape, we remain dedicated to providing the highest standards of health, safety, and security. By adopting effective health and safety protocols, DM ensures the protection of the people, material resources, and the environment. Our strategic plan for 2022-2026 serves as a catalyst for sustainable development across the emirate, aiming to inspire innovation, uphold corporate governance, and optimise resource utilisation for the benefit of all.

Dubai Municipality's vision is to be a pioneering municipality for a global city. To achieve the Sustainable Development Goals by 2030, we aim to be a globally pioneering municipality that provides the best quality of life for Dubai's citizens and visitors. Our mission is to plan, run, and ensure the city's sustainability through providing pioneering municipal services to support people's happiness and achieve Dubai's vision. Our purpose is to make Dubai more beautiful, sustainable, and liveable every day.

As we forge ahead, Dubai Municipality is dedicated to enhancing our city's sustainability. Through strategic partnerships, cutting-edge technology, and a relentless pursuit of excellence, we are actively creating a greener Dubai. Our efforts are in line with the strategic plans of Dubai Municipality and the national ambitions that guide our actions.

Together, we are building a legacy of sustainability that will inspire cities around the world and ensure a prosperous, vibrant future for all who call Dubai home. Let us continue to embrace the opportunities that lie ahead, for in every challenge, there is a chance to make a difference. Making Dubai More Every Day.

Starting from its vision of building a smart and sustainable city, Dubai Municipality strives to implement ambitious projects such as the Waste-to-Energy Centre in Warsan, the Deep Tunnel Drainage Project, and the Digital Twin Platform. These projects, along with many future initiatives, shape the future of Dubai, where modern technologies integrate with advanced infrastructure to achieve a sustainable future.

We believe in your capabilities and invite you to move forward towards broader horizons. Together, we turn our challenges into golden opportunities, making every step forward a spark for positive change in our city.

Key Highlights



Environment

Environmental Conservation



185K+
Trees planted



10,336
Ghaff trees were numbered, and their data recorded



8,237
Inspection and visits for environmental control



12.53%
Green area per capita



96%
Soil quality index



89.9%
Air quality according to WHO standards

Waste Management



220
Megawatts per hour of electricity generated from the waste-to-energy plant in Warsan.



100%
Liquid hazardous waste treated



100%
of E-waste diverted from landfills



95%
Medical waste treated



100%
Solid hazardous waste treated

Food Safety



2.3 M
Food items inspected and screened at ports



65,154
Food safety inspections

Veterinary Services



2.7 M
Veterinary services provided to enhance animals' health and prevent the transmission of zoonotic diseases



144,300
Veterinary laboratory tests have been performed

Water and Sanitation



100%
Safe water sanitation



84.74%
Areas connected to sewerage systems



76.14%
Biogas utilization in treatment processes



78.58%
Areas connected to stormwater systems



Social

Customer Engagement



1,015,634
Customers interactions through contact centre channels



94.6%
Customer happiness on DM services

Community Engagement



99%
Community awareness on public health services



97.6%
Community happiness in public utility services markets

Employee Training and Development



3,735
Total hours of training delivered



623
Total days of training delivered

Workforce Diversity and Management



11,097
Number of full-time employees



78
Nationalities represented in the workforce



77
People of Determination employed in Dubai Municipality



100%
Emiratization in leadership positions



100%
Grievances resolved

Innovation, Excellence, and Research



40
Excellence awards in different municipality domains



101
Accomplished research and studies



100%
Employee participation in innovation and knowledge activities

Permits and Inspections



5,775
Permits issued related to advertisement content



841,973
Inspections imported animals through Dubai ports

Public Parks and Recreational Facilities



217
Public parks across the emirate



31%
Growth of the rate of increase of visitors to recreational facilities

Governance

ESG Compliance and Building Regulations



30,732

Visit inspection of construction buildings monitored for ESG compliance throughout their lifecycle



3,988

Planning permits issued



100%

Buildings' compliance with approved building and planning regulations and legislation

Investments and Financial Impact



162 M

Value of DM investments taking place through partnerships



46 M

Financial innovation impact



19.5%

Revenue growth rate



87%

Investors satisfaction

Innovation



44

Integrated smart solutions implemented in DM



100%

Employee participation in innovation and knowledge activities



100%

Digitisation of government services

Compliance and Legal



100%

Compliance with Dubai Data Law



97%

Legal compliance with government lawsuits



100%

Audit reports issued on time

ISO Certifications



27

ISO certificates were successfully renewed



7

New ISO certificates in 2023

Sustainability and Project Management



40

Meetings of the Sustainability Committee



95%

Project management framework effectiveness



02

ABOUT DUBAI MUNICIPALITY

History of Dubai Municipality

Dubai Municipality's Legacy

Dubai Municipality's Operations

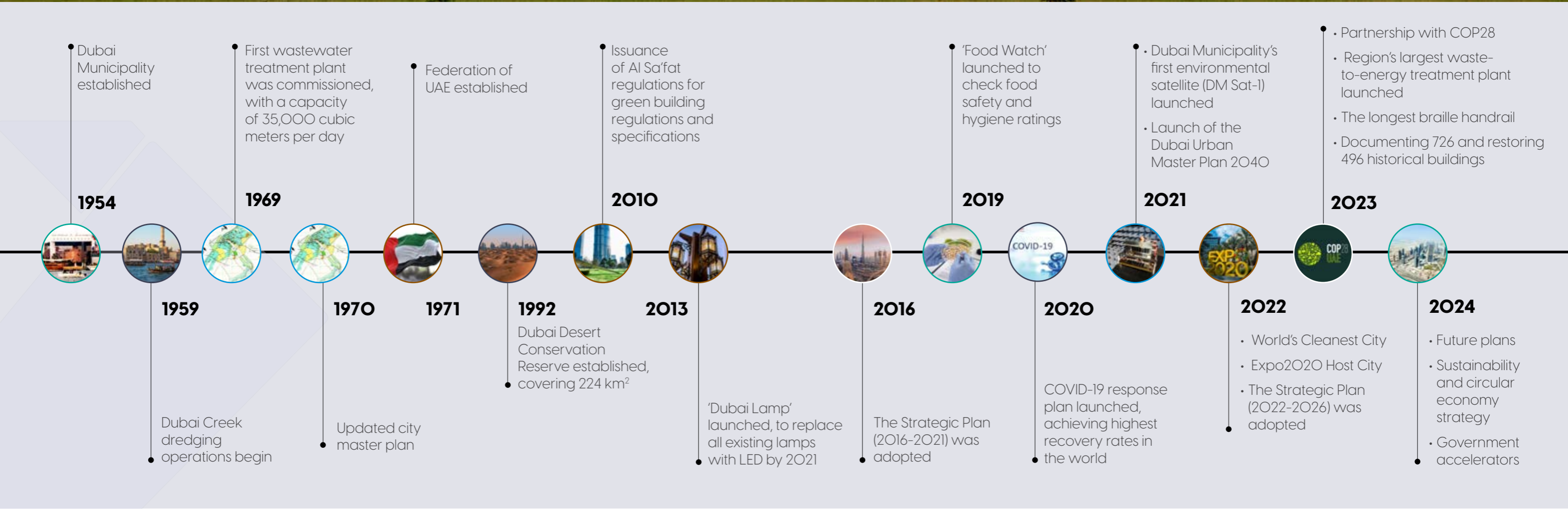
Awards

Certifications and Accreditations

Sustainable Partnerships



Part of Dubai Municipality's Sustainable History



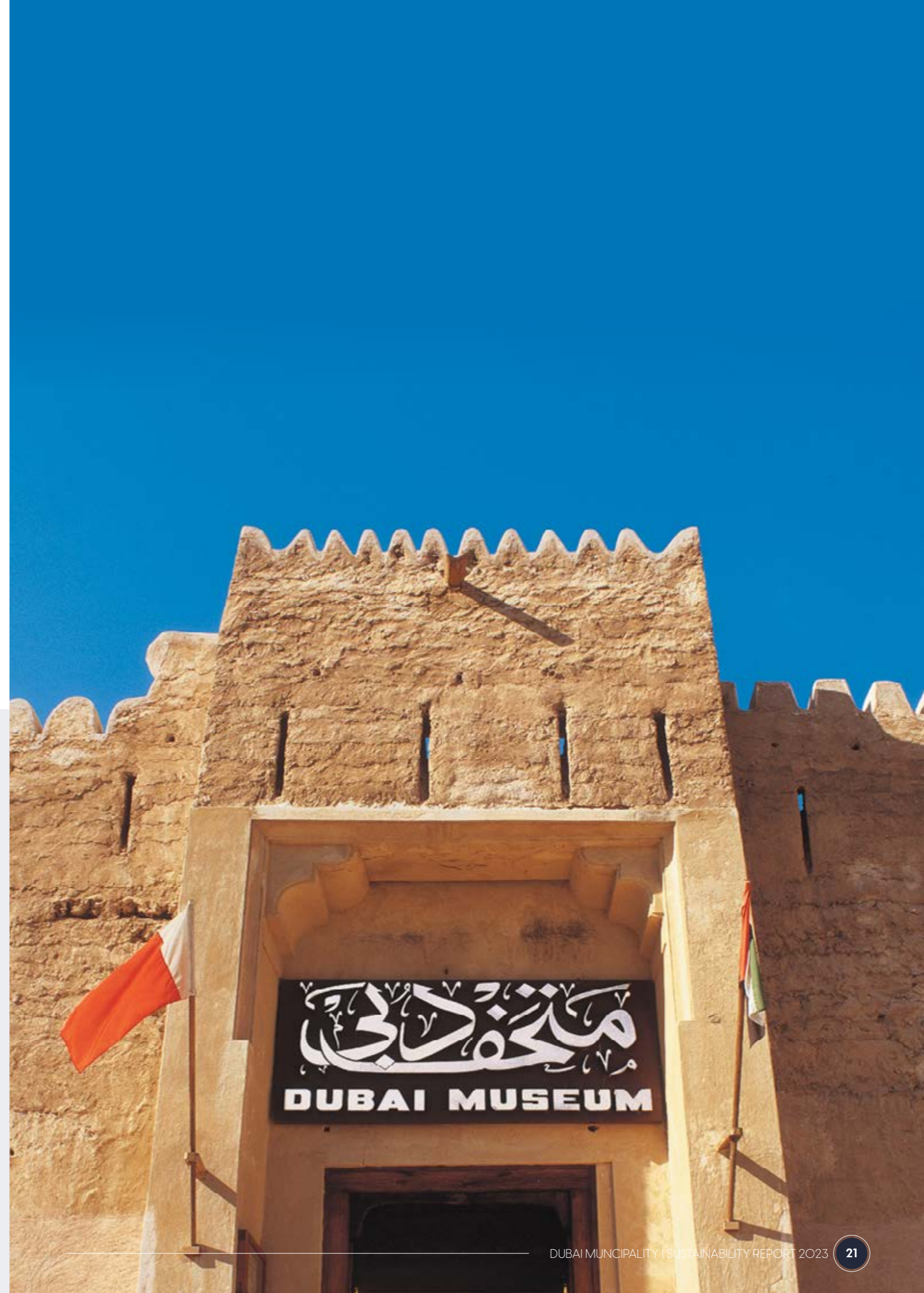
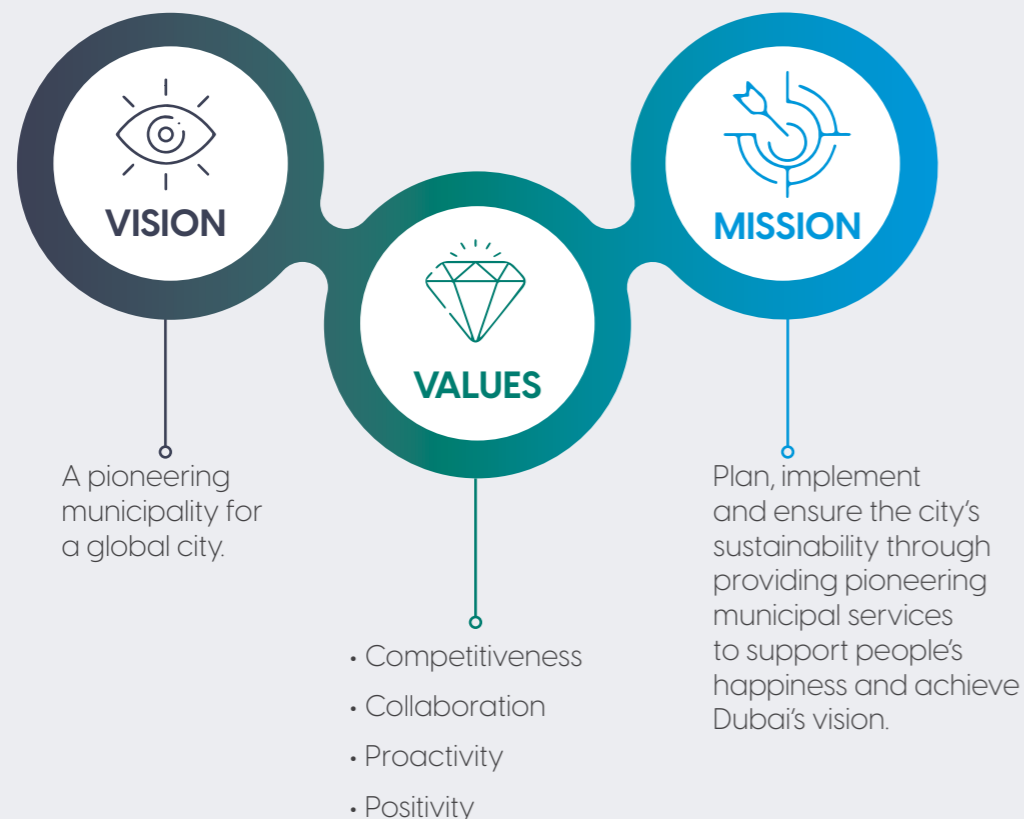
Dubai Municipality's Legacy

Since its establishment in 1954 by His Highness Sheikh Rashid Al Maktoum, Dubai Municipality has been the oldest government entity in the emirate. It has expanded alongside the city, adapting its functions to meet the diverse needs of a growing population. With a workforce of over 11,400 employees spanning more than 40 organisational units, Dubai Municipality is enhancing the quality of life for all residents, visitors, and businesses.

Dubai Municipality is shaping the city's future, providing over 172 services across 14 functional areas while managing more than 800 daily operations through two sectors and four agencies. Today, Dubai Municipality is recognized as one of the largest government bodies in relation to the services it provides and the projects it carries out. It is a major force in the advancement and transformation of the Emirate of Dubai, taking a key position in the city's development.

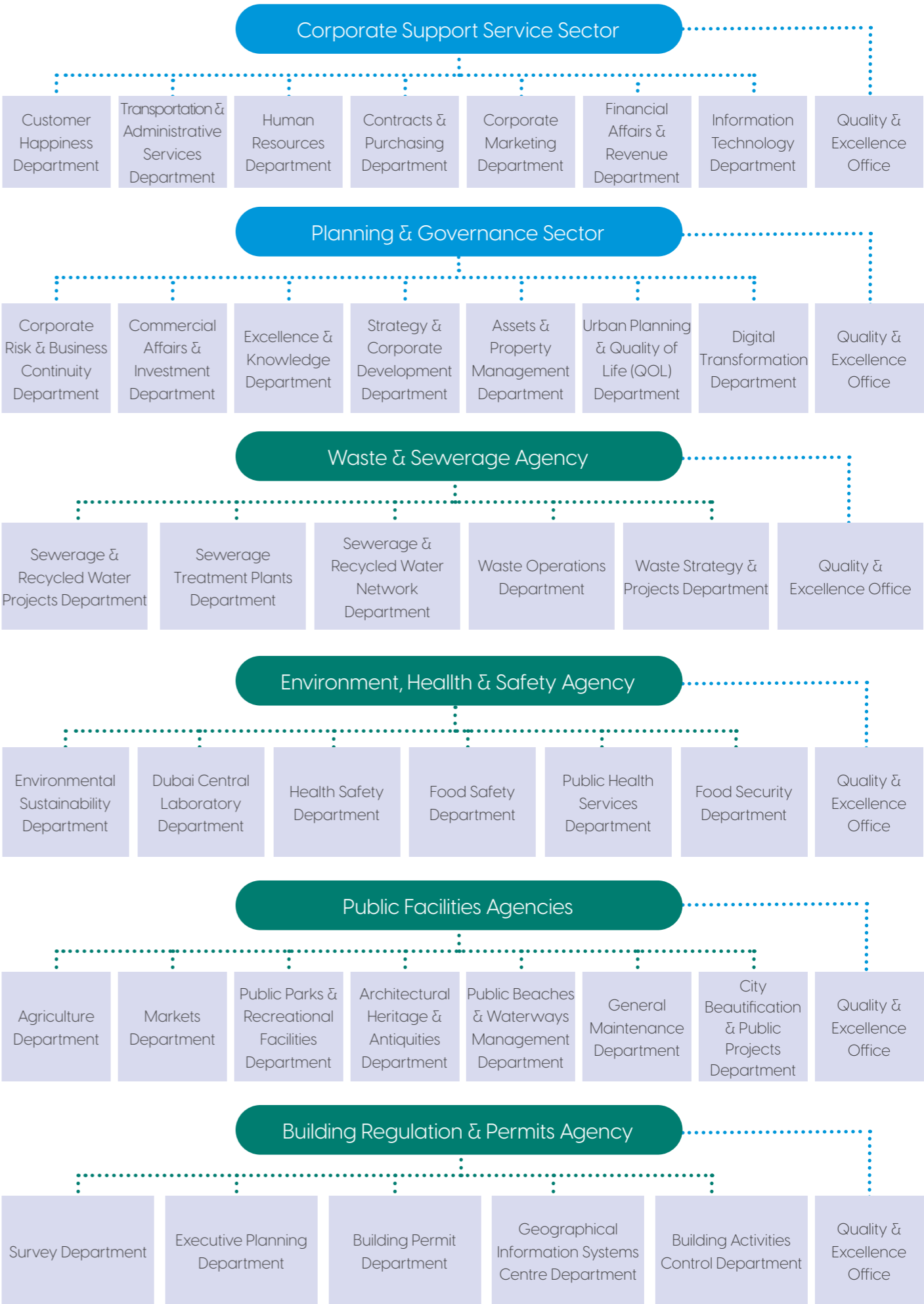
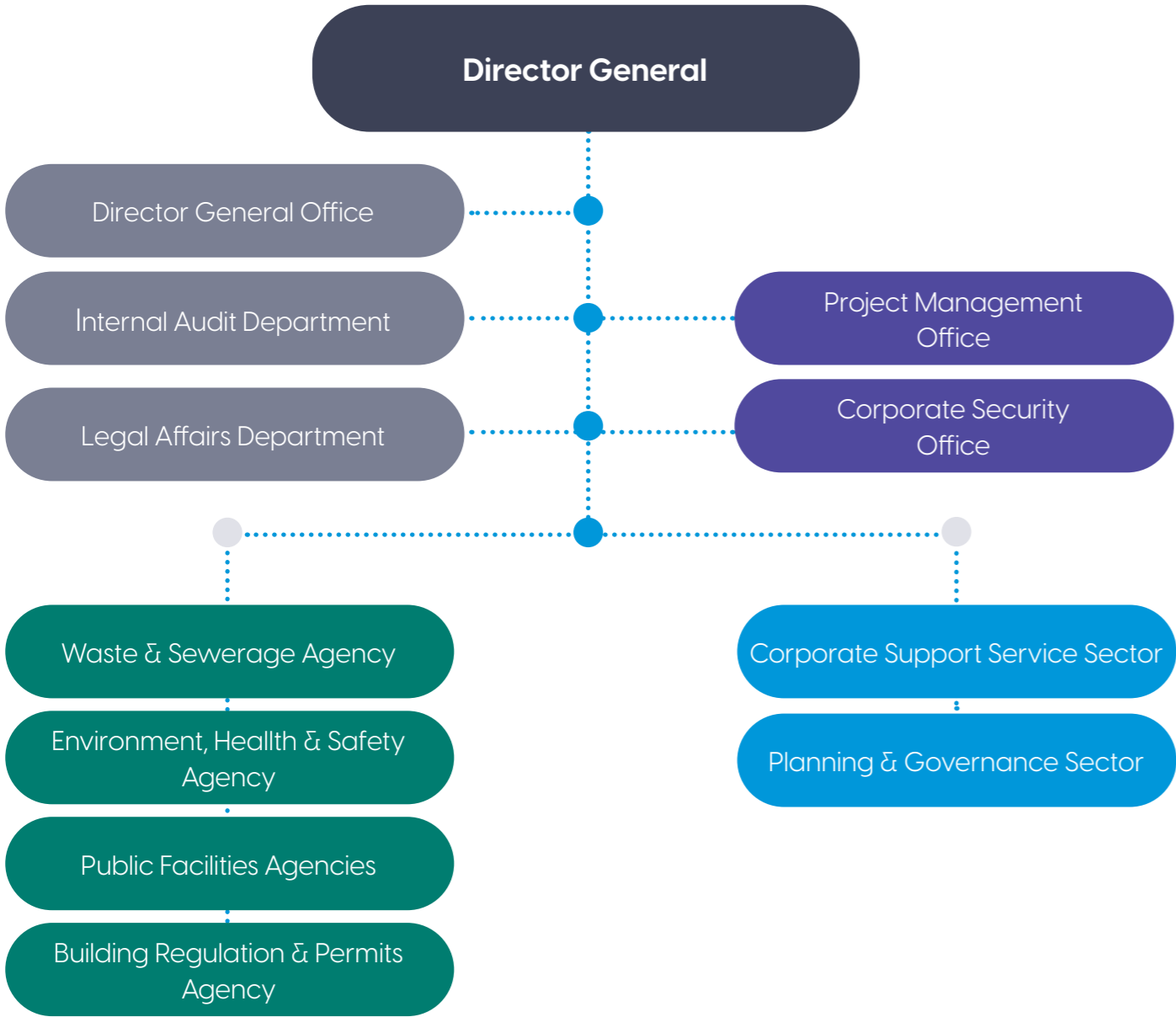
Dubai Municipality is committed to creating a beautiful and livable city for Dubai's vibrant community, overseeing an array of essential services that include waste management, health and safety, urban planning, and the supervision of construction services. With a committed dedication to environmental conservation, the Municipality enhances and maintains public spaces, transforming beaches, parks, and markets into pristine and sustainable sanctuaries. By adhering to international standards of quality and safety in the construction and infrastructure sector, environmental health, food and consumer products, electromechanical devices, home appliances, and more, DM provides specialized accredited testing, calibration, legal verification of measuring devices, as well as certification and conformity mark services for materials and products. Additionally, Dubai Municipality plays a key role in the conservation of the emirate's architectural heritage, with numerous initiatives focused on the revitalization and protection of Dubai's historical landmarks, DM ensures that Dubai remains a flourishing and leading city, synonymous with beauty, livability, and sustainability.

Vision, Mission and Values



Organisational Structure of Dubai Municipality

Dubai Municipality organistional structure is the bedrock for all operations.





Awards

Achieving international recognition as a leader in innovation, Dubai Municipality is distinguishing itself by earning multiple prestigious awards throughout 2023.



Big 5 Global Impact Awards

First place at the Big 5 Global Impact Awards was won by Dubai Municipality in the Innovative Construction Organization of the Year category, with its Projects Initiative leading in construction innovation and attracting international and local investment.



GCC GOV HR Awards

First place was awarded to Dubai Municipality in the GCC GOV HR Award for the Best Emiratisation Initiative, recognizing their outstanding efforts at the Gulf Cooperation Council country level.



Research and Innovation Awards

First place for the Smart Monitoring Project of their vehicle fleet was awarded to Dubai Municipality in the Future Mobility Solutions category at the Energy and Infrastructure Ministry's Research and Innovation Awards.

First place in the Impacts of Climate Change on the Resilience of the Energy and Infrastructure Sectors category was awarded to the Dubai Municipality.



Future of Sourcing Awards

Innovation in Supplier Performance Evaluation category, Dubai Municipality won the Future of Sourcing Award for innovative digitization in supplier performance evaluation.



Global Future Design Awards

Gold category distinction at the Global Future Design Award was awarded to Dubai Municipality for their Integrated District initiative in Urban Design, enhancing community integration and quality of life in Al Aweer area.



RoSPA Health and Safety Awards

Gold award in the Fleet and Equipment Safety Category was secured by the Municipality's Fleet Safety initiative.

Silver awards were earned in the Occupational Health & Safety, Leisure Safety, and Health and Safety Initiative of the Year categories.

Bronze award was earned in the Achievement category, recognizing the dedication to enhancing occupational health and safety in agricultural management.

Silver award went to the Municipality's Deep Tunnel Stormwater Project for its innovative water collection and management system.



Global Continual Improvement Award

First place in the International Award for Continuous Improvement was won by Dubai Municipality, excelling in the Happiness and Engagement category, with the initiative "Enhancing customer experience and streamlining processes to reduce effort".



Ideas Arabia International Award

First place in the International Arab Ideas Award for customer happiness was awarded to Dubai Municipality, courtesy of the Dubai Quality Group. Their winning Customer Voice initiative aligns with the vision of wise leadership.



Harvard Business Council International Awards

Diamond winner in the Procurement category accolades at the Harvard Global Business Council Awards were secured by the municipality, recognized for its comprehensive approach to contract and procurement management encompassing economic, legal, and technical dimensions.



Most Innovative Knowledge Enterprise (MIKE)

First place in the Most Innovative Knowledge Enterprise (MIKE) award was bestowed upon Dubai Municipality for their exceptional achievement in the Middle East and North Africa region.



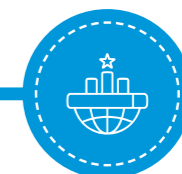
Middle East Waste & Recycling Awards

Regional Distinction was awarded to Dubai Municipality for their leading 'Best Waste Transfer and Reduction Initiative (Government Sector)' at the 2023 Middle East Waste & Recycling Awards (MEWAR Awards).



Investors in People Awards

First place in the Outstanding Use of Technology Award category went to Dubai Municipality at the Investors in People Awards for their innovative tech advancements in procurement and contracting, streamlining services in line with strategic goals.



Harvard Business Council International Awards Global Benchmarking Award

First place place on the global stage was awarded to the municipality, earning the title of leading entity in the Global Benchmarking Award by the Centre for Organizational Excellence Research in New Zealand (COER), recognizing excellence in benchmarking across government and private sectors.



Procurement Success Awards

First place in the Procurement Resilience Award category victory at the Procurement Success an accolade organized by the Procurement Success Summit.



Sustainable Cities and Human Settlements Awards

First place in the Sustainable Cities and Human Settlements Awards for Planning and Design was won by Dubai Municipality, an honor presented by the Global Forum on Human Settlements Organization.



Rising Star of Safety

First place in the "Rising Star of Safety" Award for the efforts exerted by young safety practitioner from the National Safety Council (NSC) in the United States was claimed by Dubai Municipality.



Makeen Anti-Smoking Award

First place in the best legislation category for regulating smoking in the emirate of Dubai.



PMO Global Awards

First place in the Asia-Pacific continent and first place in the world for the Best Project Office Manager in the PMO Leader of the Year Award category.



HCM Excellence Awards

Gold winner in Blended Learning Programs in Dubai Municipality.

Gold winner in Wellness and Well Being Programs in Dubai Municipality.



The International Awards for Liveable Communities

First place was awarded to the Municipality in the 'Sustainable Planning and Management Policies' category.

Second place was secured in the 'Whole City' category.



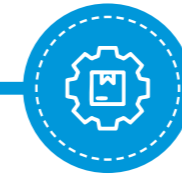
UN-Habitat Scroll of Honour Award

UN-Habitat Scroll of Honour awards Dubai Municipality for outstanding management of the sewerage and recycled water network.



Landscape Middle East Sustainability Award

Sustainability and Horticulture Specialist Award recognizes Dubai Municipality for its achievements in honoring innovators in sustainable landscape care, enhancing urban areas in the Middle East, and promoting smart building values and community awareness.



Top Supply Chain Projects Award

First place in the Top Supply Chain Projects award was won by Dubai Municipality's Contracts and Purchasing Department, an accolade from Supply & Demand Chain Executive.



The Future Enterprise Awards

First place in the 'Best Technology Implementation of the Year in Government' accolade at the Future Enterprise Awards 2023 was awarded to Dubai Municipality for its dedication to advancing digital work systems and integrating innovative technologies to elevate service standards.



British Safety Council Award

International Safety Award category in recognising Dubai Municipality's management of the occupational health and safety system across the Emirate of Dubai.

Ambassador of the Year for Safety, Health and Wellbeing for the management of wastewater and recycled water projects.

Seize the Opportunity Award for Sterilization and Odor Treatment Smart Equipment supports the city's goals of safety, public health, and smart services, honoring institutions committed to health, safety, and well-being.

Community Labor Market Initiative in the 'Seize the Opportunity' award category was awarded to the Health & Safety Department in Dubai Municipality.

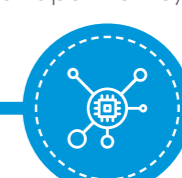
The James Tye Award honors DM with the best school awareness campaign, supporting city goals of safety, public health, and smart services.



GCC Award for Municipal Work

Second place in the Community Partnership in the Municipal Work System Award category for Community Centres for Sorting and Collecting Recyclables in the Emirate of Dubai.

The Recycling Collection Centre Friendly for People of Determination project won an **award in the Community Partnership** in the Municipal Work System Award Category.



World Energy Prize

First place and the National Winner in the United Arab Emirates in the Earth category for the initiative "The impact of nanotechnology on the sustainability of dyes under the prevailing climatic conditions in Dubai" was awarded to the Dubai Central Laboratory Department.

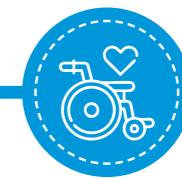


Digital Innovation Award

First place in the Robotic Process Automation in the Emerging Technologies Project of the Year Award Category.

First place in the Implementation of the Internet of Things Project in the Smart City Project of the Year Award Category.

First place in the Project of Studying and Implementing the Features of Multiple Authentication for Access Systems and Applications in the Cyber Resilience Project of the Year Award Category.



World disability Union (WDU)

The **Silver Category** in the International WDU Certificate for Accessibility for Disabilities was awarded to the Customer Happiness Centers.

Certifications and Accreditations

Quality Management

- ISO 9001** Quality management systems, requirements.
- ISO 10002** Quality management, customer satisfaction, guidelines for complaints handling in organisations.
- ISO 10004** Quality management, customer satisfaction, guidelines for monitoring and measuring.
- IECEE-CB Scheme** International safety certification system.
- ISO 10001** Quality management, customer satisfaction, guidelines for codes of conduct for organisations.
- ISO 10003** Quality management, customer satisfaction, guidelines for dispute resolution external to organisations.
- ISO 10015** Quality management, guidelines for competence management and people development.

Occupational Health and Safety

- ISO 45001** Occupational health and safety management systems, requirements with guidance for use.
- WHO-PQS** Quality assurance for health products.

Information Technology and Security

- ISO 20000-1** Information technology, service management system requirements.
- ISO 27001** Information technology security techniques, information security management systems, requirements.
- ISO 38500** Information technology governance.

Corporate Governance and Compliance

- ISO 37000** Corporate governance system.
- ISO 37001** Anti-bribery management systems, requirements with guidance for use.
- ISO 37301** Compliance management systems, requirements with guidance for use.

Risk Management and Business Continuity

- ISO 31000** Risk management.
- ISO 22301** Security and resilience, business continuity management systems, requirements.

Innovation and Knowledge Management

- ISO 56002** Innovation management system.
- PAS 7070** Benchmarking process management specification.
- ISO 30401** Knowledge management systems, requirements.

Human Resource Management

- ISO 30408** Human resource management, guidelines on human governance.
- ISO 21001** Educational organisations, management systems for educational organisations.
- ISO 30405** Management and governance of human resources recruitment.

Environmental and Energy Management

- ISO 14001** Environmental management system.
- ISO 50001** Energy management system.

Project and Asset Management

- ISO 21500** Project, programme, and portfolio management.
- ISO 26000** Guidance on social responsibility.
- ISO 55001** Asset management, management systems requirements.
- ISO 20400** Sustainable procurement, guidance.

Public Sector and Procurement

- BS 59009** Public Sector Procurement and Contracts Management.
- ISO 44001** Collaborative business relationship management systems, requirements and framework.
- ISO 24511** Activities relating to wastewater services management system.
- ISO 37500** Guidance on outsourcing.
- ISO 24536** Service activities relating to stormwater services management system.
- 10845-1** Construction procurement management system.

Audit and Inspection

- ISO 19011** Audit management system.
- ISO 17025** Testing and calibration laboratories.
- ISO/IEC 17020:2012** Performing inspection.

Sustainable Partnerships

The partnerships established by Dubai Municipality emphasise the value of collaboration as an essential element of its strategy. These cooperative efforts enhance its ability to create impactful solutions and promote sustainable urban development.

A Corporate Strategic Partners



B Strategic Partners



C Key Partners



Global Partnerships for Sustainable Development

Dubai Municipality, in collaboration with UN-Habitat, has launched the 13th Dubai International Best Practices Award for Sustainable Development. This partnership, renewed at the World Government Summit 2023, underscores a shared commitment to recognizing and promoting exemplary sustainable practices globally.

Over 25 years, the award has celebrated 8,000 best practices, fostering international collaboration to improve living conditions. The 12th edition saw a 90% increase in applications from 145 countries, highlighting the award's growing impact.

Success Story

Supporting Sustainability through Partnerships

The Waste-to-Energy Centre in Warsan exemplifies a model of successful public-private partnership, positioning Dubai at the forefront of global sustainability efforts. As the largest and most advanced waste-to-energy facility in the world, it processes approximately 2 million tonnes of solid waste annually, producing clean energy sufficient to power over 135,000 homes.

Spanning an area of 400,000 square meters, the facility leverages cutting-edge technology to convert waste generated by 3 million residents into energy. Utilizing recycled water to produce steam for its electricity-generating turbines, the centre reflects DM's unwavering commitment to sustainable urban development and underscores Dubai Municipality's alignment with the Dubai's Integrated Waste Strategy 2041 and its vision to establish Dubai as a global benchmark for environmental sustainability. It is a testament to the emirate's dedication to creating a cleaner, greener, and more resilient city.

03

STRATEGY AND GOVERNANCE

Strategy

Dubai Municipality's Strategic Pillars

Governance

Principles of Corporate Governance in Dubai Municipality

Risk Management

Compliance and Auditing

Board of Directors

Management Committees and Teams

Sustainability Governance

Alignment to National and International Mandates

National Mandates

Contributions to Sustainable Development Goals

Stakeholder Engagement and Materiality Assessment



Strategy and Governance

Strategy

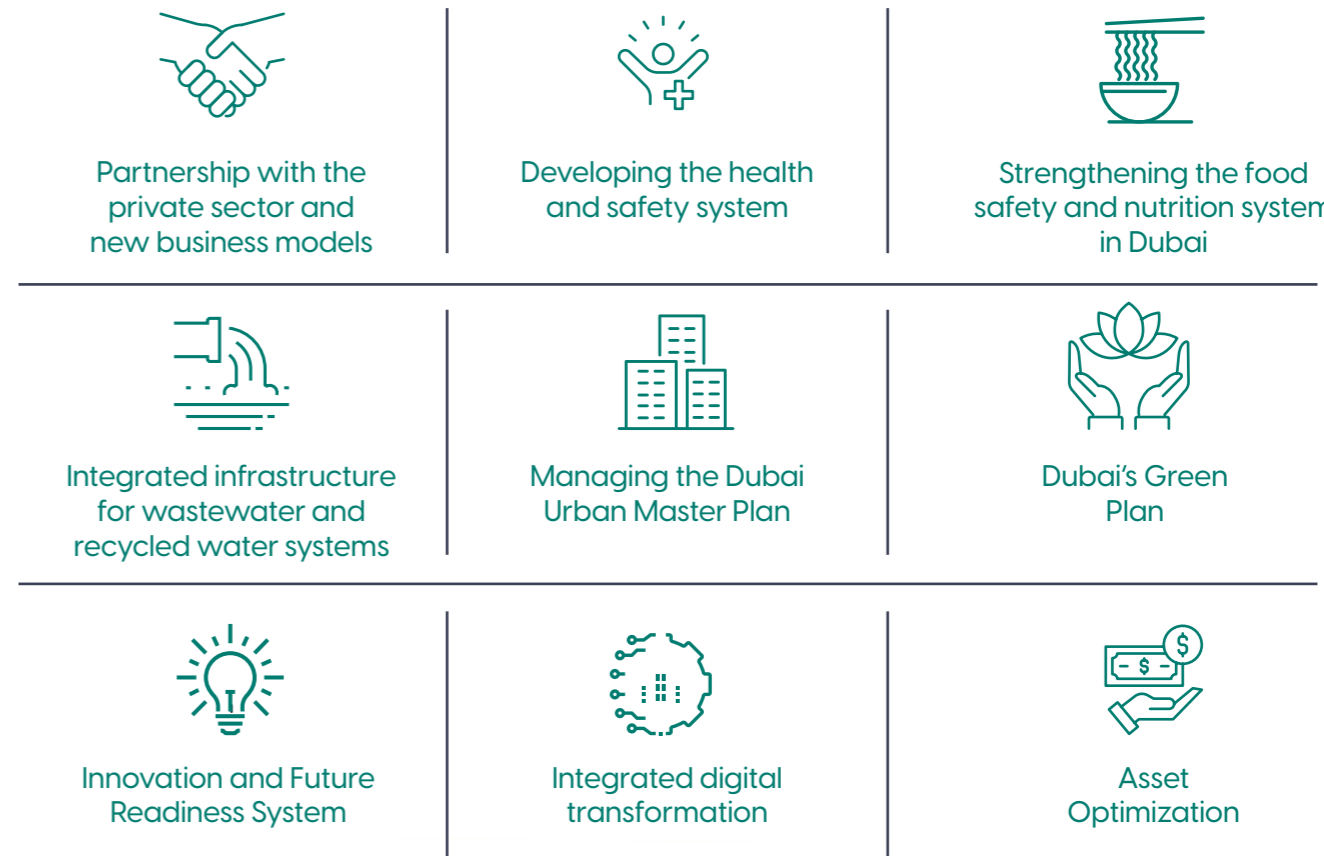
In 2023, we remain committed to the strategic roadmap set forth by Dubai Municipality for 2022 to 2026, aligning with our bold vision for 2030. This plan aims to position Dubai Municipality as a world-class leader in fostering the highest standards of living and sustainability, making Dubai the premier destination for tourism, residence, and business.

The strategic blueprint is designed to secure environmental, social, and economic sustainability by delivering superior services that enhance both customer and community wellbeing, contributing to overall happiness. The strategy incorporates local and international best practices to achieve a globally competitive edge in municipal affairs. The execution of DM's strategic plan is a collective responsibility, with every employee contributing to its successful implementation.



As Dubai Municipality sets out on its transformative Strategic Plan (2022-2026), nine key initiatives are set to shape the future of DM, and significantly contribute to Dubai's continued growth and development.

Nine Pioneering Initiatives Shaping Dubai Municipality's Future



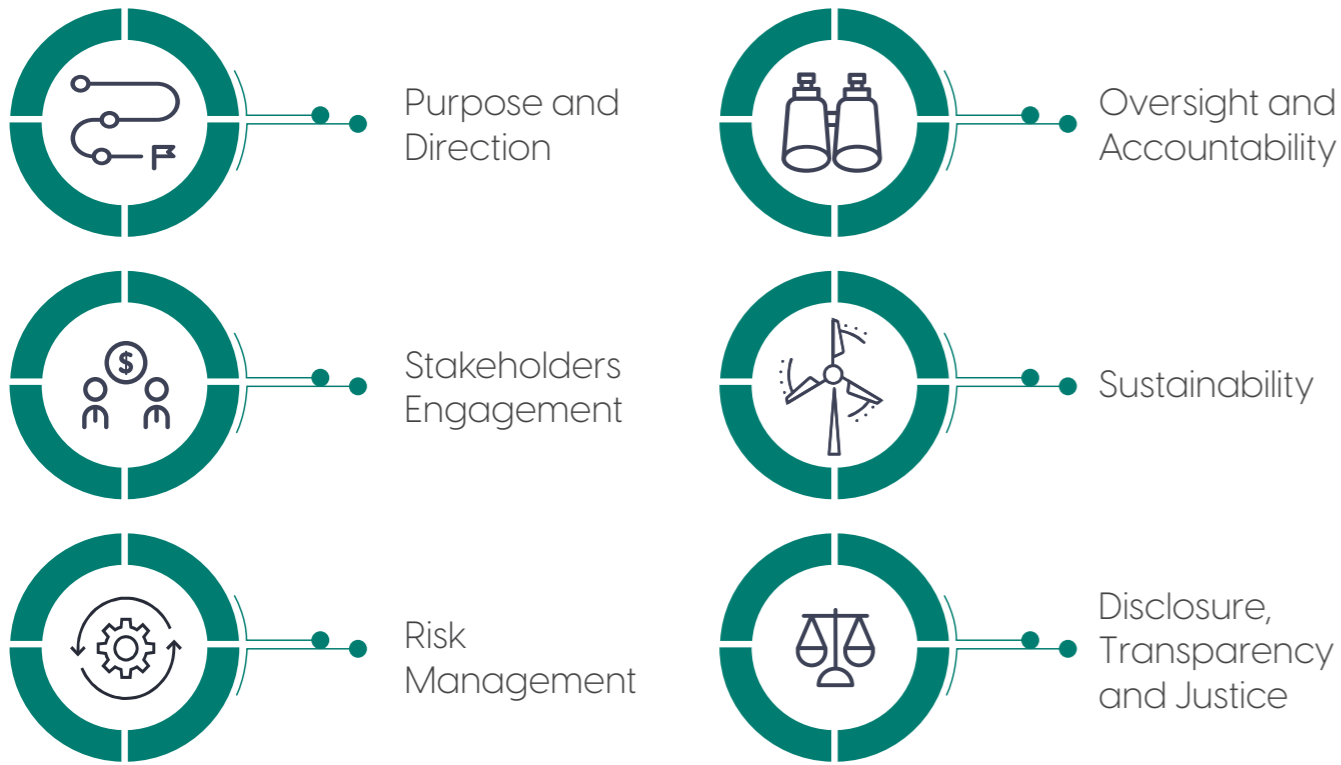
Governance

Dubai Municipality fosters a governance culture and integrates governance principles and mandates throughout its activities, processes, and methodologies.

The latest revision to the governance policy was made in line with Administrative decision no. (360) of 2022, which sets forth governance standards for Dubai Municipality, informed by statutory regulations and industry best practices. This policy is designed to bolster effective governance, ensure

adherence to pertinent laws and governmental directives, and facilitate the achievement of strategic goals. DM released a governance manual in accordance with ISO 37000 standard providing a more comprehensive and actionable guide that delivers explicit directions and best practices for the application and observance of the governance principles. This framework and manual also apply to external parties and stakeholders engaged in or delivering services pertinent to Dubai Municipality's responsibilities and functions.

Principles of Corporate Governance in Dubai Municipality



These supporting frameworks are guided by the Pillars of Governance in Dubai Municipality:



Risk Management

Dubai Municipality conducts thorough risk identification processes across the organization by performing risk evaluations for each department.

DM has formulated a specialized ERM Policy and Framework Manual. The policy and framework detail the approach for choosing risk response strategies and creating plans for risk mitigation.

DM is committed to recognizing, analyzing, and appraising organizational risks in alignment with top international standards. The municipality assesses these risks, devises effective strategies to manage them, and ensures consistent monitoring and communication to the concerned entities.

Additionally, DM has implemented risk registers at the department level, set department-specific KPIs, and established an ERM educational program.

Demonstrating its dedication to ongoing enhancement and conformity with international risk management protocols. In 2023, DM evaluated its ERM procedures and confirmed adherence to the ISO 31000 - Risk Management standards and the Committee of Sponsoring Organizations (COSO) framework criteria.





Compliance and Auditing

Dubai Municipality conducts annual audits on various organizational units to ensure adherence to business continuity standards, addressing both internal and external stakeholder requirements. DM has implemented a Compliance Management System to develop and evolve policies, objectives, methods, procedures, regulations, and laws, ensuring compliance goals are met. This system, detailed in the Compliance Policy, includes administrative, technical, and support processes, which are regularly evaluated and audited for effectiveness.

In 2023, DM updated nineteen methodologies to align with global internal audit standards, introduced an internal audit policy and an anti-bribery policy, and reviewed the compliance management manual. Audits of committees and risk registers were also conducted. A comprehensive guide for the Compliance Management System was created, detailing policies, roles, duties, guidelines, and procedures, aligning with relevant legislation and ISO 37301-2021 standards.

Board of Directors

The Board of Directors is responsible for steering and supervising the success of Dubai Municipality and ensuring adherence to corporate governance standards. Formed through an authorised administrative decree, the Board includes individuals with diverse expertise across various industries. The Board is committed to enhancing members’ understanding of their duties, prospects, risks, and challenges, which improves decision-making and continuous improvement.

The Board monitors the strategic plan’s implementation, assesses progress towards goals, and ensures compliance with guidelines, policies, and legal requirements.

Our corporate governance structure, managed by the Board of Executive Directors, includes a chairperson and nine members appointed by the Executive Council of Dubai. The Board upholds the organisation’s integrity, responsibility, and reliability towards stakeholders, fostering trust and transparency among employees, vendors, customers, and strategic partners. Efforts are made to ensure adherence to fair and responsible business practices. Board members are assigned specific tasks and held accountable for their responsibilities. The Board oversees cognitive, financial, and technical matters and is responsible for decision-making on all projects.

MEMBERS OF THE BOARD OF DIRECTORS
Director General
CEO - Planning & Governance Sector
CEO - Corporate Support Services Sector
CEO - Waste & Sewerage Agency
CEO - Public Facilities Agency
CEO - Buildings Regulation & Permits Agency
CEO - Environment, Health & Safety Agency
Director - Strategy & Corporate Excellence Department
Director - Legal Affairs Department
Director - Project Management Office

Management Committees and Teams

The Board of Directors employs specialized committees and teams to aid in the oversight and execution of distinct tasks as needed. In line with this, the Director General administrative orders resolutions concerning the establishment of these committees and teams. These resolutions outline the scope of the committees' or teams' duties, obligations, and operational approaches, in accordance with the sanctioned protocols for managing such entities within DM. As stipulated in DM's Corporate Governance Policy, these committees and teams are subject to periodic evaluations and are held accountable based on established benchmarks.

Moreover, these committees and teams contribute pertinent data and insights to streamline the decision-making process. Nonetheless, these committees and teams do not replace the Board and have no decision-making authority unless such power is explicitly conferred by the Board. In instances where decision-making is delegated, the Board retains ultimate responsibility for the actions and decisions made by the committees and teams.

Success Story

Amana system

Dubai Municipality has established the Amana system, an intelligent reporting mechanism for the submission of potential or actual infractions, encompassing governance, compliance, and legal issues. This platform is accessible via DM's official website and is open to employees, stakeholders, and the general public. The system is designed to be user-friendly and operates 24/7 for maximum convenience. The Amana reporting channel places a strong emphasis on security and privacy, ensuring that all submissions are handled with strict confidentiality to protect the identity of the whistleblower and other involved parties throughout the investigative process. In 2023 the Amana system successfully managed and resolved all received reports, achieving a 100% success rate.

Corporate Responsibility and Legal Compliance

FRAMEWORK	PURPOSE	IMPACT
Principles of Professional Conduct and Ethics of Public Employees of the Government of Dubai	Offer direction to the Board of Directors and all personnel at Dubai Municipality to guarantee adherence to professional behavior standards and the prevention of any conflicts of interest.	Dubai Municipality follows a code of conduct and ethics that emphasises fundamental principles, including ethical risk management, integrity, accountability, transparency, and the avoidance of personal enrichment through the misuse of job positions and authority.
Anti-Bribery Management System	Assist Dubai Municipality in its commitment to consistently refine the Anti-Bribery Management System to ensure it is in harmony with its business goals.	Dubai Municipality routinely evaluates the potential for bribery and subsequently formulates strategies to mitigate such risks. Responsibilities for these strategies are delegated to the Internal Control Department, which is maintained as an independent body to monitor adherence to the anti-bribery management system.
Anti-Bribery Policy	Officially declare Dubai Municipality's position against all types of bribery to create a culture characterised by utmost integrity and honesty. Promote openness within DM regarding its Anti-Bribery Policy across all echelons and ensure it is available to all stakeholders, encompassing partners, suppliers, clients, and the broader community.	The Anti-Bribery Policy and the elements of the anti-bribery management system undergo regular evaluations to confirm their effectiveness in achieving their intended objectives. Due to its stringent processes in place, Dubai Municipality reported no instances of corruption in 2023.
Dubai Municipality's Reporting Violations System	Enable both internal and external stakeholders to confidentially and sincerely express their concerns, ensuring that these concerns are properly addressed. This strong system is administered and upheld by a specialised committee, grievance committees, and the Board of Directors, which supervises the creation and execution of the reporting system.	The reporting system includes multiple channels, such as: <ul style="list-style-type: none">• Reporting the issue to the immediate supervisor• Directly reporting to the Internal Control Department• Using the secure reporting channel provided by DM (Amana system).

Sustainability Governance

Dubai Municipality is committed to integrating sustainability principles across all its activities, prioritizing environmental, social, and economic considerations in decision-making, risk management, strategic development, and resource allocation. DM emphasizes regular monitoring and assessment of its sustainability performance through audits, evaluations, and compliance verifications, supported by a comprehensive set of sustainability-related KPIs reviewed periodically. Sustainability is a core element of DM's operations, driven by the dedicated Sustainability Team, led by the Director of Corporate Risk & Business Continuity Department. This team includes sustainability officers from each DM sector and agency, ensuring clear roles and responsibilities for sustainability across the organization.



Alignment to National and International Mandates

National Mandates

As it strives for sustainability, Dubai Municipality aligns closely with a range of national strategies, directives, and visionary incentives. These national directives play a key role in shaping the sustainable future envisioned for both Dubai and the wider UAE.

'We the UAE 2031' vision	UAE Net Zero 2050	The Fifty-Year Charter
UAE Centennial 2071	Dubai 3D Printing Strategy	National Climate Change Plan of the UAE 2017–2050
National Strategy for Advanced Innovation	National Hydrogen Strategy	Dubai Carbon Abatement Strategy
The National Employment Strategy 2031	UAE Energy Strategy 2050	The UAE Water Security Strategy 2036
UAE Digital Government Strategy 2025	National Framework for Sustainable Development	National Strategy for Wellbeing 2031
Dubai Digital Strategy	National Air Quality Agenda 2031	Dubai 2040 Urban Master Plan
UAE Strategy for Government Services	The UAE's Green Agenda 2030	The 'Services 360' Policy of Dubai
UAE's Fourth Industrial Revolution (4IR) Strategy	Dubai Food Security Strategy	Dubai Economic Agenda - D33
Dubai Data Strategy	Dubai Clean Energy Strategy	UAE Circular Economy Policy
Dubai Paperless Strategy	National Food Security Strategy 2051	Dubai's Integrated Waste Strategy 2041

International Mandates

Dubai Municipality aligns with key international mandates to enhance its sustainability efforts. These global initiatives guide its commitment to climate action and sustainable development, shaping a resilient future for Dubai.

C40 Global City Initiative for Climate Action	Paris Agreement	United Nations Sustainable Development Goals (SDGs)
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Contributions to Sustainable Development Goals

The proactive measures undertaken by Dubai Municipality play a crucial role in meeting the United Nations 17 Sustainable development goals (SDGs), showcasing DM's dedication to fostering a sustainable and prosperous future for all. Here are some examples that illustrate Dubai Municipality's contributions toward fulfilling the SDGs:



No poverty

In collaboration with local and international institutions, DM has distributed meals to underprivileged individuals through the UAE Food Bank.



Quality education

At COP28, DM demonstrated its commitment to quality education by holding 33 workshops.



Affordable and clean energy

DM's Dubai Waste to Energy Centre contributes to affordable and clean energy by generating 80 MWh of renewable energy daily through the processing of 2000 tonnes of solid waste.



Reduced inequality

DM was honored with the GCC GOV HR Award for Best Emiratisation Initiative, acknowledging its success in elevating Emiratisation rates.



Climate action

As part of DM's commitment to the global C40 initiative for cities leading the way in climate action. The Biogas to Energy Centre with an annual capacity of 44,250 MWh, will supply half of the Warsan Wastewater Treatment Plant's energy needs, cutting carbon emissions by 31,000 tonnes per year and saving AED 320 million over 25 years.



Peace justice and strong institutions

In 2023, 35,000 institutions were inspected to ensure their compliance with health and safety standards.



Zero hunger

DM contributes to Dubai's Food Security Strategy by enhancing food safety and crisis preparedness.



Gender equality

Emirati women leadership in DM represents 54.8% of the total DM leaders, supporting its commitment to inclusivity and empowering women in decision-making roles.



Decent work and economic growth

DM has successfully implemented initiatives to rationalize spending and reduce costs, achieving a 10.50% cost rationalization rate and supporting emergency project budgets.



Sustainable cities and communities

The Dubai Horizon initiative by DM enhanced urban development by achieving an 88.53% quality in geospatial data. This initiative involved the creation of a comprehensive 3D map, the integration of drone infrastructure into building designs, and the streamlining of the approval process for drone operations, all contributing to the advancement of sustainable cities and communities.



Life below water

DM comprehensive coastal environment monitoring system, and conducting numerous inspection visits, contributed to scoring 90.88% in Marine Water Quality Index



Partnerships for the goals

Dubai Municipality, exemplifying outstanding collaboration with UN-Habitat, has launched the 13th Dubai International Best Practices Award for Sustainable Development, attracting 8,000 notable submissions over 25 years.



Good health and wellbeing

The Municipality contributes to promoting public health and community well-being through integrated control of food handling stages along the food chain and ensuring proactive protection of the community from food risks, including conducting a thorough inspection and screening of 2.3 million food items in Dubai Ports.



Clean water and sanitation

Recycled water from wastewater treatment plants is used at a rate of 88.54%, reflecting DM's commitment to responsible consumption and production practices.



Industry, innovation and infrastructure

Dubai Municipality Academy, the UAE's first accredited training academy for municipal operations and GIS expertise, offers advanced programs to enhance workforce development and innovation.



Responsible consumption and production

Dubai Municipality has ensured 88.54% recycled water usage, reflecting its dedication to responsible consumption and production practices.



Life on land

DM's Wildlife Satellite Tracking project monitors the migration of endangered birds, mammals, and reptiles, coordinating with local and international organizations to ensure their protection and effective management across their habitats.

Stakeholder Engagement and Materiality Assessment

Dubai Municipality acknowledges the significance of engaging and consulting with pertinent stakeholders, recognizing their influence on and impact on DM's activities, operations, and overall performance. DM is committed to honoring the rights of stakeholders, understanding their needs and expectations, and including them in decision-making processes that may affect them or that they may influence.

Our robust stakeholder engagement process has helped us in identifying, prioritizing and validating our strategic goals that serve us as a foundation for our sustainability journey. Determining 'materiality' helps us understand topics that are relevant to our business and stakeholders over the short, medium and long term. Understanding our strategic goals, both from internal and external perspectives, has helped us develop corporate strategy, goals, targets, programs and initiatives. It reflects our vision, action plans and progress made by us to address various aspects of sustainability. The results of the strategic goals and objectives are internally reviewed periodically.

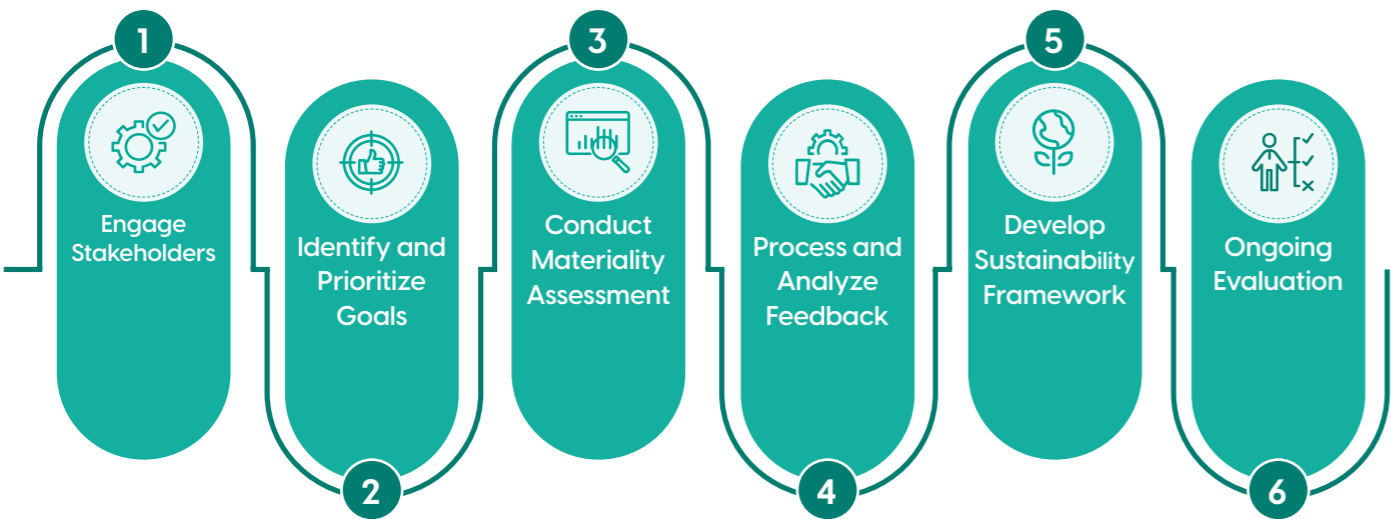
To gauge stakeholder perspectives on sustainability, DM adopted a comprehensive strategy. For internal stakeholders, this included organizing a workshop with an interactive presentation, where sustainability representatives from various departments assessed the importance of different sustainability topics.

From these interactive sessions, DM gathered scores reflecting the internal stakeholders' perspectives.

For external stakeholders, a thorough benchmarking process was employed against international and national peers, listing exchanges, rating agencies, global standards and frameworks, sustainable building standards, and national drivers. This process culminated in a refined scoring system.

These topics were selected based on reporting frameworks such as the GRI 2021, ADX, and UN SDGs. Material topics were identified through benchmarking activities, which involved examining publicly accessible data and reports from peers both within the nation and globally.

DM then processed the feedback from the internal workshop and compared it with findings from the external benchmarking studies. After this comparative analysis, discussions with the management team helped affirm and identify the material topics. Through this detailed process, DM ranked its material topics based on their impact on DM's goals and strategic direction, organizing them into three levels of significance: critical, medium, and low. The prioritized material topics fell into the categories of critical and medium, ensuring that DM's focus on sustainable development remained concentrated and relevant to its operations.



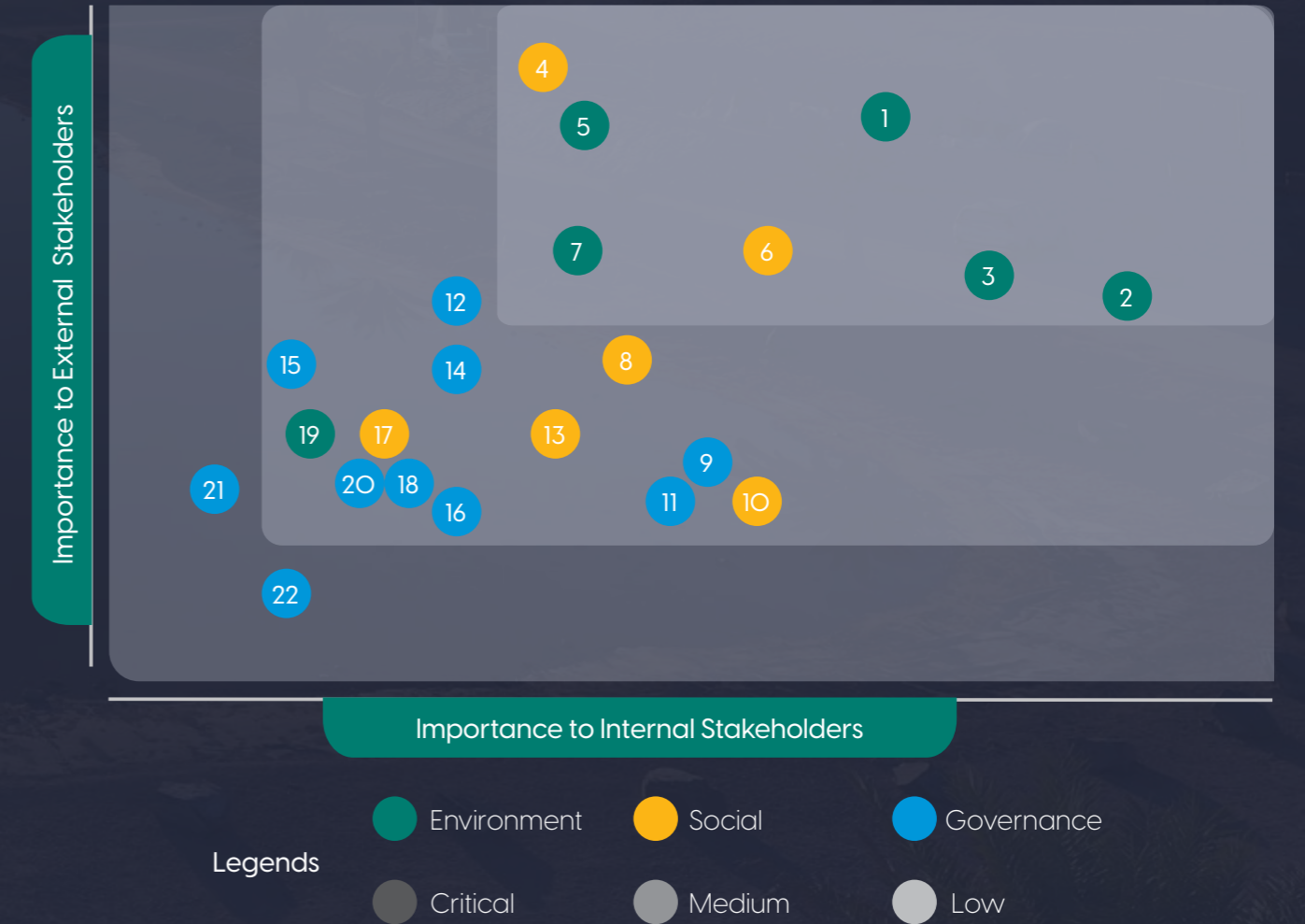
Material Topics: Environment, Social, and Governance

Environment	Social	Governance
 Climate Change & Resilience	 Occupational Health & Safety	 Innovation & Digitisation
 Energy & Emissions	 Community Wellbeing & Social Development	 Business Ethics & Compliance
 Water & Effluents	 Diversity, Equality & Non-discrimination	 Sustainable Supply Chain & Procurement
 Waste Management & Circular Economy	 Customer Satisfaction	 Partnerships & Stakeholder Engagement
 Biodiversity	 Training & Development	 Transparency & Accountability
 Sustainable Infrastructure	 Employment & Human Resources	 Data Privacy & Cybersecurity
		 Economic Growth & Contribution
		 Marketing
		 Service Quality
		 Public Policy

DM's list of categorized material topics per level of importance

CRITICAL	MEDIUM	LOW
1 Water & Effluents	8 Training and Development	21 Economic Growth and Contribution
2 Climate Change & Resilience	9 Public Policy	22 Marketing
3 Waste Management and Circular Economy	10 Customer Satisfaction	
4 Community Wellbeing and Social Development	11 Innovation and Digitization	
5 Energy & Emissions	12 Business Ethics and Compliance	
6 Occupational Health & Safety	13 Employment and Human Resources	
7 Sustainable infrastructure	14 Data Privacy and Cybersecurity	
	15 Sustainable Supply Chain & Procurement	
	16 Transparency and Accountability	
	17 Diversity, Equality and Non-discrimination	
	18 Service Quality	
	19 Biodiversity	
	20 Partnerships and Stakeholder Engagement	

These material topics played a crucial role in the development of DM's sustainability framework, policy, data gathering, and sustainability disclosures. Additionally, these topics will undergo ongoing scrutiny to guarantee they remain aligned with changing business requirements and sustainability developments. Thorough materiality evaluations will be conducted biennially, or as needed, to maintain a focused approach on material aspects that align with the organization's expansion and the evolving sustainability landscape.



04

ENVIRONMENT

Commitment to Climate Action

Energy and GHG Emissions

Water Resource Management

Waste Circularity

Protecting Biodiversity

Sustainable Infrastructure



Commitment to Climate Action

Dubai Municipality is aiming to position Dubai as a benchmark for sustainable urban development, taking decisive action to address climate change and advance resilient infrastructure. Recognising the pressing need for climate action, the Municipality unveiled a series of targeted initiatives in 2023. These initiatives encompass net-zero operations, digital innovation, sustainable infrastructure, advanced waste management, and the integration of renewable energy solutions.




Alignment with Sustainability Pillars

Dubai Municipality's climate initiatives are consistent of key focus areas:



Accelerating an organised and responsible energy transition.



Enhancing climate finance.



Focusing on nature, wildlife, and livelihoods.



Promoting inclusivity across all initiatives.

Key Initiatives

To realise its climate commitments, DM has implemented policies, projects, and partnerships that align with Dubai's Clean Energy Strategy, the UAE Net Zero Strategy 2050, Dubai Electricity Water Authority (DEWA), and the Dubai 2040 Urban Master Plan.



Sustainable City Goals

Dubai Municipality aligns with the Dubai 2040 Urban Master Plan, which aims to establish a long-term strategic plan to guide urban development and make Dubai a smart, sustainable city. The plan includes four main initiatives:

- Develop a well-managed and human-centric urban plan
- Provide clean air, water, and soil
- Increase green spaces, public parks, and accessible beaches
- Ensure efficient municipal services for all

Ensuring that 60% of Dubai's land is designated as natural reserves by 2040.



Green Building Regulations

The municipality enforces Green Building Regulations to drive energy-efficient construction practices. New buildings must meet sustainability standards to reduce energy and water consumption, with the Al Sa'fat Rating System ensuring adherence to high sustainability benchmarks.

Note: Al Sa'fat includes a set of mandatory requirements for all new buildings to obtain the Silver Sa'fa. Owners aiming to achieve higher performance may apply a set of additional requirements to achieve the Golden or Platinum Sa'fa. Al Sa'fat system enhances buildings users' safety and ensures a more sustainable environment for future generations.

Al Sa'fat – Dubai Green Building Systems



Dubai Central Laboratory for Environmental Monitoring

The Dubai Central Laboratory (DCL) provides testing for environmental samples including water and soil from different sources in the emirate, for ensuring a clean, healthy and safe environment for Dubai's residents and maintain ecosystem. The laboratory also contributes to climate resilience by providing critical testing data for the Municipality to assess and respond to climate change impacts.



Sustainable Transportation

DM is committed to promoting sustainable transport by supporting initiatives such as expanding cycling routes throughout the city to reduce dependence on fossil fuel-powered vehicles.



Green Spaces Expansion

Urban afforestation is a priority for DM, with projects to plant millions of trees and create parks that help absorb carbon emissions. Initiatives like the Ras Al Khor Wildlife Sanctuary protect wetlands and promote biodiversity, helping to counter the urban heat island effect.

Note: Ras Al Khor Wildlife Sanctuary is one of the world's natural wonders: a wetland of declared international importance; located in a hyper-arid environment; and uniquely immersed in the middle of one of the world's most urbanised landscapes. Dubai Protected Area



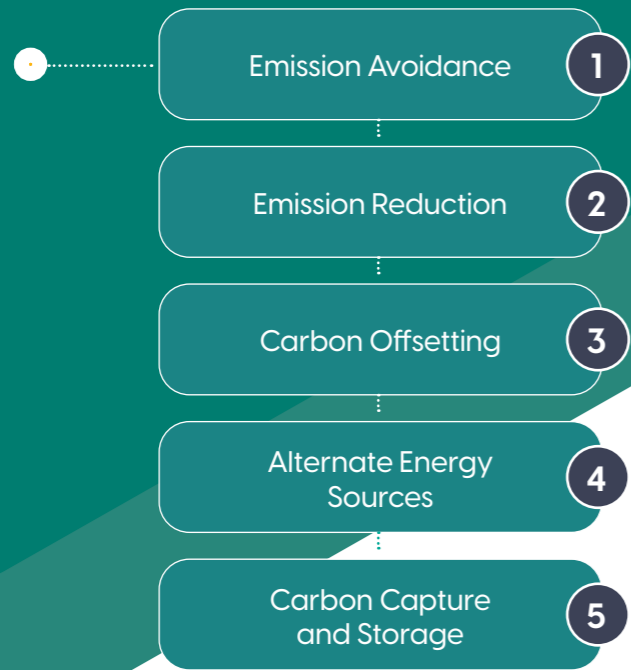
Dubai Climate Strategy 2050

DM supports the Dubai Climate Strategy 2050, aiming to reduce the city's carbon footprint and achieve carbon neutrality by 2050. This strategy emphasises renewable energy, waste reduction, and sustainability across construction, transportation, and energy sectors.

Climate Resilience and Adaptation

Dubai Municipality has adopted a structured approach to climate resilience, addressing climate risks with a hierarchical carbon management framework and innovative strategies. These measures are supported by climate finance solutions and community engagement, ensuring sustainable development while adhering to international ESG standards.

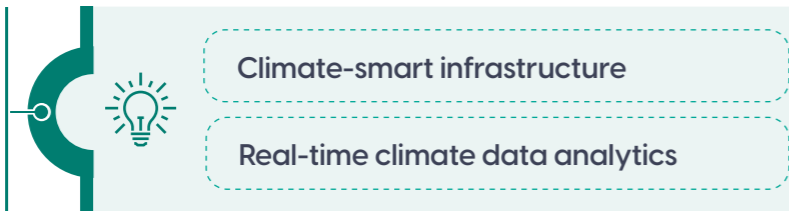
Hierarchical Carbon Management Approach



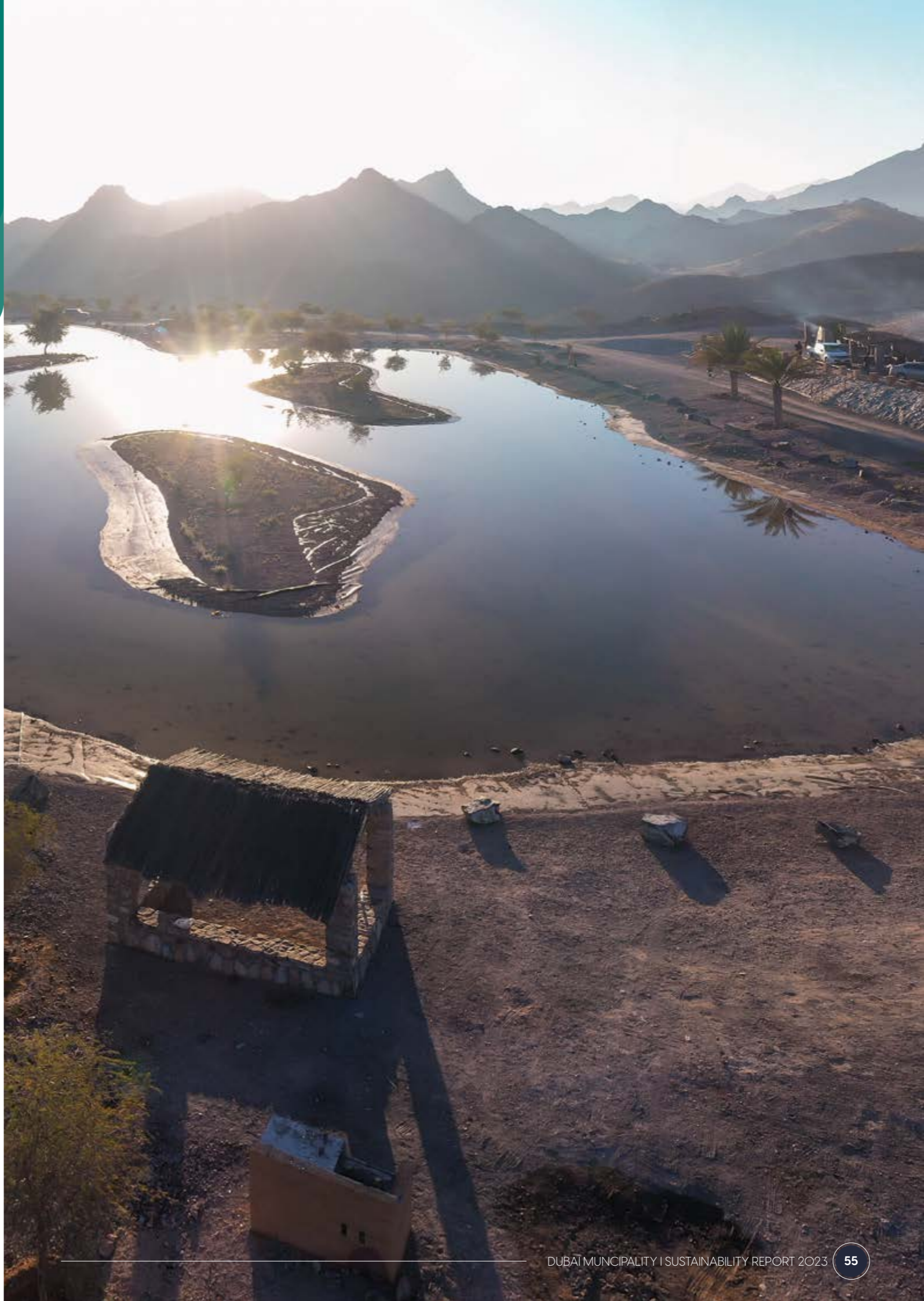
TARGETED RISK MANAGEMENT



INNOVATIVE SOLUTIONS



KEY CLIMATE RISKS

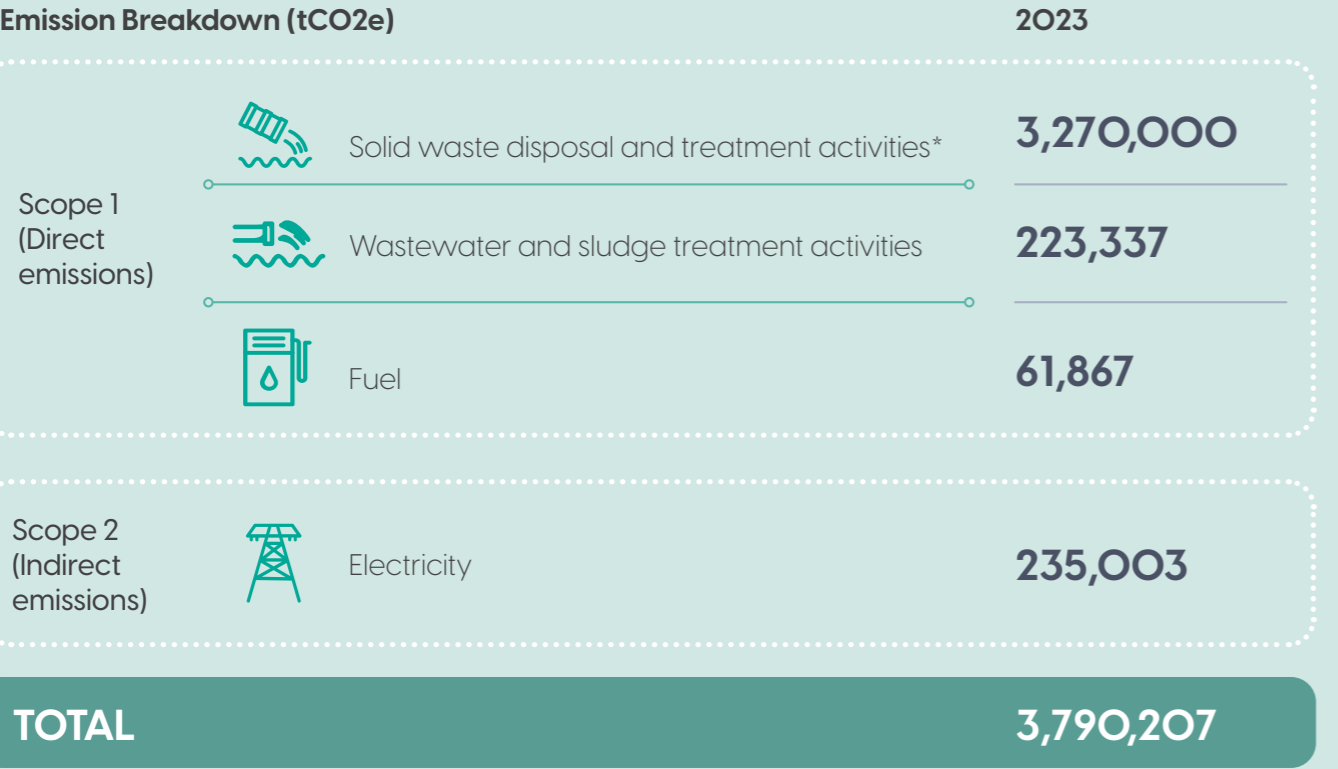


Energy and GHG Emissions

DM has been proactively developing and implementing solutions for reduced energy consumption and elevated clean energy transition. Aligned with the ISO 50001 standard, Dubai Municipality's energy management practices are designed to enhance energy efficiency across its operations. The Energy Management Policy prioritises the identification and continuous Optimisation of high-impact processes, promoting responsible energy management throughout DM.

GHG Emissions

DM is proactively aligning its initiatives with Dubai's Carbon Abatement Strategy 2030, and is ultimately working towards the UAE's net zero emissions vision for 2050.



*For the solid waste disposal and treatment activities, please note that the waste emissions are calculated for both the city level and Dubai Municipality (DM) operation levels.

**Total energy consumption: encompasses the total consumption of gasoline, diesel, and electricity.

Energy Transition

Dubai Municipality has placed a strong focus on energy transition as part of its climate action roadmap. In 2023, DM's buildings saved 5.5 million kWh of energy through key initiatives listed below. DM achieved a renewable energy percentage of 0.90% of the total energy consumed in buildings, alongside a 0.90% reduction in CO₂ emissions. Overall, DM's strategic focus on energy transition resulted in a 29% reduction in emissions in 2023.

Key Initiatives

To realise its climate commitments, DM has implemented policies, projects, and partnerships that align with Dubai's Clean Energy Strategy, the UAE Net Zero Strategy 2050, Dubai Electricity Water Authority (DEWA), and the Dubai 2040 Urban Master Plan.

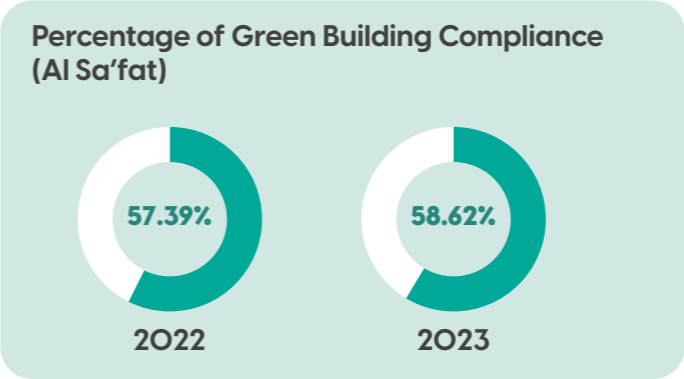



Dubai Green Building Rating System (Al Sa'afat)

Dubai Municipality has developed a green building rating system in the Emirate of Dubai (Al Sa'afat), which is an enhancement of the green building standards and specifications. The system aims to support the strategic plan of the Emirate of Dubai, create a more sustainable urban environment, and enhance the efficiency of infrastructure to meet future development needs. It also aims to increase energy savings, achieve higher standards, gain greater operational efficiency, enhance building vitality, and improve indoor environmental health and quality in Dubai buildings.

The system includes three different categories according to the type of building and its intended use, which are:


- **Silver Sa'fa:** Its requirements and conditions are mandatory for all buildings, totalling **83** requirements.
- **Gold Sa'fa:** Its requirements and conditions are optional for all types of buildings, totalling **14** requirements in addition to the Silver Sa'fa requirements.
- **Platinum Sa'fa:** Its requirements and conditions are optional for all types of buildings, totalling **4** requirements in addition to the Gold Sa'fa requirements.





Renewable Energy Expansion

Dubai Municipality is supporting the emirate's transition to alternative energy that promotes energy independence and reduces emissions through the Mohammed bin Rashid Al Maktoum Solar Park, one of the strategic projects under the Dubai Clean Energy Strategy 2050, which aims to meet 25 percent of Dubai's energy needs from renewable sources by 2030. The municipality supports this project through the Shams Dubai initiative by granting the necessary licenses for the installation of solar panels in residential and commercial buildings.



Smart Energy Systems

To minimise energy wastage, DM promotes the adoption of smart energy systems, which include automated controls, in government and public facilities. This further advanced its sustainability target attainment.



Renewable Energy

In 2023, Dubai Municipality has strengthened its leadership in renewable energy through strategic implementation and sustainable development initiatives, striving to advance Dubai's sustainable and green economic growth. In line with the Dubai Clean Energy Strategy 2050, DM has launched several innovative projects that reflect its commitment to renewable energy.



Biogas to Energy Project - Warsan Wastewater Treatment Plant

Launched in May 2023, this project generates electricity annually, covering half of the plant's operational needs. By reducing carbon emissions each year and saving in operational costs over 25 years, it exemplifies DM's commitment to the UN SDGs.



44,250 MWh
Electricity generated annually



320 million AED
saved in operational costs over 25 years



31,000 tonnes
Carbon emissions reduced each year

Waste to Energy Centre

As one of the world's largest Waste-to-Energy Project, the Centre began operations in early 2023. It advances sustainable waste management by processing solid waste and generating renewable energy.



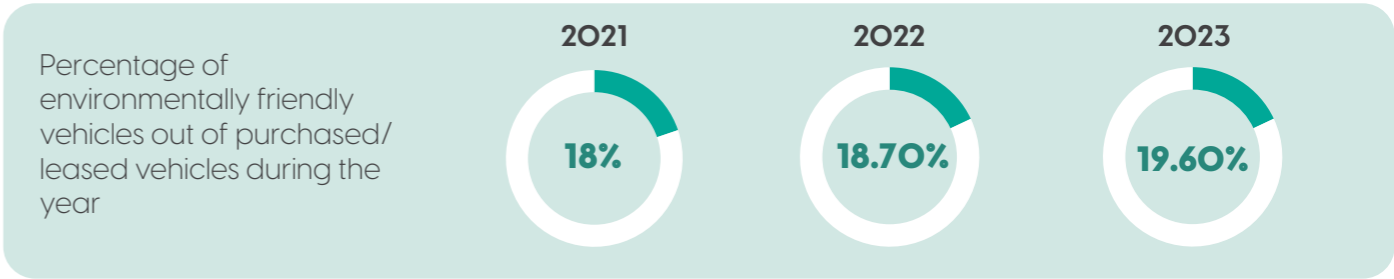
2,000 tonnes
Solid waste processed daily



80 MWh
Renewable energy generated daily

Electric Vehicles

Supporting Dubai's Green Mobility Strategy 2030, Dubai Municipality has been actively transitioning to electric vehicles.



Between 2021 and 2023, DM increased the share of environmentally friendly vehicles from 18% to 19.6%.

Air Quality

DM continues its improvement for better air quality. DM's Air Quality KPI as per the World Health Organization guidelines improved from 87.9% in 2022 to 89.9% in 2023. This success is due to stricter regulations, enhanced monitoring, reduced emissions, increased public awareness, technological advancements, and effective environmental policies.

To further support air quality goals, DM and the General Secretariat of The Executive Council are developing the Air Quality Strategy 2030 (AQS

2030). This strategy, involving public and private sectors and academia, aims to align with the UAE National Agenda 2031, Dubai Strategic Plan 2033, Dubai 2040 Urban Master Plan, and C40 commitments.



89.9%

Air quality according to WHO standards (2023)



Water Resource Management

Dubai Municipality is advancing sustainable water management practices that safeguard the city's water resources and enhance the quality of life for residents. By investing in innovative technologies and infrastructure, DM aims to transform wastewater into a valuable resource, ensuring efficient treatment, recycling, and safe disposal.



2.3 Billion GAL

Water Consumption (2023)

Innovative Sustainable Wastewater Management through artificial intelligence

Dubai's wastewater is treated to become suitable for limited irrigation, utilising two primary sewage treatment plants (STPs) – Warsan and Jebel Ali – along with decentralised STPs across the emirate. For sustainable and efficient management of wastewater optimisation, from generation to final treatment and disposal, DM integrated AI into its

biological treatment processes, enabling real-time data collection, energy monitoring, and advanced analytics. This AI-driven approach has modernised energy requirements and reduced electricity consumption through precise, stage-by-stage adjustments.

Sewage Treatment Plant Capacity Enhancements

To address seasonal fluctuations, DM enhanced capacity at the Jebel Ali Sewage Treatment Plant (JSTP) to manage increased water runoff during the 2023 rainy season. This facility processed an average of 675,000 cubic meters of wastewater per day, demonstrating resilience and compliance with environmental standards for recycled water quality.



100%

Sewage water treated (2023)

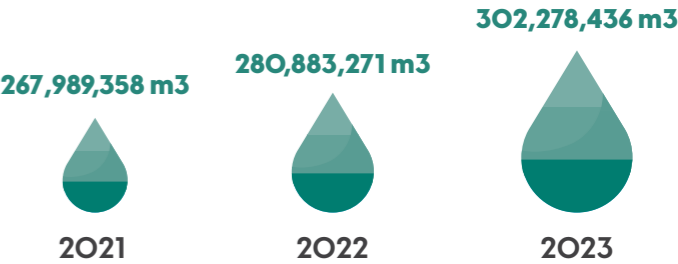


Success Story

Efficient Recycled Water Distribution for Public Parks and Locations

DM has created an efficient system for distributing recycled water to parks and public places by installing smart meters to monitor and track the amount of water supplied to 38 locations, ensuring distribution based on actual needs. In 2023, 88.5% of the utilised water was recycled, demonstrating significant improvement in water management. This data-driven approach has enhanced the distribution and utilisation of recycled water, reducing wastage and ensuring sustainable water resource management in public areas.

Total utilised recycled water to all areas



88.5%

Recycled water usage (2023)

From 2021 to 2023, the total utilised recycled water increased by approximately 12.79%. This indicates a significant improvement in the utilisation of recycled water over the three-year period, reflecting the success of initiatives aimed at enhancing water management practices.

Sustainable Water Infrastructure Projects



Sewerage System Strategy 2040

Aligned with the Clean Energy Strategy 2050, the Sewerage System Strategy 2040 ensures Dubai's sanitation needs for the next century, reinforcing the emirate's sustainable urban development goals in line with the Dubai Economic Agenda D33 and Urban Plan 2040.



Jabal Ali Wastewater Treatment Plant Solar Project

DM successfully implemented the Solar Panel Installation project completed at the JSTP. The expected benefits of the project yield grid-independent operation, CO2 reduction, and reduced reliance on imported chemicals. As a result, this project aims to lower costs while enhancing operational resilience.

Investing in Sustainable Water Solutions



Deep Tunnel Stormwater Project

Recognised with the 2023 RoSPA Achievement Award, the Deep Tunnel Stormwater Project is designed to manage rain and surface water efficiently through a smart tunnel system, which channels water into expansive storage facilities via major pumping stations. This award demonstrates the project's contribution to urban water management and its adherence to high standards in safety and operational integrity.

Advancements in Wastewater Treatment and Management

To ensure efficient operations across sewage, stormwater, and recycled water networks, DM has implemented several technologies and preventive maintenance measures.



SCADA System

A system utilised for real-time monitoring and control of water networks.



Sewer Line Flushing

A programme employing jet units to prevent blockages.



Quality Assurance

Regular assessments ensure that wastewater treatment meets local quality standards.

Success

AI-powered nursery utilizing recycled water in Dubai's greening initiative

Our sewage treatment plants process more than 360 million cubic meters annually, a resource we have utilised to launch our ambitious Dubai Green program. Over the past five years, we have planted more than 700,000 trees using recycled water, and our nursery, powered by AI, produces 90 million seedlings annually. This initiative not only enhances our city's green spaces but also contributes to the global effort to combat climate change.

700,000 (within five years)

Number of trees watered using recycled water

90 million seedlings per year

Number of seedlings produced using artificial intelligence



Waste Circularity

In 2023, Dubai made significant progress towards the Dubai Integrated Waste Strategy 2041 and the Dubai Urban Master Plan 2040. Dubai Municipality focused on reducing waste generation, improving recycling processes, and diverting waste from landfills. These efforts support a sustainable and environmentally responsible future for Dubai, aligning with the UAE Circular Economy Policy 2021-2031.

Note: Types of waste generated in Dubai include hazardous waste (such as medical waste), non-hazardous organic and agricultural waste, electronic waste (e.g., computers, phones), and construction and demolition debris (C&D).

Waste Initiatives Transforming Sustainability

Dubai Integrated Waste Strategy 2041

This comprehensive 15-year plan aims to minimise landfill waste through a variety of projects. It serves as a unifying framework, aligning previous efforts while addressing gaps and conflicts, establishing a clear roadmap for the future.



Construction and demolition waste diverted from landfill



Municipal solid waste diverted from landfill



Industrial Liquid Hazardous Waste diverted from landfill



Recycling Initiatives



A noteworthy project involved the collection and recycling of 3 million plastic units, equivalent to 60 tons of PET plastic. This initiative not only advances sustainability and waste reduction but also supports the UAE's Net Zero 2050 goals by promoting recycling efforts and reducing carbon emissions.

An Hour with a Cleaning Engineer



This engaging initiative saw the participation of 7,089 volunteers from 172 entities in cleaning activities across the emirate, resulting in the collection of over 15 tons of waste, with 30% recycled. This project focuses on a culture of public cleanliness, sustainability, and social responsibility while acknowledging the valuable contributions of Dubai's cleaning engineers.

Electronic Waste Collection Competition



Targeting 45 government schools, this competition encouraged sustainable environmental practices among students, staff, and parents, successfully collecting and recycling over 15,000 kg of e-waste from 19,000 students.



Waste Management Strategies

To address the impacts of waste generation, Dubai Municipality has implemented the mandatory Plan-Do-Check-Act (PDCA) approach. This involves visiting waste generators, conducting awareness sessions, aiding in waste reduction plan development, monitoring implementation, analysing waste data, and performing inspections. This systematic process ensures continuous improvement in waste management practices.

7

Actions and projects, including circular economy strategies, to curtail waste production and address substantial waste-related impacts both internally and across the organization's value chain.

Several actions, strategies, and projects have been implemented to prevent waste generation and manage its impact within the organisation and throughout its value chain.



Enhanced Recycling Framework

Aims to improve recycling rates and ensure quality for alternative fuel and organic fertiliser production.



Sustainable Procurement Legislation

Developing policies to mandate recycled materials and quality standards for Refuse Derived Fuel (RDF) and organic fertilisers.



Extended Producer Responsibility

In collaboration with the Ministry of Climate Change and Environment, holds producers accountable for their products' entire life cycle, including post-consumer stages.

Waste Management Monitoring and Data Collection

To effectively collect and monitor waste-related data, Dubai Municipality employs several advanced systems:

RASID
Regulates and manages registered waste collection vehicles, integrates their data, and provides real-time GPS tracking.

Clean City Index

A digital system to automate and manage tasks related to cleaning operations and waste management in the city, including planning and scheduling inspection plans for activities and operations, which includes the distribution of human resources and the management of vehicles and machinery to work areas, the system contains inspection and inspection lists, data entry windows and reports, in addition to monitoring, auditing and follow-up on companies working in the field of collecting, transporting and recycling waste in the Emirate, and the system allows connecting with all internal and external parties through digital screens that enable us to identify the sources of waste generation.

Smart Inspection
High-precision system for executing environmental monitoring activities according to international standards.

NAFITH
Smart gate system for landfills that weighs waste received from collection vehicles using a weighbridge.

To divert waste from disposal, Dubai Municipality employs methods such as waste-to-energy projects and promotes recycling industries. Significant impacts from waste disposal are managed through initiatives like extracting landfill gas, enhancing the Waste Disposal System (WDS), and directing various waste types to specialised recycling companies.



Waste Diverted from Landfill

Dubai Municipality has made significant strides in waste management, focusing on reducing landfill dependency and promoting sustainability. In 2023, the city generated a total of 10,080,671 tonnes of waste. Out of this, approximately 3,179,547 tonnes, or 31.54%, were successfully diverted from landfills. The types of waste managed include domestic waste, horticultural waste, construction and demolition (C&D) waste, solid hazardous waste, liquid hazardous waste, medical waste, and electronic waste (e-waste). These figures showcase the significant achievements in waste management, underscoring the success of current waste diversion strategies and the ongoing commitment to reducing reliance on landfills and promoting sustainability.

 **3,179,547 tonnes**
Total waste diverted from landfill (2023)

Zoning Approach for Enhanced Waste Management Services in Dubai


Dubai Municipality has launched an Initial Applicability Assessment of a zoning approach to optimise waste management services. This strategy segments the city into distinct zones, each with tailored waste management solutions and designated service providers. Activities include waste collection, transportation, street sweeping, and public space cleaning. The Municipality will collaborate with stakeholders and service providers throughout the assessment process.

Innovative Waste Management Initiatives




Dubai's Smart Waste Bins Initiative

In 2023, Dubai Municipality launched the Smart Waste Bins project to enhance waste collection and management. The smart bins, equipped with sensors, monitor fill levels and communicate real-time data to waste management teams. This enables data-driven decision-making for collection routes, reducing fuel consumption and improving efficiency. The bins also have features to deter littering, promoting public cleanliness and a cleaner urban environment.



Warsan Waste Management Centre

The Warsan Waste Management Centre (WWMC) is a flagship project in Dubai, recognised as one of the world's largest waste-to-energy plant. With an AED 4 billion investment, it processes 5,666 tonnes of waste daily, generating 220 megawatt-hours of electricity and supplying energy to itself, an adjacent sewage treatment plant, and over 135,000 homes. WWMC reduces carbon emissions by nearly 2 million tonnes annually and is expected to offset over 69 million tonnes of CO₂ emissions over 35 years. The centre recycles 1,200 cubic metres of water daily, extracts 113 tonnes of metals from ash for recycling, and advances ash management.



Inclusive Recycling Centre Crafted from Repurposed Containers

Dubai Municipality's new recycling centre, constructed from repurposed containers, promotes inclusivity and environmental responsibility. It features accessible ramps, clear pathways, user-friendly signage, and sensory aids, leading to a 40% increase in community participation in recycling and a 4% reduction in landfill waste within its first year.



Protecting Biodiversity

To conserve the Emirate’s unique biodiversity and natural heritage for the enjoyment of present and future generations, and from the impacts of rapid urban expansion, Dubai Municipality has implemented extensive research, conservation and awareness efforts and enacting policies for the **eight protected areas** established by the Government of Dubai. These Environmentally centric initiatives safeguard Dubai’s natural heritage.

Protected Areas

In 2014, under the decree issued by H.H. Sheikh Mohammed Bin Rashid Al Maktoum, Dubai Municipality established eight protected areas, covering about 31% of Dubai’s total area. These areas represent the major ecosystem types in the Emirate, including mountain, desert, coastal, and marine ecosystems. The primary objectives of these protected areas are to safeguard, restore, and enhance the natural biodiversity through scientific research, monitoring, educational programs, and sustainable recreational activities.

The protected areas:

Ras Al Khor Wildlife Sanctuary

Wetland of International Importance, Ramsar Site no. 1715



Jabal Ali Wildlife Sanctuary

Wetland of International Importance, Ramsar Site no. 2364



Al Marmoom Desert Conservation Reserve

Important Birds Area IBA



Al Wohoosh Desert Conservation Reserve



Hatta Mountain Reserve

Wetland of International Importance, Ramsar Site no. 2368



Jabal Nazwa Conservation Reserve



Dubai Desert Conservation Reserve

Important Birds Area IBA



Ghaf Nazwa Conservation Reserve



Legal and Policy Framework

Dubai’s biodiversity preservation is governed by federal and local laws that regulate protected areas, wildlife, and environmental protection. Federal regulations restrict hunting, habitat destruction, and harm to marine life, while local laws prohibit activities that compromise environmental integrity within protected zones. This comprehensive legal framework ensures Dubai’s natural habitats are preserved, maintaining ecological balance alongside urban development.


Biodiversity Initiatives


Dubai Municipality employs a multi-faceted approach to biodiversity management within its protected areas, focusing on habitat restoration, species monitoring, and public education to enhance ecosystem sustainability.


Category


Initiatives

Habitat Management


Mangrove Conservation: Planting and monitoring at Ras Al Khor and Jabal Ali Wildlife Sanctuaries.

Osprey Nesting: Artificial platforms to support breeding.


Camera Traps: Monitoring wildlife in Hatta Mountain Reserve


Water Quality Monitoring: Regular sampling to ensure environmental standards.


Wildlife Management

Bird Monitoring:


- Regular surveys and tagging of migratory birds.
- Bird flu monitoring address flu risks.


Satellite tracking: Tags species to study their behavior and habitat.


Biodiversity Surveys: Routine assessment for conservation planning


Conservation programs: Breeding programs for native species.

Nature Education

Events and workshops on biodiversity conservation.

Digital platform to promote knowledge on natural reserves, ecotourism, and sustainability.

12.53%
Green area per capita (under DM supervision) (2023)

6.11%
Horticulture area coverage to Dubai developed lands (2023)



Success Story

Record-Breaking Tree Planting for a Greener Dubai

Dubai Municipality achieved a remarkable milestone in 2023 by planting over 185,000 trees, averaging 500 trees per day, and expanding the city’s green area by 234 hectares. This initiative, driven by the vision of Dubai’s wise leadership, underscores the Municipality’s commitment to sustainable development and environmental preservation. The afforestation efforts have enhanced air and soil quality, increased green spaces in urban

and residential areas, and elevated Dubai’s aesthetic appeal, positioning it as a leading city in environmental sustainability.

500
Trees planted per day in 2023

Sustainable Infrastructure

Dubai Municipality’s “Dubai Urban Plan 2040” serves as an urban policy guiding the city’s sustainable development over the coming two decades. Aligned with the UN SDGs, this master plan integrates core sustainability themes and resilience into Dubai’s urban landscape, laying out a structured framework that encompasses strategic initiatives to elevate the city’s development and beautification.

Green Building Initiatives

Building sustainable infrastructure is central to Dubai Municipality’s mission, leading to progressive policies and prestigious recognition at the LivCom Awards. In 2023, 6,164 building permits were issued under these regulations, reflecting a steady increase. The Al Sa’fat Green Building System, which classifies buildings by Platinum, Gold, and Silver ratings, requires a minimum Silver rating for all new buildings in Dubai. This system promotes green design and a circular economy by mandating green concrete and an integrated waste management system to recycle construction and demolition materials.



6,164

Completed green buildings (2023)



59%

Buildings that meet Sa’fat Green Building Regulations (2023)



169.8 Kilotonnes

Reduction in CO₂ emissions from new buildings (2023)



76.9%

Indoor air quality compliance rate (2023)



Integrated Management System for Construction and Demolition Waste

An integrated management system is designed to treat waste generated from construction and demolition sites, focusing on separation, sorting, recycling, and utilization while minimizing landfill diversion. The system aims to ensure environmental safety and protect public health by implementing effective waste management practices. District engineers monitor the management of construction waste through periodic inspections of under-construction sites, ensuring compliance with established protocols and promoting sustainable practices in construction.



Expanding the Green Building System – Al Sa’fat

With a focus on expanding green building practices, DM has initiated guidelines to include existing buildings in the Sa’fat system, enabling their transformation into green-certified structures. This strategic initiative aims to increase the number of sustainable buildings, reduce CO₂ emissions, and lower utility consumption, all while providing building owners with clear guidelines on eco-friendly transformations.

City Beautification and Public Projects

The city beautification projects combine aesthetic enhancement and sustainable practices to achieve the environmental pillar in improving the aesthetic and urban appearance of the emirate and raising the quality of life index.

CASE STUDY

Dubai Parks

As part of enhancing the city’s aesthetic appeal and community spaces, DM has finalised designs for 30 new parks, enriching the city with more greenery. These parks focus on sustainable water use by utilising treated water and native plants adapted to Dubai’s environment, thus increasing the green footprint per capita while aligning with DM’s greenery guidelines.



30

hectares added to the total green area in the city (2023)



Conservation, Preservation and Sustainability of Urban Heritage and Archaeological Sites

Preserving Dubai’s heritage is integral to maintaining its cultural identity. DM ensures that heritage sites are protected through sustainable practices aligned with global standards.



Innovation and Research

In response to today's environmental challenges, DM drives innovation and research for sustainable development. In 2023, DM introduced advanced building systems, including 3D printing, Building Information Modelling (BIM), and automated auditing. The Municipality is setting engineering standards for sustainable infrastructure and continues its research efforts in fields like electrical and mechanical engineering.



Success Story

Executive Planning Operations System “The Smart Planner”

The Smart Planner is an AI-powered platform offering automated decision-making and real-time reporting, streamlining land allocation studies and applications in Dubai and Hatta. Through a unified map, it facilitates efficient decision-making, allowing applicants to suggest site modifications and integrate these with existing land plots. Ready for deployment, the Smart Planner enhances decision accuracy, promotes collaboration, and supports Dubai's sustainable urban growth.

Dubai 2040 Urban Master Plan

Dubai Municipality places the “Dubai 2040 Urban Master Plan” at the heart of Dubai's urban planning and development, incorporating sustainability and resilience. Aligned with UN SD goals, it provides a comprehensive framework for strategic initiatives and future enhancements, driving Dubai's long-term vision for urban development and beautification.

STRATEGIC GOALS OF THE DUBAI 2040 URBAN MASTER PLAN	
Optimise the utilisation of spatial and infrastructure resources.	Planning and developing vibrant and healthy communities.
Doubling green and leisure areas and enhancing their qualities	Providing sustainable and flexible means of mobility
Fostering greater economic activity	Enhancing environmental sustainability
Safeguarding the Emirate's cultural and urban heritage	Developing a comprehensive legislation and planning governance

Ecotourism in rural areas

The DM Hatta Framework Plan supports sustainable rural development, aiming to establish Hatta as a premier ecotourism hub. This initiative promises economic growth and improved living standards for locals.

Dubai - A hub of global creativity

The AI Quoz Creative Zone Masterplan aims to position Dubai as a global creative economy leader by 2025, transforming an industrial area into a 14 million square meter creative hub. This project will attract international talent, support local artists, and enhance Dubai's cultural landscape, stimulating economic growth through tourism, investment, and global creative collaboration.

CASE STUDY

20-Minute City Project

Dubai Municipality's 'Public Facilities Framework Plan' includes the 20-Minute City strategy, ensuring essential facilities are within a 20-minute walk or bike ride for residents. Integrating the Transit-Oriented Development approach, it promotes dense, mixed-use developments near transit hubs, favouring non-motorised transportation to support equitable economic, social, and environmental growth.

05

SOCIAL

A Focus on Talent Excellence

Towards a Balanced and Inclusive Society

Ensuring Health and Safety

Prioritising Customer Happiness

Community Wellbeing



A Focus on Talent Excellence

Dubai Municipality prioritises employee satisfaction and development, fostering a positive work culture. In 2023, DM won the HCM Excellence Gold Award for ‘Best Blended Learning’ and ‘Best Benefits, Wellness & Wellbeing.’ Key policies introduced include the Learning and Talent Development policy, Human Resources Recruitment policy, and the Women’s Empowerment Manual. DM established a talent incubator with Individual Development Plans (IDPs) and launched a Global Leadership Development Program. As the organization grew, DM conducted a workload analysis to meet the staffing demands of its 40 departments and 178 sections and offices, leading to an organizational restructure in 2023 and a strategic manpower plan for the next three years. To enhance efficiency, DM is partnering with HRCOM to integrate artificial intelligence into its HR inquiry system, streamlining access to HR information and optimizing operations.



**Note: The data presented includes figures specifically for Grade 7 and above.*

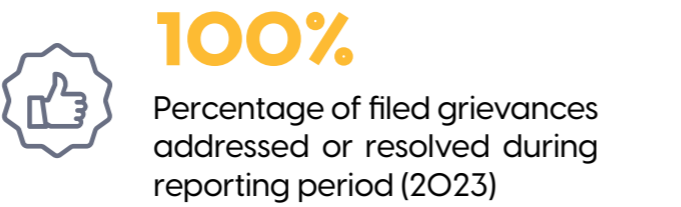
Employee Engagement

Dubai Municipality has implemented initiatives to boost employee engagement and enhance organisational happiness. Key initiatives include an internal communication plan and a leadership communication charter that clarifies leaders’ responsibilities towards employees. This charter creates a one-team spirit and emphasises the role of leaders in setting a positive example and defining the expectations that govern the leader-employee relationship and job responsibilities.



Grievance Redressal

To address employee concerns, DM has established the dedicated Grievances and Complaints Committee and the Violations and Disciplinary Penalties Committee. These committees uphold policies and introduce regulations to manage grievances according to established standards. Most reported grievances involve issues related to absence and performance appraisals.



Training and Development

Recognising the importance of developing human capital, Dubai Municipality prioritises the continuous advancement of its workforce through various initiatives and programmes. The Municipality has implemented training and development initiatives governed by a Learning and Development Service Policy, adhering to ISO 21001 and ISO 10015 standards.

The Dubai Municipality Academy, accredited by Kirk Patrick, Jack Phillips, the UAE Ministry of Education, Global Innovation Organization (GInI), National Qualification Centre and CPD standards, plays a role in assessing the impact and return of training investments. It offers activities to qualify, refine, and develop employee competencies and skills in diverse fields relevant to Dubai Municipality's core and technical responsibilities.

Two key HR initiatives

The Decision-makers Initiative enhances the leadership and technical expertise of our leaders in partnership with prestigious institutions such as Harvard Business School, IMD, Mohammed Bin Rashid School of Government, Project Management Institute (PMI), and Durate.

Dubai Municipality has undertaken various initiatives to tailor to strategic objectives and needs to build capacity in various areas in technology, compliance, governance, and digital literacy. The Municipality aligns its training programme with departmental goals to raise governance awareness, improve handling of audit reports, and enhance KPIs through practical exercises based on global audit standards. The Municipality promotes digital literacy with initiatives on Artificial Intelligence Ethics, the Transformation Skill Program, Agile Project Management, and The Open Group Architecture Framework (TOGAF) .



JASTP Virtual Reality

The JASTP Virtual Reality (VR) simulation and training system is a strategic implementation aimed at enhancing operational efficiency and effectiveness of the plant. The VR technology system focuses on: Advancing employee skills to reduce human errors, improve plant performance, decrease equipment malfunctions, and reduce operational and maintenance costs.



Building capabilities of customer service stars

WDubai Municipality has focused on customer relations by launching initiatives targeted for employees to enhance customer satisfaction and boost their qualifications in building positive customer experiences.

127
employees honoured.

400
employees receiving professional training (2023).

116
training sessions completed, amounting to 6,901 hours (2023).

94%
happiness result among DM service stars, according to The Executive Council of Dubai (2023).



Qualifying service designers

Dubai Municipality has invested in employee development to improve service design and customer experience, aligning with international standards.

4
new service design competencies (2023).

55
employees trained to evaluate the customer experience maturity level according to the international standards of the Canadian 4D model (2023).

186
employees trained in service design and customer experience (2023).

55
training workshops have been conducted for service designers (2023).



Towards a Balanced and Inclusive Society

Dubai Municipality is an entity with a social heart. It stands by its employees as they are the key to success. For continuous growth and development, DM considers diversity as a strategic importance. When employees represent a fair reflection of society, they bring in various strengths and perspectives that add value to DM's operations. To ensure the well-being of all employees, DM established a space where they are recognised, involved, and motivated.



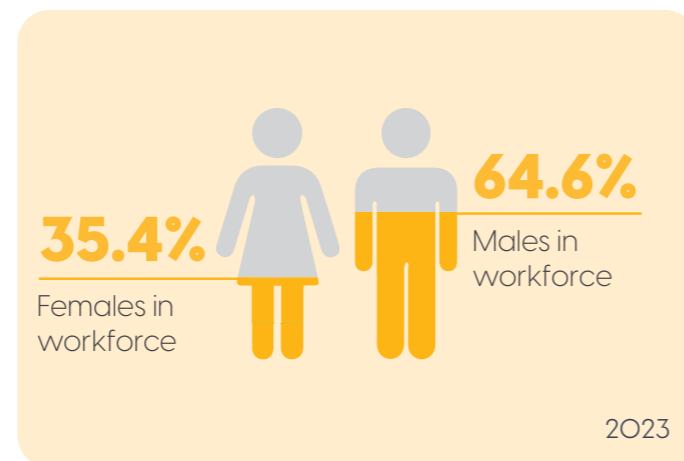
Women Empowerment

Aligning with Sustainable Development Goal 5: Gender Equality, advancing women within the organisation is a top priority. This commitment is reflected through the inclusion of women in succession planning, with 45% of successors being female, the establishment of Dubai Municipality Women's Council, the launch of a Women's Empowerment Guide, and the creation of happiness initiatives. These measures are designed to meet the organisational needs of women which support women's professional growth and create a work environment that promotes gender equality.



"Mothers' Endowment" Campaign for Global Empowerment

Dubai Municipality has actively participated in the "Mothers' Endowment" campaign, which aims to raise 1 billion AED to empower underprivileged groups worldwide through education and community involvement. Dubai Municipality has allocated human resources and a call centre to manage the campaign's communications effectively. In 2023, the DM Contact Centre processed 567 calls and recorded 286 donor inquiries in the CRM system, highlighting the Municipality's dedication to social responsibility and support for nonprofit initiatives focused on quality education and women empowerment.



*Note: The data presented includes figures specifically for Grade 7 and above

Nationalisation

DM empowers ambitious Emirati men and women and is proud to contribute to the growth of the national workforce by providing career opportunities, professional development and enrichment. Majority of senior positions are under the responsibility and authority of talented and innovative Emiratis who drive the Municipality forward.



100%
Emiratization in leadership positions (2023)

CASE STUDY

'Future Talents' Program Fosters Emirati Workforce Development

Dubai Municipality, in partnership with the American University of Sharjah, launched and graduated the first cohort of the 'Future Talents' scholarship programme. This initiative enhances the skills of UAE national university students in scientific disciplines aligned with market demands, supporting Emiratization and workforce sustainability. The first batch of 41 employees received specialised training in 3D printing, AI, data science, and food safety. This milestone, celebrated in a ceremony with key figures, underscores DM's commitment to upskilling Emirati professionals and contributing to Dubai's sustainable workforce development.



Success Story

Dubai Municipality Recognised for Excellence in Nationalisation

DM has won the Best Nationalization Initiative at the GCC GOV HR Awards 2023, in recognition of its successful strategies to recruit, develop, and retain Emirati talent in line with the Emiratization policy. This award reflects the Municipality's commitment to creating a sustainable workforce, with a focus on specialised training and professional development, empowering women and individuals of determination, and integrating advanced technologies for innovative learning experiences.

People with Determination






World-class services and experiences for People of Determination (POD) are being delivered. The Municipality prioritises personalised, high-quality services tailored to the specific needs of POD, ensuring that everyone in Dubai can live, grow, and thrive in the city.

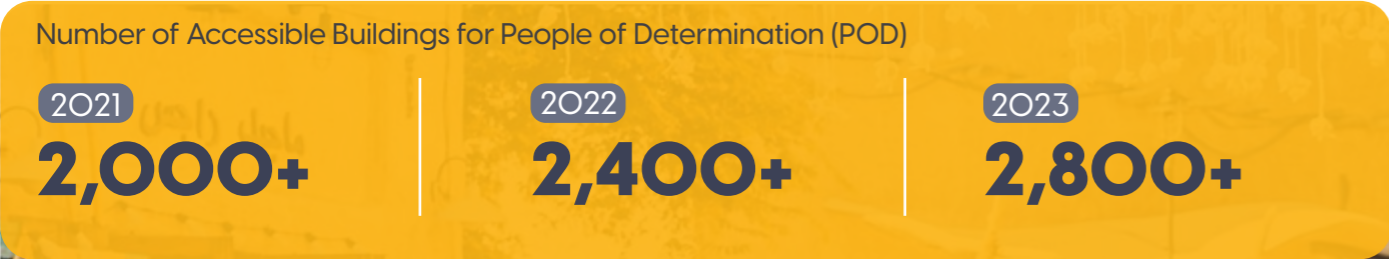


77 People of Determination in the workforce

2023

To further support People of Determination, the services include:

-  Developing an employee journey specifically for People of Determination.
-  Allocating specialized employees to assist People of Determination through the Sanad Channel in HR.
-  Launching happiness initiatives dedicated to People of Determination.
-  Providing all necessary needs and supplies required for People of Determination.
-  Continuously following up on the happiness of People of Determination employees and developing corrective measures as needed.



 CASE STUDY

Autism-Friendly Recreational Facilities

Dubai Municipality has received the Autism-Friendly Certificate for three major attractions, supporting the inclusivity goals of SDG 10: Reduced Inequalities. This achievement highlights the Municipality's efforts in making Dubai inclusive for People of Determination, including individuals with autism. Certified by Dubai Autism Centre the facility ensures accessibility and quality services for all visitors. Regular evaluations and customer feedback will maintain ongoing compliance and satisfaction.

 CASE STUDY

Gold Category for Disability Accessibility and Obtaining the Global Accreditation of the Blue Flag Program for all Public Beaches in the Emirate of Dubai

Dubai Municipality has received the gold category accreditation for disability accessibility from the World Disability Union (WDU) for its 'Dubai Master Plan for Public Beaches,' aligning with Sustainable Development Goal 10: Reduced Inequalities. The plan ensures People of Determination have access to beach and swimming facilities, incorporating the needs of those with hearing and visual impairments. Key features include 10 accessible entrances, 28 designated parking spaces, specialised beach wheelchairs, public swimming chairs, and trained lifeguards. Jumeirah Public Beach 2 has a 73-metre marine platform to improve sea access, with plans to expand this facility to other beaches based on feedback from People of Determination. Additionally, the Blue Flag program has awarded its prestigious eco-label to several Dubai beaches, recognizing their commitment to sustainability and safety. The Public Beaches and Water Canals Department in DM also received the Silver Blue Flag Award for 5 consecutive years of adherence to the program's standards for all public beaches in the emirate.



Ensuring Health and Safety

Safety is a top priority for DM, which has developed comprehensive actions and protocols to protect all employees. Rigorous occupational health and safety (OHS) programmes, including regular training and strict safety measures, have been implemented to minimise risks and prevent accidents. By adopting effective health and safety protocols, DM ensures the protection of people, resources, and the environment. The diverse range of tasks and initiatives necessitates varied approaches to ensure all tools and equipment are used safely and efficiently across different working environments.

Ensuring a safe and sustainable environment

DM places significant emphasis on workforce safety, guided by its Health, Safety, and Environment (HSE) guide, which outlines safe work practices, accident prevention, and risk mitigation strategies in line with international standards. The Occupational Health and Safety (OHS) Management System focuses on mitigating risks, enhancing workplace safety, and protecting the well-being of employees and the public. Key initiatives, studies, and processes across various departments reflect DM's commitment to health and safety excellence.



82%

Community happiness index for public benefit services (2023)

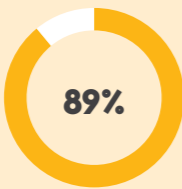


99%

Community awareness of public health services (2023)

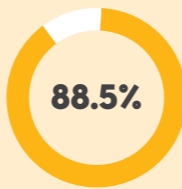
Percentage of compliance of industrial establishments and infrastructure projects with OHS regulations and legislation

2021



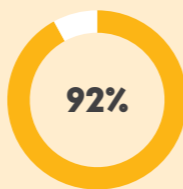
89%

2022



88.5%

2023



92%

**Note: This data is specific to the Emirate of Dubai*

Success Story



97%

Labor happiness

Labor Community Market

Dubai Municipality has significantly improved the lives of over 197,000 labors by providing a safe and organized shopping environment, reducing traffic congestion, and creating over 300 kiosks providing various goods and services at low costs. The initiative has received prestigious awards, including being recognized as the first winner from the British Safety Council in 2023, and has achieved a 97% labor happiness rate regarding the initiative. Its success has led to the expansion of similar markets in other industrial areas and emirates, promoting economic, social, and health sustainability while enhancing overall worker well-being.

Key actions driving OHS success

Proactive Hazard Identification and Risk Assessment

Forward-thinking approach to detect and manage potential risks early, safeguarding employees and public spaces. This includes systematic data collection, regular inspections, comprehensive risk evaluation, and clear communication of risk control measures.

Awareness and Education Programs

Training through targeted campaigns, workshops, and continuous learning.

Commitment to Continual Improvement

Ongoing refinement of safety measures based on employee feedback and incident data.



Policy Issuance and Guidelines

Clear, comprehensive health and safety policies aligned with international standards and legal requirements.

Risk Analysis and Mitigation Plans

Dedicated teams conduct hazard assessments and implement strategies to prevent accidents.

Internal and External Safety Audits

Regular audits to ensure compliance with ISO 45001:2018 and identify areas for improvement.

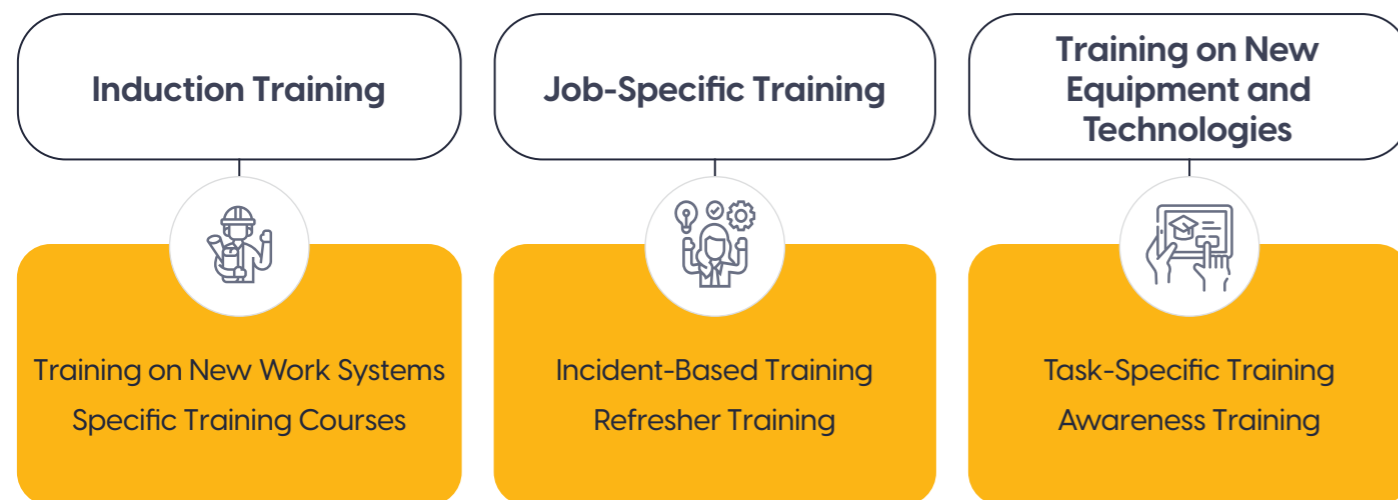
Success Story

Establishing a Comprehensive Forensic Insect Database

In collaboration with the Dubai Police, DM has developed a groundbreaking Forensic Insect Database designed to assist in determining the time of death for unidentified bodies. This comprehensive database classifies 35 different types of forensic insects, marking a significant advancement in forensic science. This pioneering initiative is the first of its kind in the Gulf region and the Middle East, setting a new standard for forensic investigations in the area.



Training and Awareness Initiatives



CASE STUDY **Construction Site Safety Campaign "Safety Tent"**

The Safety Tent, part of the Construction Site Safety Campaign, executed in workers' housing areas, focuses on raising awareness and providing medical examinations to ensure the well-being of all workers on site.

CASE STUDY **A century of safe sanitation**

Dubai's Sewerage System Strategy 2040 is designed to provide safe sanitation for the next 100 years. The vision aligns with Dubai's Clean Energy Strategy 2050, Dubai Economic Agenda D33 and Urban Plan 2040.

Empowering safety through awareness and education

Residents are increasing their awareness about building safety and best practices. Through the publication of guidance manuals like "Construction Advisor" and "My Home Building Journey," as well as awareness bulletins shared via social media and workshops held in neighborhood councils, the Municipality empowers Emirati homeowners to make informed decisions throughout the construction process. Additionally, the Safety Tent initiative under the Construction Site Safety Campaign provides targeted outreach to workers in housing areas, promoting safety and awareness in high-risk environments.

Enhancing Safety and Accessibility

Dubai Municipality has undertaken significant efforts to rehabilitate public beaches affected by erosion, ensuring these areas are restored to safe and accessible conditions. A key highlight is the development of a fully accessible beach at Jumeirah 2, designed specifically for People of Determination, allowing them to enjoy swimming in a designated area while adhering to the highest safety standards. Regular inspections and safety audits are conducted to ensure ongoing compliance with OHS requirements, providing a safe environment for all beachgoers.



3,650

Public beach inspections (2023)

Success Story



Food Secured - Empowering Dubai's Students for a Sustainable Future

A comprehensive food security awareness program was successfully implemented in schools across Dubai, reaching and benefiting approximately 2500 students. The initiative aimed to educate young minds about the importance of sustainable food practices, reducing food waste, and promoting healthy eating habits to ensure long-term food security. Through interactive workshops, educational campaigns, and practical activities, students gained hands-on experience and a deeper understanding of the challenges and solutions related to global and local food systems. This program not only empowered students to adopt responsible practices but also fostered a culture of awareness and action within their communities, contributing to Dubai's broader goals of sustainability and food resilience.

The Health and Safety Ambassadorship Programme

This initiative successfully conducted health and safety awareness campaigns in academic agencies through interactive field visits, enhancing knowledge among students and staff while promoting safe practices at school and home. It aimed to raise community awareness, improve adherence to environmental health regulations, and proactively prevent public health issues. This is attained in line with the strategic framework of environmental, health, and food sustainability set by the Environment, Health, and Safety Foundation.

The campaign received absolute positive feedback:

98%

Schools expressed satisfaction (2023)

95%

Students expressed satisfaction (2023)

98%

Recommendation rate to other schools (2023)

Success Story



Strengthening Biosecurity and Public Health

Dubai Municipality plays a critical role in safeguarding health and safety across veterinary services, pest control, animal production, and abattoirs. Strict biosecurity protocols are enforced to prevent the spread of diseases, supported by frequent disinfection of customer waiting areas and animal handling zones. Emergency response plans are in place to address any health or safety concerns swiftly, while only authorised personnel are permitted in high-risk areas such as meat preparation areas to ensure optimal safety and hygiene. These measures reflect the DM's commitment to maintaining a high standard of public health and safety.

Ensuring Food Safety Excellence

Food safety is critically important on a global scale and is one of the essential elements in safeguarding public health. Dubai Municipality oversees the implementation of food safety standards through an integrated control system along the food chain in accordance with international best practices, through risk-based inspections, laboratory testing of food and other preventive measures. The municipality conducted 7 scientific studies in 2023 aimed at identifying emerging food risks. These studies play a critical role in identifying risks and improving food safety measures across the food supply chain, contributing to ensuring proactive protection of the community from food risks.

Dubai Municipality operates under a comprehensive regulatory framework which encompasses the following applicable standards and guidelines:



Ministry of Industry and Advanced Technology Regulations and Standards



Emirates International Accreditation Centre (ISO 17020)



Dubai Municipality Food Code

DM employs the following processes to manage the food risk control system:



Food item registration and label assessment to ensure product traceability.



Food inspection at the ports and food establishments.



Laboratory food testing to ensure safety.

DM conducted extensive food safety inspections and audits to ensure compliance with established standards:



2
ISO 17020 audits (2023)



65,154
Total food safety inspections (2023)



2.3M
Food items inspected and screened at ports (2023)

Foodwatch Project

A state-of-the-art digital platform is transforming food safety by digitising systems in food businesses, enhancing compliance, fostering skill development, and reducing foodborne illnesses. This data-centric approach minimises reliance on inspections, empowers food businesses to take proactive measures, and accelerates the digital transformation of the entire food ecosystem.



Food Elite Program

As part of his vision for Dubai's vision, the Director General of Dubai Municipality announced the DM Food Elite Program during the opening of the 17th Dubai International Food Safety Conference in 2023. The program honoured restaurants in Dubai that have consistently demonstrated leadership in food safety excellence combined with commitment to sustainability, nutrition and social responsibility.

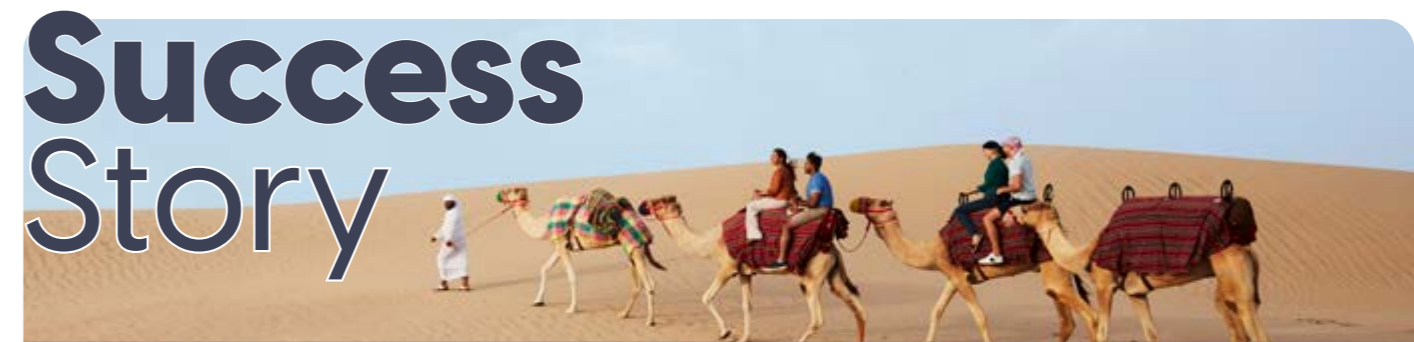
The program includes three main categories:

- Fast food restaurants and cafeterias.
- Hotel restaurants.
- Restaurants.



The International Safety Award

Dubai Municipality has been honored with the International Safety Award with Distinction by the British Safety Council, recognising its outstanding safety record in the Deep Tunnel Stormwater Drainage and Jebel Ali Sewage System Connection projects. DM has successfully set an impressive record of **15 million injury free man-hours** in the Deep Tunnel Stormwater Drainage, and **1 million injury free man-hours** in the Jebel Ali Sewage System Connection project. Furthermore, the Municipality's exceptional response to the Covid-19 crisis earned it accolades in the **Crisis Response category**. The achievement demonstrates the Municipality's commitment to global health and safety standards for employees and the community during unprecedented times.



Enhancing Local camel and livestock Breeds: The First specialized Embryo Transfer project in Dubai

The embryo transfer project is the first of its kind in the emirate, with the primary goal of improving local breeds and sustaining animal production. The first phase of The project involves obtaining embryos from donor camels and transferring them to recipient mothers. In 2023, a total of 490 embryos were implanted in recipient camels. For the upcoming year, the project aims to further increase the number of embryos implanted and continue to improve its success rate.

Prioritising Customer Happiness

Dubai Municipality's Strategic Plan for 2022 to 2026 prioritises the happiness of its people as the ultimate goal. Anchored by essential pillars and aligned with Dubai Plan 2021, Dubai Plan 2030, the 360 Policy, the Digital Strategy, and DM's objectives, the plan focuses on customer satisfaction and service excellence. By introducing new digital applications, enhancing systems, and broadening services, DM aims to improve the quality of life for Dubai's residents.

432

Customer testimonials received (2023)

94.6%

Customer happiness score for Dubai Municipality services - The Executive Council of Dubai (2023)

98.5%

Mystery shopper index for service providing sites - The Executive Council of Dubai (2023)

Launching Dubai's "Destinations and More" application

The launch of Dubai's newest application, "Destinations and More", stands out for offering an advanced and seamless ticket booking experience for Dubai's parks. Through a user-friendly application and website, residents and tourists alike can effectively bypass the frustration of lengthy waits and long lines to access favorite destinations. In recognition of similar initiatives that enhance customer experience and minimise effort, DM was honoured with the 2023 Continual Improvement Award in the Happiness category.



Redesigning customer journey

In line with continuous advancements and customer-centric services, Dubai Municipality has launched a project to redesign 45 services in line with the 360 services policy and the 2023 agenda, reduce service competition by 66%, and attain a customer happiness rating of 99.44% for revamped services.

Customer 360 dashboard

Dubai Municipality launches a new 360 digital platform that enables its senior leaders and executives to stay up-to-date with customer requests and communications, oversee the progress of specialised tasks, and accelerate decision-making, thus enhancing the customer's digital experience with the municipality and building a proactive and distinctive service system.



Addressing customer concerns for community well-being

Dubai Municipality shapes and executes the customer experience strategy, collaborating with partners to improve services. It manages the 360 Services and Delivery Channels Policy, oversees customer relations, handling customer calls and complaints, and operates customer happiness centres. Ranked among the top three in Dubai Government, the contact centre meets international standards and KPIs under the Dubai Model for 2021-2022.

Enhancing accessibility to facilities

In its ongoing efforts to enhance the accessibility of public spaces, Dubai Municipality set a new global benchmark in 2023 by launching an initiative to be the first government-operated public beaches available 24 hours a day. This ensures that beaches are accessible to everyone, with rescue teams and public services present for safety and entertainment purposes, creating a stronger sense of community among residents and visitors.

DM's commitment to addressing the diverse needs of the community has been recognised with the 2023 Ideas Arabia Award in the Happiness category for its Customer Voice Program.



for customer happiness



for complaints handling



for external dispute resolution



for monitoring and measuring customer satisfaction

Customer engagement

In 2023, Dubai Municipality interacted with 1634 customers on various platforms, through 61 forums. The municipality achieved a 100% of executing progressive actions in relations to customers needs and expectations, in addition to achieving 99.9% customer satisfaction in resolving complaints, reflecting its dedication to the Customer Happiness Charter. These accomplishments are attributed to DM's relationship management, which includes the implementation of an escalation policy and the establishment of a Grievances Committee, both of which are instrumental in upholding customer trust.



Backing "Billion Meals Endowment" with dedicated resources

Dubai Municipality has committed resources, including a call centre to support the "Billion Meals Endowment" campaign initiated by HH Sheikh Mohammed bin Rashid Al Maktoum. Aimed at establishing a fund to eradicate hunger, the campaign aligns with the UAE's strategic and sustainable development goals. In 2023, the DM Contact Centre has handled 525 demonstrating the Municipality's ongoing social commitment.



The Happiness Vehicle

Dubai Municipality has launched the Happiness Vehicle service to provide personalized assistance to senior citizens and People of Determination in accessing the Municipality's smart electronic services. Customers can book the vehicle for in-person support from a Municipality employee at their location. The service has shown success, highlighting Dubai Municipality's commitment to innovative service provision and customer satisfaction.


13

Successful
pilot phase
services
(2023)


479

Transactions
completed by the
Happiness Vehicle
(2023)



Community Wellbeing

Dubai Municipality's strategy prioritises community well-being, guided by national visions and global frameworks like the United Nations Sustainable Development Goals (UN SDGs), particularly SDG 11 for sustainable cities. Collaborating with residents and stakeholders, DM aims to provide equal access to urban amenities, public spaces, and services, enhancing quality of life. By focusing on smart urban

solutions, resource efficiency, and social equity, DM balances environmental sustainability with community well-being. Innovative initiatives address pressing concerns, promote social interaction, enhance public spaces, and contribute to the local economy, ensuring lasting positive impacts.



Community-centric urban design

Dubai Municipality prioritises creating vibrant public spaces by integrating community feedback into project planning. By conducting surveys during the planning stages of projects like public beaches, water canals, and parks, the Municipality ensures developments are shaped by local input.

Hiking path project

This project, located in Mushrif National Park, introduced mountain bike and walking tracks within the park's natural forested area. Without altering the park's nature, the project expanded recreational opportunities, attracting a wider range of visitors across different age groups.



Recognised excellence in community friendly urban design and planning

Dubai Municipality's efforts in community wellbeing and urban development have earned it several prestigious awards, including the 2023 Global Human Settlements Award for the Rural Area Framework and the 2023 Gold Award for the Al Aweer First Community Center Urban Design. These recognitions highlight the Municipality's ongoing commitment to sustainable, community-focused urban planning.

Fostering social interactions and wellbeing

The Municipality's urban planning enhances social engagement by equipping schools and parks with gyms and open areas that encourage evening gatherings. These spaces foster a sense of belonging and provide venues for social events, promoting frequent community interaction and social cohesion.



Local Senior Citizen Club (Thukher Club)

The Thukher Club, a collaboration between Dubai Municipality and key government authorities, highlights the Municipality's dedication to valuing seniors and their contributions to sustainable development. The club encourages senior citizens to engage in discussions and activities focused on sustainability, promoting social cohesion and community building.



Hatta Honey Festival

Dubai Municipality's annual Honey Festival in Hatta supports the UAE's beekeeping industry and Emirati beekeepers, promoting quality standards and economic opportunities. Attracting over 11,250 visitors, with 60+ beekeepers and 17 stalls from productive families, the festival achieved a 98.9% satisfaction rate. This initiative enhances Hatta's infrastructure, amenities, and its status as a top tourist destination in Dubai.



Public Engagement

The "Most Beautiful Green Front Yard Competition" highlights DM's community engagement efforts through initiatives that promote social responsibility, environmental sustainability, and active community participation.

Driving economic progress through community design

Dubai Municipality's community-centric designs boost economic development. Parks and recreational spaces attract private investments, create jobs, and support local businesses by hosting events and gatherings, thereby strengthening community bonds and driving economic progress.

Converting Deira's heritage streets into pedestrian walkways

Dubai Municipality has transformed Deira's heritage streets into a vibrant commercial pedestrian walkway, linking Al Ras to the Gold Souk area. This project revitalizes Deira and Bur Dubai, preserving their historical and commercial essence while enhancing their touristic appeal. The project reinforces Dubai's global stature as a destination that blends modernity, exceptional living standards, and cultural heritage.



Enhancing the urban fabric and wayfinding in Traditional Souqs

This project revitalizes traditional souqs by improving pathways and public squares, and incorporating traditional facade elements into modern buildings to honor the area's historical significance. These efforts reinforce Dubai's status as a premier destination blending authentic heritage with modern sophistication, aligning with the city's tourism vision.



06

GOVERNANCE

Business Ethics and Compliance

Excellence in Action

Innovation and Digitalisation

Sustainable Supply Chain and Procurement

Transparency and Accountability

Data Privacy and Cybersecurity

Contributions to Economic Growth

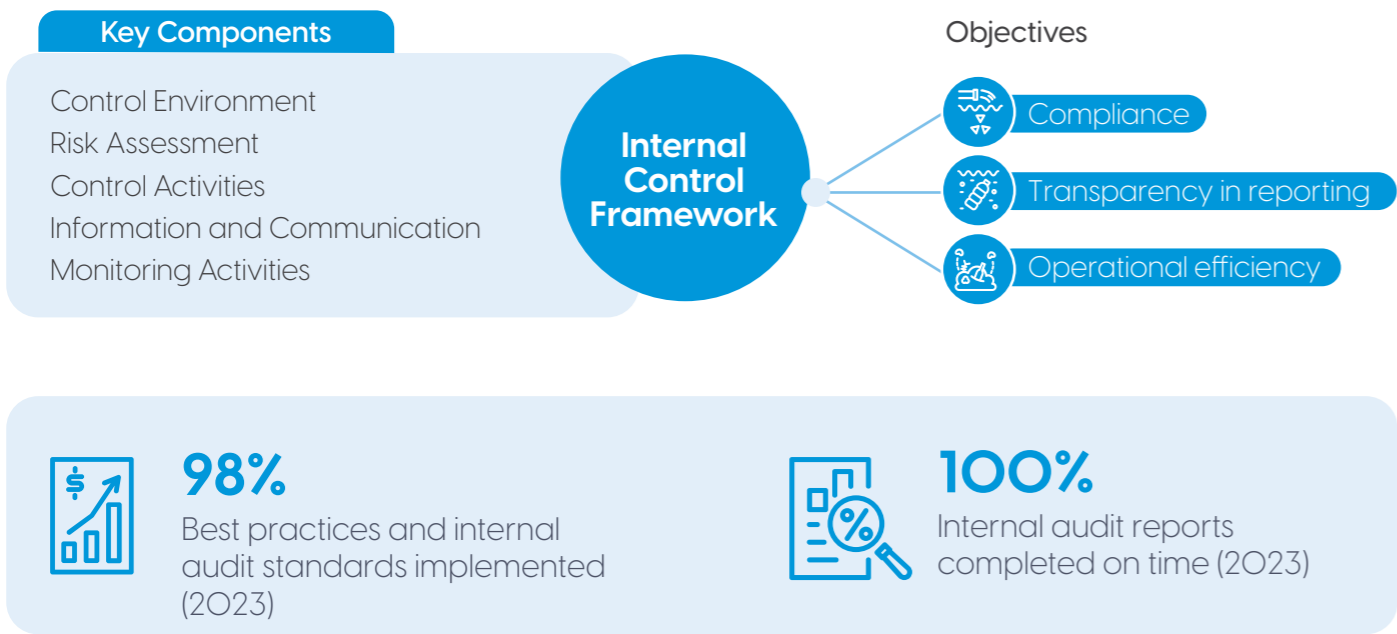
Marketing and Service Quality

Public Policy



Business Ethics and Compliance

Internal controls are essential in protecting the Municipality’s assets and operations. The internal Audit focuses on monitoring and assessing the effectiveness of governance, risk management, and operational controls. It regularly updates DM’s Internal Control Policy, reports audit findings, and submits quality assurance reports. DM also ensures adherence to recommendations from external audits reports, promoting continuous improvement and accountability.



During 2023, Dubai Municipality undertook two projects focused on internal audit:

- Innovative Training Programme:** The programme raises governance and compliance awareness, improves audit report handling, and enhances performance indicators through practical training and real audit observations.
- Smart Transformation:** This initiative advances compliance and governance by automating audit procedures and monitoring key performance indicators, achieved by studying automation requirements and following up on recommendations.



Success Story

Responsible Business Ethics

Committed to responsible business conduct in market operations, DM emphasises fair trade practices and adherence to ethical standards. This includes the management, organisation, and operation of the Municipality’s specialized markets, all in line with the highest international standards, including proper housing for workers and awareness training programmes.



Excellence in Action

In 2023, Dubai Municipality continued to solidify its position as a leader in innovation and excellence, driving significant advancements in sustainability and technological enhancements. Through a series of strategic initiatives and partnerships, Dubai Municipality has set new benchmarks in municipal operations.



Dubai Municipality aims to yield operational excellence in every department by performing the following functions:

- 1** Devise knowledge management and innovation strategies.
- 2** Create opportunities for public and private sector partnerships and monitor effectiveness.
- 3** Develop excellence initiatives and ensure compliance with award standards.
- 4** Provide technical support for award applications, and manage participation in local, regional, and international awards.



Partnerships and Milestones

In 2023, DM formed over 18 public and private partnerships for sustainable, tech-driven infrastructure projects. Between 2024 and 2026, DM will execute 15+ sustainability projects and 5 digital transformation initiatives to advance innovation and knowledge management.

2023 Achievements

Competitiveness Report Launch: DM unveiled its first Competitiveness Report, demonstrating leadership across multiple sectors, including building regulation, public facilities, and environmental health. The report highlighted 170+ indicators and included a focus on Dubai's future readiness.

Competitiveness Policy: To enhance its global standing, DM launched a competitiveness policy, aligned with top international standards in municipal work. This framework enables performance assessment through competitive indicators and strategic goal alignment, allowing DM to adapt to external changes.

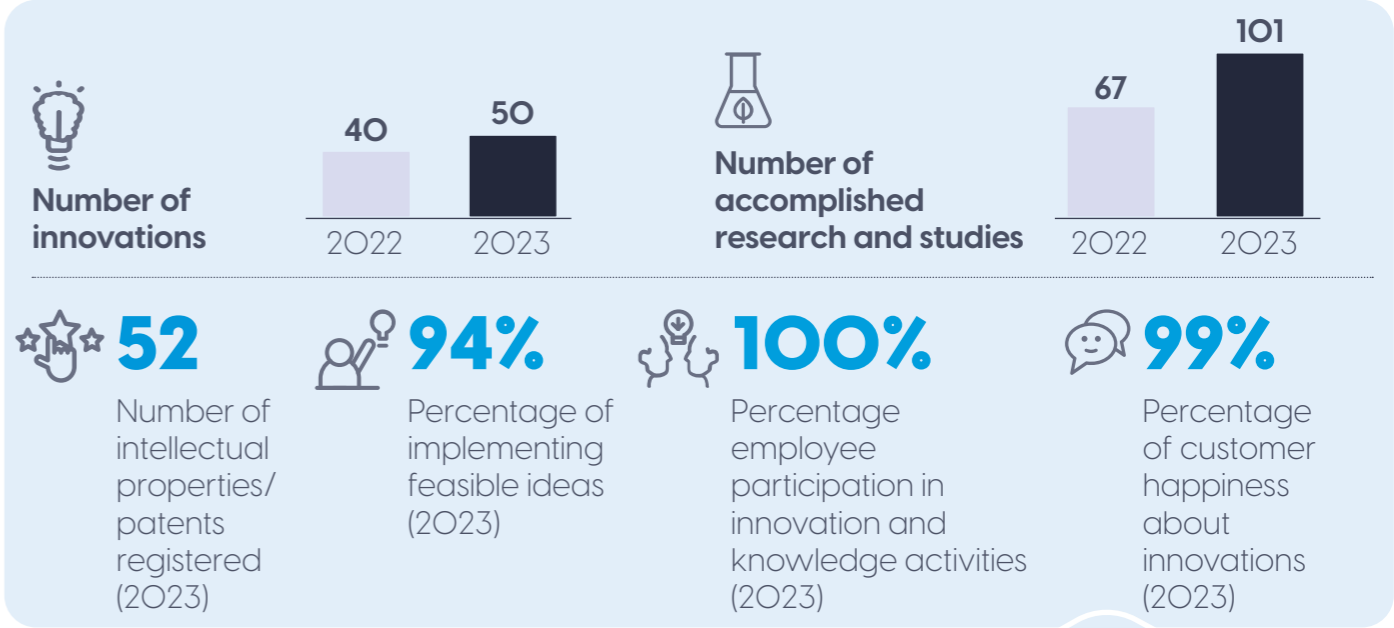
Certifications and Accolades: DM earned 5 internationally recognised certifications, including PAS7070 (benchmarking process management), ISO 56002 (innovation management systems), and ISO 30401 (knowledge management systems).

Awards and Accolades: DM garnered 40 awards across various municipal fields.

Monitoring the Impact of Knowledge and Innovation

Dubai Municipality demonstrated impressive growth in its financial innovation impact, with an 11.1% increase. The number of registered intellectual properties surged to 52, while employee engagement in innovation activities achieved a perfect 100% participation rate. Customer satisfaction with the

municipality's innovations reached an outstanding 99%, highlighting the positive reception of these efforts. These achievements highlight Dubai Municipality's successful drive towards a culture of innovation and knowledge among its stakeholders.



Success story

Roadmap to Dubai Government Excellence Program

To pursue excellence, Dubai Municipality has put in place an organizational excellence management structure based on government best practices, forming committees to manage the Dubai Government Excellence Program (DGE) application. This alignment with the Dubai Government Excellence Model 2022 model and organisational framework led to 1st rank in the Leading Government Entity category, 1st rank in the Dubai Medal for Supervisory Employee and the 3rd rank in the Dubai Medal for Young Employee. This string of successes positioned DM as a prime contender for the Elite Level Award. These efforts demonstrate continuous improvement towards institutional excellency.



Success Story

Dubai International Best Practices Award for Sustainable Development

The Dubai International Award for Best Practices (DIABP), managed by Dubai Municipality since 1995, honours initiatives enhancing living environments. At the World Government Summit 2023, in the esteemed presence of H.E. Mohammed bin Abdullah Al Gergawi, H.E. Abdulla Al Basti, H.E. Eng. Dawood Abdulrahman Al Hajri, and H.E. Maimunah Mohd Sharif, Dubai Municipality signed a collaboration with UN Habitat to manage the latest DIABP cycle, reinforcing its commitment to sustainable development.

Outcome of 13th cycle results (2023):

\$1 Million Prize allocation for 5 winners






144 countries participated

2,638 countries participated

+5,000 initiatives from more than **150** countries have been documented in the best practices database hosted by UN-Habitat.

The awards provide an international platform for sharing and celebrating forward-thinking and standout performances, directed at creating a happy and prosperous world for all. Additionally, the programme has strengthened Dubai Municipality's strategic prominence, among cities in the world.

The award categories for this cycle are as follows:

-  Best Practices Award in Urban Regeneration and Public Spaces
-  The Most Beautiful, Innovative and Iconic Building
-  Best Practices Award in Sustaining Urban Food Systems
-  Best Practices Award in Addressing Climate Change and Reducing Pollution
-  Best Practices Award in Urban Infrastructure Planning and Management

Corporate Development

In a year of strategic milestones, DM marked its future-ready governance and enhanced sustainability in corporate development by setting DM's strategy for 2022-2026. Key achievements include:



These initiatives reflect DM's commitment to sustainability, governance, and strategic excellence, positioning the organisation at the forefront of global cities.



Innovation and Digitalisation

Digital Transformation

In 2023, DM earned eight prestigious awards, highlighting its achievements in digital transformation and commitment to advancing digitalisation across its services. These awards reflect DM's progress in implementing innovative digital solutions that enhance operational efficiency, streamline services, and deliver greater value to the community.



Data Team Award 2019 - 100% Compliance to Open & Shared Data Standards - 2023



Smart City Initiatives 2023 - IoT implementation for FOG trap



Dubai Government Excellence Benchmarking 2023 - 100% Compliance to Open & Shared Data Standards - 2023



Digital Innovation Award 2023 - Emerging technology category for implementing AI Award under the smart city project category



Data Management Excellence Award 2023 - Data Management Excellence Award for year 2023 by Informatica by Private Sector



Best low-code or no-code Platform 2023 - LCNC platform that provides the most robust, user-friendly, and powerful development capabilities



The Future Enterprise Awards 2023 - Dubai Municipality Command & Control Centre - Best Technology Implementation of the Year in Government



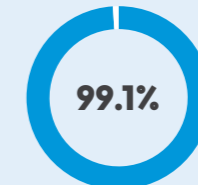
Research and Innovation Award 2023 - Government Entities in Transportation Future Solution - Smart Tracking of DM fleet - (AI Optimization)



As Dubai Municipality drives towards a more digitally advanced future, it embraces digital technologies to enhance efficiency and governance. Significant advances have been made in digital maturity, process automation, and compliance, while maintaining high standards in paperless operations and open data usage.



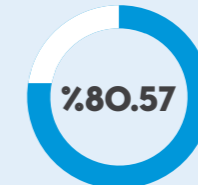
IT governance implementation (2023)



Automation of priority processes (2023)



Compliance with Dubai Data Law (2023)



GIS Transformation ratio of digital twins (2023)

Digital Projects

DM has been implementing digital projects since 2022 to generate environmental, social, and economic impact, such as the Unified Customer Engagement Hub and Robotic Process Automation. In 2023, DM adopted Security Services for Cloud infrastructure and established the Network Operations Centre.

CASE STUDY

KPI Strategy for all DM services

DM's Service Dashboard offers decision-makers a comprehensive tool for tracking KPIs, supporting operational excellence and sustainability. This user-friendly platform aids strategic planning and performance optimisation with clear, actionable insights.

Key features include:

Customer metrics

Tracking transaction volume

Processing time efficiency

Service Level Agreement (SLA) compliance

Assessing response time

Cost Analysis



Digital Solutions Contributing to Energy Efficiency



API Integration:

Reduces the need for physical transportation and face-to-face meetings.



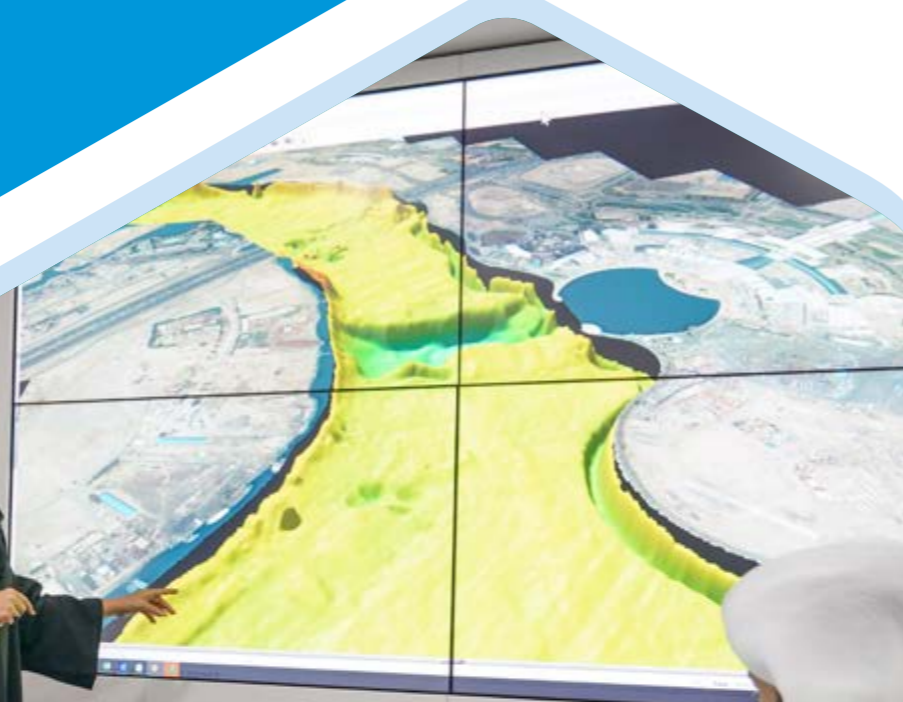
Paperless Solutions:

Cuts down on paper and printing materials, reducing the carbon footprint.



Virtual Meeting Programs:

Facilitates online meetings, saving fuel and reducing emissions.



Revolutionising Surveys with Drone Technology

The adoption of modern technologies like drones and laser scanning has increased the accuracy of DM's surveys and shortened fieldwork time. The number of surveys completed increased from **12,582** in 2021 to **14,339** in 2023. DM developed navigational marine charts for Dubai and obtained membership in the International Hydrographic Organization (IHO). The Municipality also secured approval for its unique chart code from the IHO.



13.96%

Increase in survey completions (2023)

Success Story

Geographical Information Systems

In 2023, DM launched the GISCD Data Classification Policy to ensure data accuracy and obtained ISO 19115 and ISO 27001 information security certifications. Utilising GIS technology, DM advances sustainability and environmental decision-making. The Geographical Information Systems Centre (GISC) provides ESRI licenses (ArcGIS) to all Dubai government departments, aiding conservation and resource management. Future plans include advancements to Dubai Horizon, Digital Twin, and GeoHub.

CASE STUDY

Dubai Horizon

The Dubai Horizon initiative focuses on developing an advanced 3D geospatial map and vertiports site suitability criteria for unmanned aerial vehicles, aligning with urban planning standards and Dubai's future visions.



CASE STUDY

Digital Twin

The Digital Twin platform aims to create a virtual replica of Dubai to enhance decision-making, simulate urban planning scenarios, and improve operational efficiency, energy use, waste and infrastructure management, security, public safety, and sustainability.



Dubai Municipality Command and Control Centre

The Command-and-Control Centre manages and controls emergencies and crisis events in Dubai, offering support to other government entities. Launched in 2022, it integrates numerous DM applications and centralizes CCC operations.



Promoting Digital Literacy

DM focuses on skill development and digital literacy among employees through initiatives like:



• Artificial Intelligence Ethics in the Age of Generative AI:

This programme educates employees on the ethical considerations and responsible use of AI.



• The Open Group Architecture Framework (TOGAF):

Training in this area focuses on enterprise architecture, offering an approach to design and implement IT infrastructures.



• Transformation Skill Programme

Initiative: A comprehensive training scheme aimed at equipping staff with the skills needed for digital transformation and future technological shifts.



• Emergency and Crisis Risk Mitigation

Programme: A programme that prepares employees to manage and mitigate risks associated with emergencies and crises.



• Introduction to Agile Project

Management: This course provides employees with the principles and practices of agile methodology, enhancing their ability to manage projects in a flexible and efficient manner.



Corporate Governance: Aiming to ensure that organisational activities are conducted transparently, ethically, and in compliance with legal standards.

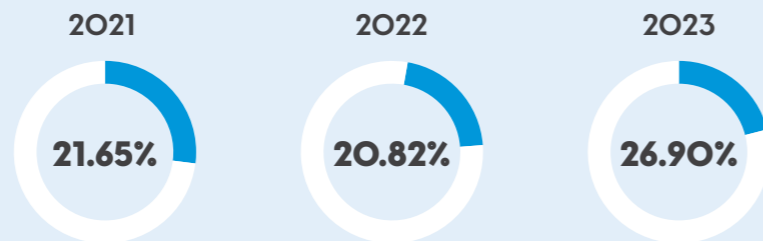


Sustainable Supply Chain and Procurement

Dubai Municipality is committed to fostering a sustainable supply chain and procurement process that supports environmental and economic sustainability. By integrating sustainable practices into every aspect of our operations, including transportation and administrative services, we

aim to minimise our environmental footprint while maximising efficiency and cost-effectiveness. Streamlining processes such as fleet management, maintenance, and support services helps reduce waste, lower costs, and improve overall efficiency, contributing positively to the broader community.

Percentage of environmentally sustainable vehicles from DM fleet



DM has expanded its eco-friendly fleet from 21.65% in 2021 to 26.90% in 2023. These figures highlight DM's commitment to sustainability, showing progress in both the recent additions to their fleet and the overall environmental impact of their existing vehicles.

Success Story

Robotic Process Automation

Dubai Municipality is implementing Robotic Process Automation (RPA) for managing service procurement and tender procedures. This technology ensures 100% accuracy and completes tasks 4-5 times faster than humans, enhancing business continuity during off times. This shift enables employees to concentrate on tasks that add more value to the business.

Outcomes of the RPA implementation include:

- Helping employees to focus on value-added work.
- Business operations are maintained continuously, 24/7.
- An 85% reduction in the time spent on tasks previously done manually.
- Tasks are executed 4 to 5 times faster than by human employees

The order fulfillment index has improved from 12 days in 2021 to 8.33 days in 2023, indicating a significant enhancement in efficiency.



Transparency and Accountability

Dubai Municipality prioritises strategic risk management and operational safety. In 2023, DM achieved recertification for Risk Management Standard (ISO 31000) and Business Continuity Management Standard (ISO 22301) underscoring its commitment to international standards in Risk Management and Business Continuity. Key policies and guidelines, including the updated Business Continuity Management (BCM) Policy, strengthen DM's resilient operations. These certifications and policies enhance transparency and accountability by ensuring that risk management and safety practices are clearly defined and consistently applied. Safety initiatives in 2023 included Eid Safety Campaigns, new Safety Guidelines for Leased Facilities, and food safety inspections under the 'Your health is our priority' campaign.

97%

Survey result of transparency, integrity and fairness in standards for dealing with customers (2023)

Workplace Health and Safety Assurance

Dubai Municipality is dedicated to workplace health and safety, ensuring consistent application of protocols across all departments. In 2023, DM distributed Safety Kits to directors and employees, and successfully developed and approved the Safety Team's Work Mechanism. HSE teams and Officers in every department conduct inspections, report hazards, and educate staff, ensuring compliance with Occupational Safety and Health Management (ISO 45001). Additionally, the Municipality conducts routine OHS inspections and annual audits to maintain safety standards. In the event of work-related incidents, thorough investigations and detailed reports are undertaken to address and mitigate such occurrences, ensuring a secure work environment for all.

Incident Investigation Protocol

The process for incident investigation, root cause analysis, and implementation of corrective actions begins when the OHS team is notified of an incident. They then contact the Safety officer of the concerned team to gather at the incident site and collect all necessary documents for the investigation report. Following the analysis, the Safety officer is tasked with carrying out the corrective actions and must submit evidence of these actions to the OHS team investigator within a predetermined time span.

In line with its commitment to workplace safety, Dubai Municipality rigorously adheres to a suite of OHS legal requirements and guidelines, and also provides training to ensure that the highest standards are maintained during all OHS operations.

Below are the applicable OHS legal requirements, guidelines, and the training generally provided by DM:



Legal Requirements

- 1 Federal Law No. (8) of 1980
- 2 Ministerial Resolution No. (32) of 1982
- 3 UAE Occupational Health and Safety Management System National Standard
- 4 Local Order No. 61 of 1991
- 5 Local Order No. 11 of 2003
- 6 Code of Construction Safety Practice
- 7 Dubai Government Human Resources Law 2018
- 8 Document of Principles of Workplace Conduct and Ethics for Employees of Dubai Government
- 9 Occupational Health and Safety Policy in Dubai Municipality
- 10 Integrated Management System Policy Guide
- 11 Occupational Health and Safety Guide in Dubai Municipality

Guidelines

- 1 Occupational Health and Safety guideline in Dubai Municipality
- 2 The Safety Guideline for Leased Facilities and Properties in Dubai Municipality



100

Workshops with organizational units for business impact analysis records and risk records (2023)



100

Workshops with organizational units for business continuity plans (2023)

Success Story



Ensuring Safety in Construction Sites

Dubai Municipality led the 'Safety in Construction Sites' campaign, focusing on raising awareness about safety measures on construction sites while ensuring the well-being of workers. A key element of the campaign was the establishment of a safety tent in the labor area, where workers participated in safety training sessions and received health check-ups. This initiative highlights Dubai Municipality's commitment to maintaining high health and safety standards and promoting a culture of well-being in the workplace.

Success Story



Organizational Maturity Project for 4 Areas

Dubai Municipality launched the Organizational Maturity Project to enhance Health, Safety, and Environment (HSE), Enterprise Risk Management (ERM), Sustainability and Circular Economy, and Business Continuity Management (BCM). The project revised the corporate HSE policy, improved the ERM policy and framework, developed a new sustainability policy, and aligned BCM with Risk management system standards (ISO 22301) and NCEMA (National Emergency Crisis and Disaster Management Authority) standards. This led to better incident management, proactive risk management, and improved sustainability practices, enhancing corporate responsibility and accountability.



Data Privacy and Cybersecurity

Data Integrity and Security

Dubai Municipality has established a comprehensive Information Security Management System (ISMS) to safeguard data integrity and security. This system includes policies for vulnerability management and data protection, supported by Data Loss Prevention (DLP) solutions and a Security Operation Centre (SOC) to monitor and address threats. Adhering to Information Security (ISO 27001) standards and Dubai Electronic Security Centre Information Security Regulation (DESC ISR) V 3.0, DM has robust incident management and response procedures, cyber resilience, and disaster recovery plans. Additionally, DM implements data privacy policies, including 'Privacy Policy V 1.6' and 'DM Portal Security and Privacy Policy V1.3'.



100%

Mean time between failures, indicating no critical system downtime (2023)



99.82%

Critical system performance (2023)

During 2023, DM achieved 3 recognition Awards as a testament to its Information Technology (IT) excellence and continuous investment.

DM is dedicated to enhancing its digital infrastructure and services through several key initiatives:



GovDX Award - Emerging technology category for implementing AI for the waste management application



GovDX Award - Smart City Category for IoT



GovDX Award - Cyber Resilience

- 1 Asset Management System
- 2 IoT Implementation
- 3 Naqil System
- 4 API Gateway Platform
- 5 DR Data Centre Co-location
- 6 Smart fines payment integration
- 7 Smart office environment enhancement
- 8 Digital services transformation
- 9 Software licenses optimization
- 10 Identity Access Management (IdAM)
- 11 Network and Firewall Assurance refresh

IoT Implementation System

DM launched an Internet of Things (IoT) Roadmap - Assessment and Proof of Concept (POC), a strategic plan designed to integrate advanced IoT technologies into its operations. DM has set a plan to complete the POC by 2024. The deployment of these use cases aims to decrease water spills and costs associated with F.O.G. (fats, oils, and grease) traps, reduce operational costs through automated inspections, and decrease hardware maintenance expenses.

The initiative focuses on six high-priority use cases:

- 1 Crowd Management System and Visitor Counting in Public Parks
- 2 Crowd Management System and Visitor Counting in Public Beaches
- 3 Visitor Counting and Flow Management in Markets
- 4 Remote Monitoring and Control of Irrigation Systems
- 5 Sustainability and Solid Waste Management with Smart Bins
- 6 Flooding and Ground Water Level Monitoring

Customer Privacy

Protective measures have been implemented to ensure the privacy and security of customer data. They include:



Data Classification Policy



Compliance with Dubai Data Law

010101
010101
010101

Adherence to Ethical AI standards



Regular staff training on data security



Obtaining customer consent during registration

Contributions to Economic Growth

Financial Affairs and Revenue

Dubai Municipality achieved a historic financial milestone, reaching the highest revenue since its inception—129% of the projected target—and realising a cost rationalisation rate of 10.5%. This success was driven by meticulous oversight of planning with careful calculation and distribution of operating expenses and wages. Dubai Municipality was instrumental in securing full insurance coverage for ongoing projects and ensuring timely remuneration for emerging talent.

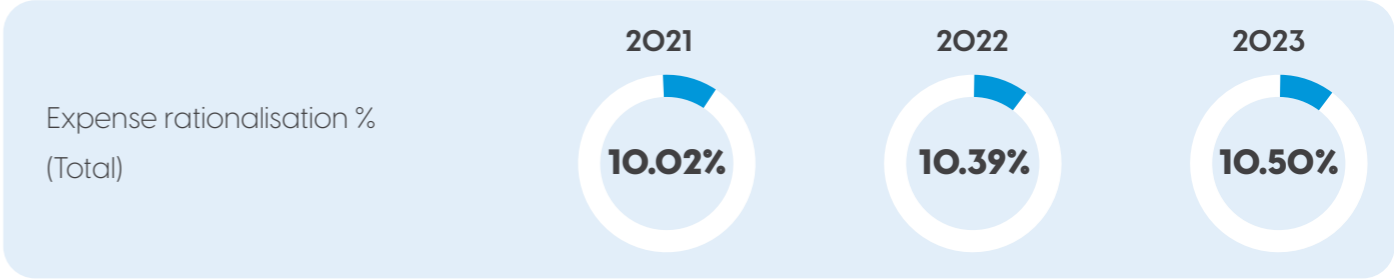


Success Story

Project Cost Reduction: Achieving Efficient Spending in the Municipality

Dubai Municipality launched a comprehensive project to enhance financial efficiency by reducing unnecessary spending. This initiative included an in-depth analysis of current financial outflows to identify areas for significant cost savings, all while preserving essential public services. The project team's efforts resulted in a notable cost rationalisation

rate of 10.5%. This achievement demonstrates the municipality's commitment to responsible financial management and strengthens its ability to fund emergency projects without requiring additional funds, ensuring consistent delivery of vital services to the community, even during budget constraints.



The expense rationalisation percentage has seen marked improvement, rising by 4.79% from 10.02% in 2021 to 10.5% in 2023, highlighting DM's ongoing focus on financial optimisation and cost management excellence.

Project Management

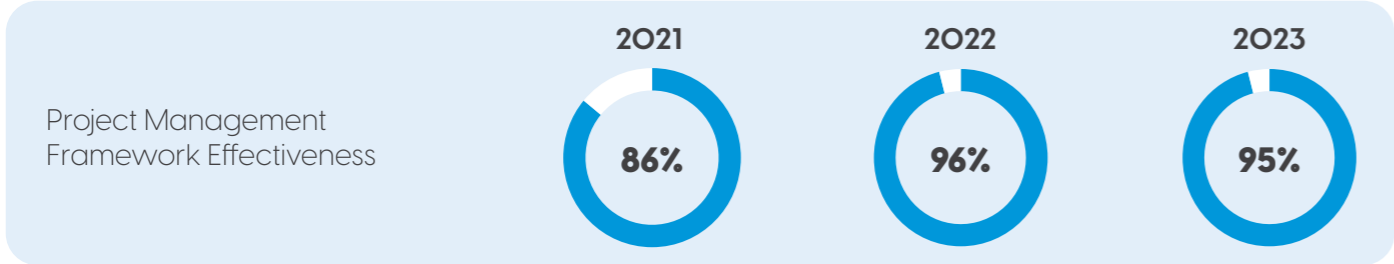
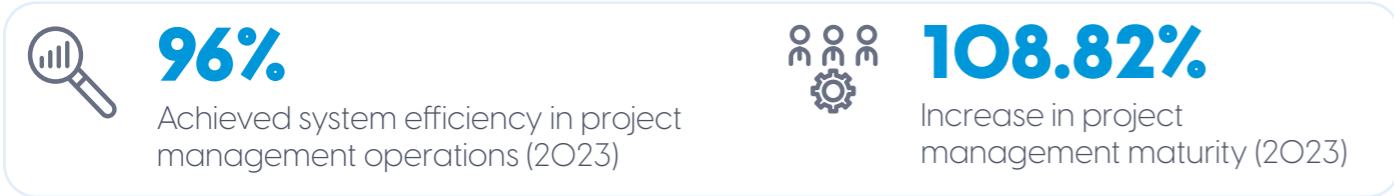
Dubai Municipality has a comprehensive governance framework for project and portfolio management, adhering to international best practices. In 2023, DM was awarded 'Best Leader in the World for Project Management Office Management' by Project Management Institute - Project Management Office Global Alliance (PMI-PMOGA). Key success factors include leadership support, robust strategy implementation, and an automated system. The Municipality focuses on sustainability, efficient resource use, and continuous improvement.



Success Story

Advanced Project Management System - Phase II

- In Phase II of its project management system enhancement, Dubai Municipality integrated smart reporting dashboards and advanced technologies to streamline processes and improve decision-making. Key features and results include:
- Smart Reporting Dashboards:** Provided senior management with intelligent data visualization tools for better oversight.
 - Artificial Intelligence:** Utilised AI techniques to refine cost estimation procedures for departmental projects.
 - Co Pilot Technology:** Implemented Co Pilot technology to further advance work procedures and project management practices.
 - System Integrations:** Linked with institutional systems such as Automated Response System (ARS), and project management tools like JIRA and Primavera for improved quality and efficiency.



These enhancements have enabled data-driven decisions, flexible methodology application, enhanced team collaboration, and sustainable cost optimisation. The effectiveness of the Project Management Framework has also shown significant improvement, with an increase from 86% in 2021 to 96% in 2022, representing an approximate 11.63% increase. In 2023, the effectiveness was maintained at 95%.

Commercial Affairs and Investments

Dubai Municipality manages property investments and strategic commercial projects, from concept to completion. DM governs Public-Private Partnerships (PPPs), outsourcing, leasing, and commercial transformation to boost revenue and maximise asset use. In 2023, DM focused on financial sustainability and asset optimisation, creating a diverse revenue strategy and a Lease Policy to standardise investment leasing. DM also launched a dashboard for monitoring contracts and projects, developed a project tracking manual, and introduced the 'Investment Opportunities' system for transparent leasing opportunities and investment requests.

Innovative Investment Initiatives

Dubai Municipality has undertaken six forward-thinking projects and case studies to enhance Commercial Affairs and Investment, listed as follows:

- 1 The Public Private Partnership Operating Model:** The project aims to establish a PPP Operating Model at DM, creating a comprehensive framework to improve processes, define criteria, and establish roles, culminating in a Centre of Excellence to streamline implementation and strengthen governance.
- 2 Lease Policy:** The project aims to develop a Lease policy at DM designed to standardise leasing investment opportunities and processes, detailing principles, lease types, and stakeholder roles, leading to improved clarity in roles, lease diversity, and systematic

pricing and tenant management. The policy is expected to boost leasing revenue, streamline processes, safeguard DM's interests, and satisfy customer requirements.

- 3 Investment Strategy and Implementation Plan:** The investment strategy aims to support financial and asset sustainability, aligning with Dubai's economic goals, targeting increased commercial revenue, asset monetisation, and a balanced funding mix, resulting in greater private sector infrastructure delivery and diversified revenue streams by 2040.
- 4 Monitoring the Investment Projects Dashboard:** A digital dashboard was developed, integrating with internal systems like the inspection system and ERAD, saving time and effort, ensuring accurate data for investor compliance KPIs, and enabling timely revenue collection from investment projects.
- 5 Monitoring the Investment Projects Manual:** The manual establishes a regulatory framework for monitoring investments, defines organisational responsibilities, improves the efficiency and effectiveness of municipal asset projects, and enhances investment process governance, resulting in increased investor compliance and timely revenue collection.
- 6 Investment Opportunity Platform:** In 2023, DM launched an Investment Platform to simplify the investment process, enhance investor satisfaction, and expedite opportunities while reducing bureaucracy, resulting in increased revenue, faster leasing processes, protection of DM rights, and improved customer satisfaction.



Marketing and Service Quality

Dubai Municipality's marketing focuses on strengthening its public image through well-defined policies and strategic initiatives. This includes actively managing events and leveraging social media to build open, impactful communication with the community. Together, these efforts create a cohesive approach to enhancing Dubai Municipality's public profile and engaging effectively with the public.



Key Media Guidelines for Dubai Municipality:

- 1 Dubai Municipality Corporate Sponsorships and Events Policy**
Comprehensive manual outlining procedures and best practices for organising and managing events.
- 2 Guide to Public Relations Mechanisms and Delegation Reception**
Detailed protocols for handling public relations and receiving delegations.
- 3 Guide for the Official Spokesperson of Dubai Municipality**
Resource to support the official spokesperson in effectively communicating the Municipality's messages and policies.
- 4 Guide to Managing Social Media Channels**
Strategic framework for managing the Municipality's social media presence to ensure consistent and effective communication.
- 5 Guide to Media Response for Emergencies, Crises, and Disasters**
Critical guide for managing media communications during emergencies, crises, and disasters to ensure timely and accurate information dissemination.

In 2023, Dubai Municipality advanced its public image and community engagement by implementing strategic marketing efforts and developing detailed communication guides. By setting and monitoring key performance indicators, the Municipality has maintained a focus on continuous improvement in outreach effectiveness.



Public Policy

Dubai Municipality plays a vital role in shaping Dubai’s legal framework, ensuring sustainable policies and regulations that support the city’s growth and community well-being. In 2023, DM reinforced this commitment with strategic initiatives, including a guide for legislative procedures to streamline the process. DM’s legal expertise was acknowledged at the Middle East Legal Awards, where it was a contender for the 2023 Legal Department of the Year. Additionally, DM has shown a strong commitment to its workforce by implementing initiatives to provide legal support, enhance legal awareness, and protect employees, fostering a well-informed and safeguarded working environment.

● **Legal Clinic Initiative:** Launched to offer free legal advice to employees, addressing their personal legal concerns efficiently and effectively.

1,074,607 followers

Showcasing the effectiveness of communication channels (2023)

97%
Media activities survey result (2023)

98%
Exhibition participation survey result (2023)

● **Legal Tips Initiative:** Established to cultivate a culture of legal awareness within the Municipality, providing essential legal knowledge at the organisational level.

● **Judicial Enforcement Initiative:** Demonstrates DM’s commitment to employee protection by defending the Municipality and its employees from liabilities incurred during duty.

● **Official Gazette:** Continues to serve as an indispensable tool, providing employees and the wider community with access to legislation through a periodical publication by the Government of Dubai via the Supreme Legislation Committee.

 **70.6%**

Percentage of performance of legislation issued regulating competencies (2023)

 **97%**

Level of legal compliance with government lawsuits (2023)

 **96.9%**

Level of legal and procedural compliance with complaints filed against the government agencies (2023)



Success Story

A roadmap to measure legislative impact in the implementation of one of the priorities of Dubai Plan 2030

As part of the Dubai Plan 2030, Dubai Municipality is actively engaged in identifying and formulating qualitative and flexible legislation that is future-ready and consistent with government directives, aiming to lessen the financial load associated with the cost of living and conducting business. The envisioned outcomes include the establishment of legislation that is both adaptable and aligned with these directives. The impact on DM will be significant, with the introduction of a Legislative Impact Measurement Process and the encouragement of a culture that embodies pioneership and corporate governance.

07

APPENDIX

Appendix A: Performance Data

Appendix B: GRI Content Index

Appendix C: Glossary



Appendix A

Performance Data

Environment

Reporting Criteria	Unit	2021	2022	2023
Energy Consumption				
Total energy consumption*	GJ	2,800,816	2,864,885	2,935,565
Fuel Consumption				
Total gasoline consumption	L	5,769,152	5,665,171	6,415,418
Total diesel consumption*	L	14,077,690	14,178,259	16,221,197
Electricity Consumption				
Total electricity consumption*	kWh	581,000,614	598,749,396	590,607,786
GHG Emissions				
Total GHG Scope 1 emissions	tCO2e	3,294,117	3,295,698	3,555,204
Solid waste disposal and treatment activities	tCO2e	3,080,000	3,072,000	3,270,000
Waste water and sludge treatment activities	tCO2e	164,740	174,290	223,337
Fuel	tCO2e	49,377	49,408	61,867
Total GHG Scope 2 emissions	tCO2e	232,981	240,099	235,003
Electricity	tCO2e	232,981	240,099	235,003
Total GHG Emissions	tCO2e	3,527,098	3,535,797	3,790,207
Air Emissions				
NOx emissions	Tonnes	89	90	84
SOx emissions	Tonnes	0.41	0.43	0.40
VOC emissions	Tonnes	6,065	6,322	6,319
PM emissions	Tonnes	20.70	20.10	23.60
Waste Management				
Total waste generated	Tonnes	11,222,111	8,496,901	10,080,671
Municipal waste generated*	Tonnes	3,131,446	3,503,151	3,647,551
Horticulture waste generated*	Tonnes	111,242	110,766	124,409
C&D waste generated	Tonnes	7,744,900	4,636,981	5,977,341
Solid hazardous waste generated*	Tonnes	184,686	200,691	277,603
Liquid hazardous waste generated	Tonnes	37,944	36,955	34,617
Medical waste generated	Tonnes	8,837	5,505	6,057
E-waste collected*	Tonnes	3,056	2,852	13,093

Reporting Criteria	Unit	2021	2022	2023
Waste management				
Total waste diverted from landfill	Tonnes	1,421,364	1,685,877	3,179,547
Municipal solid waste diverted from landfill*	Tonnes	641,925	823,240	1,250,448
Horticulture waste diverted from landfill*	Tonnes	38,954	38,813	56,411
C&D waste diverted from landfill*	Tonnes	513,462	580,936	1,544,005
Solid hazardous waste diverted from landfill*	Tonnes	178,679	198,170	275,197
Liquid hazardous waste diverted from landfill	Tonnes	36,652	36,955	34,617
Medical waste diverted from landfill	Tonnes	8,636	4,911	5,776
E-waste diverted from landfill*	Tonnes	3,056	2,852	13,093
Water & Effluents				
Total water consumption	IG	2,113,647,140	2,171,973,100	2,300,504,140
Biogas utilization in treatment processes	Percentage	25	39.18	76.14
Recycled water quality	Percentage	95.7	86.25	85.2
Sludge utilization	Percentage	44.7	50.19	52.68
Treated wastewater in WWTP	Percentage	100	100	100
Safe water sanitation	Percentage	100	100	100
Areas Connected to Stormwater Systems	Percentage	60.5	59.4	78.55
Areas Connected to Sewerage Systems	Percentage	-	83.2	84.74
Total utilized recycled water to all areas	m³	267,989,358	280,883,271	302,278,436
Sustainable Infrastructure				
Rate of inspected projects and premises that are complying with the applicable environmental laws and regulations	Percentage	99.23	98.95	97.96
Buildings that meet Sa'fat green building regulations	Percentage	56	57	59
Existing accessible buildings for people of determination	Number	2,000	2,400	2,800
Construction buildings monitored for ESG compliance throughout their lifecycle	Number	23,768	26,474	30,732
Architectural and archaeological heritage sustainable management index	Percentage	-	100	100
Historical buildings reconstructed in Dubai	Percentage	100	100	100
Documented historical sites and buildings	Percentage	100	100	100

Environment

Reporting Criteria	Unit	2021	2022	2023
Biodiversity				
Green area per capita	Percentage	12.04	12.35	12.53
Horticulture area coverage to Dubai developed lands	Percentage	5.6	5.81	6.11
Nursery production efficiency	Percentage	73.6	94.30	95.00
Protected area monitoring	Percentage	90	92	93
Number of public parks	Number	200	200	217
Total area covered by public parks	Acres	19,995,032	19,995,032	28,672,639

Total energy consumption: encompasses the total consumption of gasoline, diesel, and electricity.

Total diesel consumption: For 2023, the reported diesel consumption includes 113,485 liters of B5 biodiesel. Emission values have been calculated separately for diesel and B5 biodiesel using their respective emission factors.

Municipal waste generated: The increase in municipal waste generated is attributed to the rise in population and the impact of the COVID-19 pandemic in 2021. The population figures are as follows: 3.6 million in 2021, 3.5 million in 2022, and 3.4 million in 2023.

Horticulture waste generated: The increase in horticulture waste generated is due to the planting of over 185,000 trees at a rate of 500 trees per day in 2023. This effort achieved 100% of the targets set by the Dubai Green Initiative and added 234 hectares to the green area.

Solid hazardous waste generated: The increase in solid hazardous waste generated in 2023 is primarily due to the accounting of fly ash quantities produced by the Waste-to-Energy Centre project in Warsan.

E-waste collected: The increase in e-waste collected is due to the enhanced recycling systems implemented after Executive Council Resolution No. (58) of 2017 on the adoption of waste disposal fees and fines.

Municipal solid waste diverted from landfill: The increase in municipal solid waste diverted from landfill is due to the commencement of the Waste-to-Energy Centre in Warsan and the expansion of recycling activities in the emirate.

Horticulture waste diverted from landfill: Horticulture waste diverted from landfill is due to the transfer of agricultural waste to the Waste-to-Energy Centre in Warsan.

C&D waste diverted from landfill: The increase in C&D waste diverted from landfill is due to the transfer of construction and demolition waste to recycling companies operating in this field.

Solid hazardous waste diverted from landfill: The increase in solid hazardous waste diverted from landfill in 2023 is primarily due to the accounting of fly ash quantities produced by the Waste-to-Energy Centre project in Warsan.

E-waste diverted from landfill: The increase in e-waste diverted from landfill is due to the enhanced recycling systems implemented after Executive Council Resolution No. (58) of 2017 on the adoption of waste disposal fees and fines.

Social

Reporting Criteria	Unit	2021	2022	2023
Workforce Breakdown				
Total number of full-time employees	Number	11,709	11,378	11,097
18-30 years	Number	1,849	1,674	1,579
31-50 years	Number	7,649	7,441	7,220
51+ years	Number	2,211	2,263	2,298
Senior management employees	Number	336	389	448
Middle management employees	Number	1,508	2,084	1,935
Staff	Number	9,865	8,905	8,714
Total number of nationalities	Number	60	56	78
People of Determination in workforce	Percentage	79	76	77
Parental Leave				
Total number of employees that were entitled to leave, by gender	Number	251	288	325
Male	Number	87	177	199
Female	Number	164	111	126
Total number of employees that took parental leave, by gender	Number	251	288	325
Male	Number	87	177	199

Social

	Unit	2021	2022	2023
Total number of employees that returned to work in the reporting period after parental leave ended, by gender				126
	Number	251	288	324
	Number	87	177	199
	Number	164	111	125
Total number of employees that returned to work after parental leave ended that were still employed 12 months after their return to work, by gender	Number	238	280	314
Male	Number	78	112	196
Female	Number	160	108	119
Return to work and retention rates of employees that took parental leave, by gender	Percentage	94.82	97.22	96.62
Male	Percentage	89.65	95.70	98.50
Female	Percentage	97.56	97.29	94.40
Trainings				
Total training days delivered	Days	560	619	623
Total training hours delivered	Hours	3,357	3,711	3,735
Grievances				
Grievances filed during reporting period	Number	45	73	73
Grievances addressed or resolved	Number	45	73	73
Grievances filed prior to reporting period that were resolved during the reporting period	Number	0	0	0
Customer Satisfaction				
Customer Happiness about direct services	Percentage	93.80	94.50	96
Occupational Health and Safety				
Compliance of buildings/establishments and institutions related to environmental health with public health regulations and legislation	Percentage	95.61	97.20	98
Compliance of industrial establishments and infrastructure projects with occupational health and safety regulations and legislation	Percentage	89	88.50	92
Compliance of traded consumer products in local market	Percentage	75	72.70	80.10

Governance

Reporting Criteria	Unit	2021	2022	2023
Economic Growth & Contribution				
Revenue growth rate	Percentage	-	18.88	19.50
Data Privacy & Cybersecurity				
Critical System Availability	Percentage	99.57	99.58	99.32

Governance

Reporting Criteria	Unit	2021	2022	2023
Critical system Performance	Percentage	99.58	99.61	99.82
Total number of identified leaks, thefts, or losses of customer data	Number	0	0	0
Innovation & Digitalization				
Implementation of IT Governance	Percentage	60.15	78.75	100
Automation of priority processes	Percentage	93.60	93.60	99.16
Total Process Automation Ratio	Percentage	79.29	79.29	87.52
Compliance with Dubai Data Law	Percentage	100	100	100
Integrated and smart solutions implemented in Dubai Municipality	Number	28	40	44
Percentage employee participation in innovation and knowledge activities	Percentage	95	98	100
Number of innovations	Number	38	40	50
Number of accomplished research wand studies	Number	50	67	101
Business Ethics & Compliance				
Audit reports issued on time	Percentage	100	100	100
Audits completed as per the plan	Percentage	100	100	100
Follow up and implementation of internal audit recommendations (Level P)	Percentage	94	94	99.7
Implementation of best practices and global internal audit standards (Level P)	Percentage	100	100	100
Transparency & Accountability				
Performance of legislation issued regulating competencies	Percentage	-	-	70.6
Level of legal compliance with government lawsuits	Percentage	-	97	97
Partnerships & Stakeholder Engagement				
Sustainability Committee Meetings	Number	-	-	40
Investors satisfaction	Percentage	-	-	87

Appendix B
GRI Content Index

Dubai Municipality has reported in accordance with the GRI Standards for the period from 1 January 2023 to 31 December 2023. The table below provides a reference for GRI content in the report.

Statement of use	Dubai Municipality has reported in accordance with the GRI Standards for the period 1st January 2023 to the 31st December 2023
GRI 1 Used	GRI: Foundation 2021
Applicable GRI Sector Standard(s)	None

GRI Standard	Disclosure	Location	Omission
General disclosures			
GRI 2: General Disclosure 2021	2-1 Organizational details	9	
	2-2 Entities included in the organization's sustainability reporting	9	
	2-3 Reporting period, frequency and contact point	9, 148	
	2-4 Restatements of information	Since there were no changes or corrections needed, no restatements have been made in this report.	
	2-5 External assurance	No external audit was conducted. Dubai Municipality will not perform external assurance for this report. However, it may seek to obtain external assurance for future reports to enhance data reliability and stakeholder confidence.	
	2-6 Activities, value chain and other business relationships	20	
	2-7 Employees	78-81	
	2-8 Workers who are not employees		Information unavailable/ incomplete: The third-party workers are engaged through consultancy service contracts and are therefore not directly under Dubai Municipality's responsibility or management. As per the nature of these contracts, the accountability for these workers lies with the respective consultancy firms, which manage their employment terms and conditions.

GRI Standard	Disclosure	Location	Omission
GRI 2: General Disclosure 2021	2-9 Governance structure and composition	22-23	
	2-10 Nomination and selection of the highest governance body	39	
	2-11 Chair of the highest governance body	10-11	
	2-12 Role of the highest governance body in overseeing the management of impacts	40	
	2-13 Delegation of responsibility for managing impacts	39	
	2-14 Role of the highest governance body in sustainability reporting	10-11, 40	
	2-15 Conflicts of interest	36-41	
	2-16 Communication of critical concerns	40-41, 46-49	
	2-17 Collective knowledge of the highest governance body	10-11, 40	
	2-18 Evaluation of the performance of the highest governance body		Requirement (a, b, and c) - Confidentiality constraints: As a government-owned entity, Dubai Municipality does not publicly disclose this information to protect the privacy and confidentiality of all involved parties and individuals.
	2-19 Remuneration policies		Requirement (a, b, and c) - Confidentiality constraints: As a government-owned entity, Dubai Municipality does not publicly disclose this information to protect the privacy and confidentiality of all involved parties and individuals.
	2-20 Process to determine remuneration		Requirement (a, b, and c) - Confidentiality constraints: As a government-owned entity, Dubai Municipality does not publicly disclose this information to protect the privacy and confidentiality of all involved parties and individuals.

GRI Standard	Disclosure	Location	Omission
GRI 2: General Disclosure 2021	2-21 Annual total compensation ratio		Requirement (a, b, and c) - Confidentiality constraints: As a government-owned entity, Dubai Municipality does not publicly disclose this information to protect the privacy and confidentiality of all involved parties and individuals.
	2-22 Statement on sustainable development strategy	10-11, 34-35	
	2-23 Policy commitments	38-45	
	2-24 Embedding policy commitments	38-45	
	2-25 Processes to remediate negative impacts	36-38	
	2-26 Mechanisms for seeking advice and raising concerns	40, 78	
	2-27 Compliance with laws and regulations	During the reporting period, DM has complied with all relevant laws and regulations.	
	2-28 Membership associations	30-31	
	2-29 Approach to stakeholder engagement	46-48	
	2-30 Collective bargaining agreements		Collective bargaining agreements are illegal in the UAE.
Material topics			
GRI 3: Material Topics 2021	3-1 Process to determine material topics	46-48	
	3-2 List of material topics	46-48	
Water & Effluents			
GRI 3: Material Topics 2021	3-3 Management of material topics	60-63	
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	60	
	303-2 Management of water discharge related impacts	60-63	
	303-3 Water withdrawal	60-63	
	303-4 Water discharge	60-63	
	303-5 Water consumption	60	
Climate Change & Resilience			
GRI 3: Material Topics 2021	3-3 Management of material topics	52-54	

GRI Standard	Disclosure	Location	Omission
Waste Management and Circular Economy			
GRI 3: Material Topics 2021	3-3 Management of material topics	64-67	
GRI 306: Waste 2020	3O6-1 Waste generation and significant waste-related impacts	132-133	
	3O6-2 Management of significant waste-related impacts	64-67	
	3O6-3 Waste generated	66	
	3O6-4 Waste diverted from disposal	66	
	3O6-5 Waste directed to disposal	64-67	
Community Wellbeing and Social Development			
GRI 3: Material Topics 2021	3-3 Management of material topics	96-98	
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	96-98	
Energy & Emissions			
GRI 3: Material Topics 2021	3-3 Management of material topics	56-59	
GRI 302: Energy 2016	3O2-1 Energy consumption within the organization	56	
	3O2-4 Reduction of energy consumption	56	
	3O2-5 Reductions in energy requirements of products and services	56-59	
GRI 305: Emissions 2016	3O5-1 Direct (Scope 1) GHG emissions	56	
	3O5-2 Energy indirect (Scope 2) GHG emissions	56	
	3O5-5 Reduction of GHG emissions	56-59	
	3O5-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	132	
Occupational Health & Safety			
GRI 3: Material Topics 2021	3-3 Management of material topics	86-91	

GRI Standard	Disclosure	Location	Omission
GRI 403: Occupational Health and Safety	4O3-1 Occupational health and safety management system	86-91	
	4O3-2 Hazard identification, risk assessment, and incident investigation	86-91	
	4O3-3 Occupational health services	116-118	
	4O3-4 Worker participation, consultation, and communication on occupational health and safety	116-118	
	4O3-5 Worker training on occupational health and safety	116-118	
	4O3-6 Promotion of worker health	86-91	
	4O3-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	86-91, 116-118	
	4O3-8 Workers covered by an occupational health and safety management system	86-91, 116-118	
Sustainable Infrastructure			
GRI 3: Material Topics 2021	3-3 Management of material topics	72-75	
Training and Development			
GRI 3: Material Topics 2021	3-3 Management of material topics	79	
GRI 404: Training and Education 2016	4O4-1 Average hours of training per year per employee	79	
	4O4-2 Programs for upgrading employee skills and transition assistance programs	78-81	
Public Policy			
GRI 3: Material Topics 2021	3-3 Management of material topics	128-129	
Customer Satisfaction			
GRI 3: Material Topics 2021	3-3 Management of material topics	92-95, 126	
Innovation and Digitization			
GRI 3: Material Topics 2021	3-3 Management of material topics	108-112	

GRI Standard	Disclosure	Location	Omission
Business Ethics and Compliance			
GRI 3: Material Topics 2021	3-3 Management of material topics	38, 40-41	
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	40-41	
	205-3 Confirmed incidents of corruption and actions taken	40-41	
GRI 206: Anti-competitive Behaviour 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	135-136	
Employment and Human Resources			
GRI 3: Material Topics 2021	3-3 Management of material topics	78-81	
GRI 401: Employment 2016	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	78-81	
	401-3 Parental leave	134-135	
Data Privacy and Cybersecurity			
GRI 3: Material Topics 2021	3-3 Management of material topics	120-121	
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	120-121, 135-136	
Sustainable Supply Chain & Procurement			
GRI 3: Material Topics 2021	3-3 Management of material topics	114	
Transparency and Accountability			
GRI 3: Material Topics 2021	3-3 Management of material topics	116-118	
Diversity, Equality and Non-discrimination			
GRI 3: Material Topics 2021	3-3 Management of material topics	82-85	
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	82-85	
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	40, 78	
Service Quality			
GRI 3: Material Topics 2021	3-3 Management of material topics	126	
Biodiversity			
GRI 3: Material Topics 2021	3-3 Management of material topics	68-71	

GRI Standard	Disclosure	Location	Omission
GRI 101: Biodiversity 2016	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	68-71	
	304-3 Habitats protected or restored	68-69	
Partnerships & Stakeholder Engagement			
GRI 3: Material Topics 2021	3-3 Management of material topics	30-31, 46-49	
Economic Growth & Contribution			
GRI 3: Material Topics 2021	3-3 Management of material topics	122-125	
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	72-75	
	203-2 Significant indirect economic impacts	72-75	
Marketing			
GRI 3: Material Topics 2021	3-3 Management of material topics	126	

Appendix C

Glossary

Abbreviation	Full Acronym
3D	Three-Dimensional
AI	Artificial Intelligence
API	Application Programming Interface
AQS 2030	Air Quality Strategy 2030
ArcGIS	Aeronautical Reconnaissance Coverage Geographic Information System
ARS	Automated Response System
BCM	Business Continuity Management
BIM	Building Information Modelling
C&D	Construction and Demolition
CCC	Command Control Centre
CEO	Chief Executive Officer
CO ₂	Carbon Dioxide
COER	Centre for Organizational Excellence Research
COSO	Committee of Sponsoring Organizations
CRM	Customer Relationship Management
DCL	Dubai Central Laboratory
DESC	Dubai Electronic Security Centre
DEWA	Dubai Electricity Water Authority
DGEP	Dubai Government Excellence Program
DIABP	Dubai International Award for Best Practices
DM	Dubai Municipality
DLP	Data Loss Prevention
DR	Disaster Recovery
DWMC	Dubai Waste Management Centre
ERM	Enterprise Risk Management
ESG	Environmental, Social, Governance
ESRI	Environmental Systems Research Institute
F.O.G	Fats, oils, and grease
GHG	Greenhouse Gas

Abbreviation	Full Acronym
GInI	Global Innovation Organization
GIS	Geographical Information Systems
GISC	Geographical Information Systems Centre
GRI	Global Reporting Initiative
HR	Human Resources
HSE	Health, Safety, and Environment
IdAM	Identity Access Management
IDPs	Individual Development Plans
IHO	International Hydrographic Organization
IoT	Internet of Things
ISMS	Information Security Management System
ISO	International Organization for Standardization
ISR	Information Security Regulation
IT	Information Technology
JSTP	Jebel Ali Sewage Treatment Plant
KPI	Key Performance Indicator
MBRSC	Mohammed Bin Rashid Space Centre
MEWAR Awards	Middle Waste & Recycling Awards
MIKE	Most Innovative Knowledge Enterprise
MOFAIC	Ministry of Foreign Affairs and International Cooperation
MOHRE	Ministry of Human Resources and Emiratization
NCEMA	National Emergency Crisis and Disaster Management Authority
NSC	National Safety Council
OHS	Occupational Health and Safety
PDCA	Plan-Do-Check-Act
PET	Polyethylene Terephthalate
PMI	Project Management Institute
PMI-PMOGA	Project Management Institute - Project Management Office Global Alliance
PMO	Project Management Office
POC	Proof of Concept
POD	People of Determination
PPPs	Public-Private Partnerships
RDF	Refuse Derived Fuel
RPA	Robotic Process Automation

Abbreviation	Full Acronym
RTA	Roads and Transport Authority
SDGs	Sustainable Development Goals
SOC	Security Operation Centre
STPs	Sewage Treatment Plants
TOGAF	The Open Group Architecture Framework
UN	United Nations
VR	Virtual Reality
WDS	Waste Disposal System
WDU	World Disability Union
WWMC	Warsan Waste Management Centre





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