



SUSTAINABILTY REPORT 2024

بلدية دبي
Dubai Municipality





His Highness Sheikh Hamdan bin Mohammed bin Rashed Al-Maktoom - Crown Prince of Dubai, Deputy Prime Minister and Minister of Defence



His Highness Sheikh Mohammed bin Rashed Al-Maktoom - Vice President, Prime Minister and Ruler of Dubai



His Highness Sheikh Maktoum bin Mohammed bin Rashed Al-Maktoom - First Deputy Ruler of Dubai, Deputy Prime Minister and Minister of Finance

TABLE OF CONTENTS

| | | | | | |
|---|---|---|--|--|---|
|  01 Sustainability at Dubai Municipality |  02 Our Governance Approach and Strategy To Drive A Sustainable Future |  03 A Sustainable Environment |  04 A Sustainable Society |  05 A Sustainable Economy |  06 Appendices |
|---|---|---|--|--|---|

| | | | | | | | | | | | |
|---|----|--|----|---|----|--|----|--|----|-------------------------------|-----|
| About the Report | 06 | Dubai Municipality's Strategic Plan | 24 | Advancing Climate Action | 42 | Developing Talent and Leadership | 62 | Driving Operational Excellence | 80 | Appendix A: GRI Content Index | 98 |
| Leadership Statement | 10 | Accountability and Governance | 26 | Driving the Energy Transition | 44 | Promoting Diversity and Inclusion | 65 | Driving Quality Through Laboratory Excellence | 81 | Appendix B: Glossary | 104 |
| Sustainability Performance Highlights in 2024 | 12 | Board Of Directors | 28 | Optimizing Water Resources | 49 | Advancing Occupational Health and Safety | 68 | Building Resilience Through Asset Excellence | 83 | | |
| About Dubai Municipality | 14 | Management Committees and Teams | 29 | Wastewater Treatment and Management | 49 | Enhancing Customer Experience | 70 | Accelerating Innovation and Digital Transformation | 83 | | |
| Pioneering Awards | 18 | Risk Management and Resilience | 29 | Recycled Water Management and Treatment | 50 | Fostering Community Wellbeing | 72 | Safeguarding Data and Digital Infrastructure | 90 | | |
| Certification and Accreditations | 20 | Internal Controls and Continual Improvement | 31 | Protecting Biodiversity | 51 | Public Safety and Environmental Health | 72 | Customer Privacy | 91 | | |
| | | Sustainability Leadership and Integration | 31 | Driving Waste Circularity | 54 | Parks and Recreational Facilities | 73 | Integrating Sustainability in Procurement | 92 | | |
| | | Our Sustainability Priorities | 33 | Building Sustainable Infrastructure | 57 | Community Events and Volunteering | 74 | Sustainable Supply Chain Management | 93 | | |
| | | Our Contribution to National and Global Mandates | 34 | Inclusive and Accessible Buildings | 59 | Biosecurity and Food Safety | 76 | Supporting the Sustainable Development Agenda | 94 | | |
| | | How We Support UN SDGs | 36 | | | | | | | | |
| | | Sustainability Partnerships and Collaboration | 38 | | | | | | | | |

ABOUT THIS REPORT

GRI 2-1, 2-2, 2-3, 2-5

The Dubai Municipality 2024 Sustainability Report marks the municipality’s third annual publication, reflecting our continued commitment to transparency and accountability in advancing sustainable development across the Emirate of Dubai. This report presents an overview of the progress and actions undertaken by Dubai Municipality (DM) in managing environmental, social, and economic impacts, alongside key programs, initiatives, and achievements throughout the year. It also illustrates how sustainability is integrated across our operations and outlines our approach to addressing material issues relevant to our business and stakeholders.

Structured around the three core pillars of sustainability - environment, society, and economy - this report reaffirms DM’s dedication to continuous improvement and long-term value creation.



FEEDBACK

We value stakeholder feedback as an important part of our commitment to continuous improvement. If you have any comments, questions, or suggestions related to this report or our wider sustainability efforts.

We encourage you to share them through the official [Dubai Government Feedback Platform](#), or connect with us through the following channels:

 info@dm.gov.ae

 800900

 www.dm.gov.ae

 [Dubai Municipality](#)

[Our previous Sustainability Report: DM Sustainability Report 2023](#)



SCOPE AND BOUNDARIES

This report covers DM’s sustainability performance across its operations in the Emirate of Dubai. Unless otherwise stated, data from subsidiaries, customers, external contractors, or suppliers is not included. The reporting period spans from 1 January to 31 December 2024, with relevant historical data included where useful for context and comparison.



REPORTING FRAMEWORKS

This report was prepared with reference to the GRI 2021 Sustainability Reporting Standards (see GRI content index for details) and aligned with the United Nations Sustainable Development Goals (SDGs). It also supports national strategic priorities, including the UAE Vision 2030, the UAE Green Agenda 2030 and the UAE Net Zero by 2050 pathway.



DATA VALIDATION AND ASSURANCE

All data and information presented have undergone internal validation by subject matter experts and departmental reviewers. Content reflects the most up-to-date, internally verified information as of the reporting period, unless otherwise specified. All statements, other than statements of historical fact, are or may be deemed as forward-looking statements which may involve uncertainties that could materially impact DM’s operations as they relate to events and depend on circumstances that will or may occur in the future.



A large, modern building with a distinctive golden frame and blue patterned facade, set against a clear blue sky. The building is surrounded by greenery, including palm trees and other plants, and a paved walkway leads towards it. A red double-decker bus is visible near the base of the building.

01

SUSTAINABILITY AT DUBAI MUNICIPALITY

About this Report

Message From Director General

Sustainability Performance Highlights in 2024

About Dubai Municipality

Awards and Nominations

Certification and Accreditations



LEADERSHIP STATEMENT

In today's world, sustainability is no longer an aspiration, but the very foundation of progress. This report highlights Dubai Municipality's leading role in advancing sustainability, reflecting our proactive commitment to shaping a better tomorrow rather than simply settling for reactive responses to global challenges. As a pioneering government entity, recognized through the receipt of the Dubai Government Excellence Program Award 2024, Dubai Municipality champions initiatives that safeguard the Emirate's continued prosperity while protecting our planet for future generations.

The declaration of 2024 as the Year of Sustainability was extended from the previous year, which reflects the UAE's unwavering dedication to building a more sustainable and prosperous future. Guided by the vision of His Highness Sheikh Mohammed bin Rashid Al Maktoum, we remain committed to transforming challenges into opportunities that reflect Dubai's choice to align growth with sustainability, resilience and inclusivity underscoring Dubai Municipality's ongoing role in embedding sustainability, strengthening it year after year, and ensuring it continues to grow well beyond a single year.

The initiatives we highlight in our third sustainability report are deeply rooted in our strategic plans and are closely aligned with international and national agendas, including the UN Sustainable Development Goals, the "We the UAE 2031" vision, the UAE Green Agenda, the UAE Energy Strategy, the Dubai Clean Energy Strategy 2050, and the UAE Net Zero by 2050 initiative, Dubai 2040 Urban Master Plan, Dubai Integrated Waste Management Strategy 2041, and Dubai Circular Economy Strategy. Future-ready cities are built by choice, not by chance but because of strategic decisions and concentrated efforts, and Dubai Municipality aims to be the frontrunner for this goal.

Guided by our vision to be a pioneering municipality for a global city, we aim to achieve our Strategic Plan 2022-2026 while ensuring the best possible quality of life for all who live in, and visit, Dubai. Our mission is to plan, manage, and sustain the city through world-class municipal services that promote happiness and realize Dubai's vision.

Climate action is a pressing challenge worldwide that comes with opportunities for economic and environmental

value. As the primary government authority overseeing the Emirate's waste sector, the Municipality plays a pivotal role in advancing the Dubai Carbon Abatement Strategy 2030, aiming to cut greenhouse gas emissions by 30% by the end of the decade. The Warsan Waste Management Center (WWMC) generated more than 1,061,369 MWh of energy this year, with an expected annual reduction of up to 1.9 million tons of carbon dioxide equivalent. Additionally, we received the Golden Category award at the Global Environment Award for achievements in environmental management within the government sector, acknowledging our initiatives and efforts in driving regulatory compliance and alignment with broader sustainability goals. In 2024, we achieved significant milestones across multiple avenues, securing 65 international awards across categories including innovation, sustainability, public-sector excellence, and urban services. In urban planning, we are future-proofing infrastructure by designing with considerations for resilience and flexibility. We were recognized under the Demand Supply Management (DSM) Excellence Program for our building rehabilitation initiative, retrofitting 330 municipal buildings, which resulted in 32% reduction in energy consumption and annual savings of over 16.7 million kWh. Our aim is to reinvent Dubai's infrastructural development using the concepts of adaptability, circular economy and digital intelligence through pioneering projects such as the Warsan Waste-to-Energy Centre, the Digital Twin Platform and other future-forward initiatives.

Beyond large-scale infrastructure, we continue to enrich Dubai's urban experience, using innovative technologies to upgrade and maintain public spaces. Dubai was ranked the cleanest city in the world by the Global Power City Index, achieving 18% waste reduction and implementing AI-based waste bin monitoring and route optimization systems. At every stage of our city's growth, we remain committed to the highest standards of health, safety, and security, with effective protocols and procedures that safeguard our people, resources, and the environment.

We place strong emphasis on advancing the capabilities and welfare of our people. We were awarded the Silver Award in the Best Customer Training Program category at the HCM Excellence Awards, emphasizing our goal to equip employees with skills that drive service excellence. This translated to us achieving 94.5% in customer happiness,

which was above the Dubai Government average. We were also awarded the Great Place to Work Recognition prize in four categories, which reflects our dedication to the inclusion, health and safety of our employees. We have taken steps to increase our engagement with local suppliers, with 31.7% of our procurement budget being spent locally. Our initiatives such as making Dubai's public beaches autism-certified, carrying out intensive inspection and monitoring campaigns during the holy month of Ramadan, extending direct support to Emirati farmers through the Mazari Dubai program, drive our broader commitment to creating inclusive urban spaces, supporting our wider community and ensuring greater representation of Emirati talent.

We, at Dubai Municipality, believe that true resilience encapsulates anticipating the change, designing for it, and turning it into an opportunity. That is how Dubai is becoming a city that is not only sustainable, but also future-ready. We are creating a legacy of sustainability, one that will inspire cities around the world and guarantee a thriving future for everyone who calls Dubai home. We trust in the power of collaboration and innovation, and we invite you to

join us on our journey toward greater horizons. Together, we aim to transform challenges into opportunities and ensure that every step forward is a catalyst for creating positive and lasting impact in our Emirate, Dubai. This commitment was recently reflected in Dubai Municipality's launch of the "Cities' Liveability in the Age of Global Citizenship" report at the World Government Summit 2025, reaffirming Dubai's global leadership in adopting best practices in sustainability, livability, and urban resilience.

With Dubai Municipality looking toward the future, we seek to enhance our efforts in various areas that impact community life and environmental sustainability. This includes a focus on intensifying initiatives related to food safety, expanding projects aimed at protecting biodiversity and natural reserves, in addition to continuing the launch of social and humanitarian initiatives that contribute to establishing justice and equality. The municipality also continues to explore innovative partnerships on a global level, enhancing Dubai's position as a leading city that combines sustainable development and community welfare.

Director General of Dubai Municipality

“

We have a clear vision: to be at the forefront of innovation, economic progress, and sustainable development while remaining open to all who contribute positively to our nation, the region, and the world.

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





SUSTAINABILITY PERFORMANCE HIGHLIGHTS IN 2024

GLOBAL AWARDS



65 international awards across innovation, sustainability, urban services, and corporate excellence.

SERVICE QUALITY AND INNOVATION



91%

achieved for GIS Transformation of Digital Twins.



100%

of targeted government services are digitized and full compliance with Dubai Data Law.



650% boost in testing productivity through adopting the Intelligent Automated Robotic Analyzer.



94.5%

customer happiness rating by the Executive Council.



100%

customer happiness achieved through intangible return from innovations.



7,000+

customers engaged across different stages and channels.



99%

achieved for mystery shopper evaluations for consistent service excellence.

ENVIRONMENT & SUSTAINABLE DEVELOPMENT



5th

consecutive year ranked 'Cleanest City in the World'.



89.1%

recycled water usage.



4%

reduction in CO₂ emissions.



770

cleaning vehicles and machines are in the streets daily.



216,433

new trees planted.



14,100 kg

of plastic packaging recovered under the Plastic Packaging Recovery Program.



100%

reduction in paper consumption at DM level.



2,820,321 tons

of waste diverted from landfill.



100%

sewage water treated.



10,617.3 MWh

solar energy generated.



AED 245 million

invested in beautification and urban greening initiatives.

SUSTAINABLE SUPPLY CHAIN AND PROCUREMENT



100%

Inventory management efficiency.



87%

achieved for Supplier Happiness.



31.7%

of procurement budget is spent on local suppliers.

SUSTAINABLE INFRASTRUCTURE AND DEVELOPMENT



60%

of buildings meet Sa'fat Green Building Regulations.



12%

of public buildings meet the Wool code for PoD.



27

preserved historical buildings.



95.3%

of existing buildings comply with approved building and planning regulations and legislation.



98.3%

achieved for quality of preventive maintenance.

PEOPLE PROSPERITY & SOCIAL RESPONSIBILITY



56

different nationalities of employees.



235,000+

participants in fitness events across public parks and beaches.



7,281

health and safety inspections executed in workers' cities.



89

people in the workforce are PoD.



95.3%

achieved for return to work and retention rates of employees that took parental leave.



1,283

community events and initiatives.



31 million+

visitors in public parks.



100%

achieved for Food Safety index, and for Food Safety Preparedness index.



4,122

training hours.

ABOUT DUBAI MUNICIPALITY

Established in 1954 by His Highness Sheikh Rashid Al Maktoum, Dubai Municipality is the oldest government entity in the emirate. What began with just seven employees and a single office focused on maintaining the cleanliness of Dubai has since grown into one of the Emirate’s largest and most influential public institutions.. Today, DM employs a workforce of almost 11,000 staff across 40+ departments and 172 sections, overseeing 14 functional areas and managing more than 800 daily operations through its 2 sectors, 4 agencies, and 40 departments.

As a key enabler of Dubai’s transformation, DM delivers essential municipal services to a diverse and growing population. Its responsibilities cover a wide range of

essential functions, including waste management, urban planning, health and safety, construction oversight, as well as the environmental protection and maintenance of public parks, beaches, and markets. The organization also ensures compliance with international quality, health, and safety standards across construction, food, consumer goods, and laboratory services.

In addition to its operational role, DM is committed to preserving Dubai’s architectural heritage, spearheading numerous initiatives to protect and restore the city’s cultural landmarks - reinforcing its role at the heart of Dubai’s past, present, and future.



VISION

A pioneering municipality for a global city:

By 2030, Dubai Municipality aims to lead globally in delivering exceptional quality of life for all citizens, residents, and visitors of Dubai.




MISSION

To plan, implement, and ensure Dubai’s sustainability by delivering innovative municipal services that enhance quality of life, promote happiness, and support the city’s long-term vision: making Dubai more beautiful, sustainable, pioneering, and livable every day.



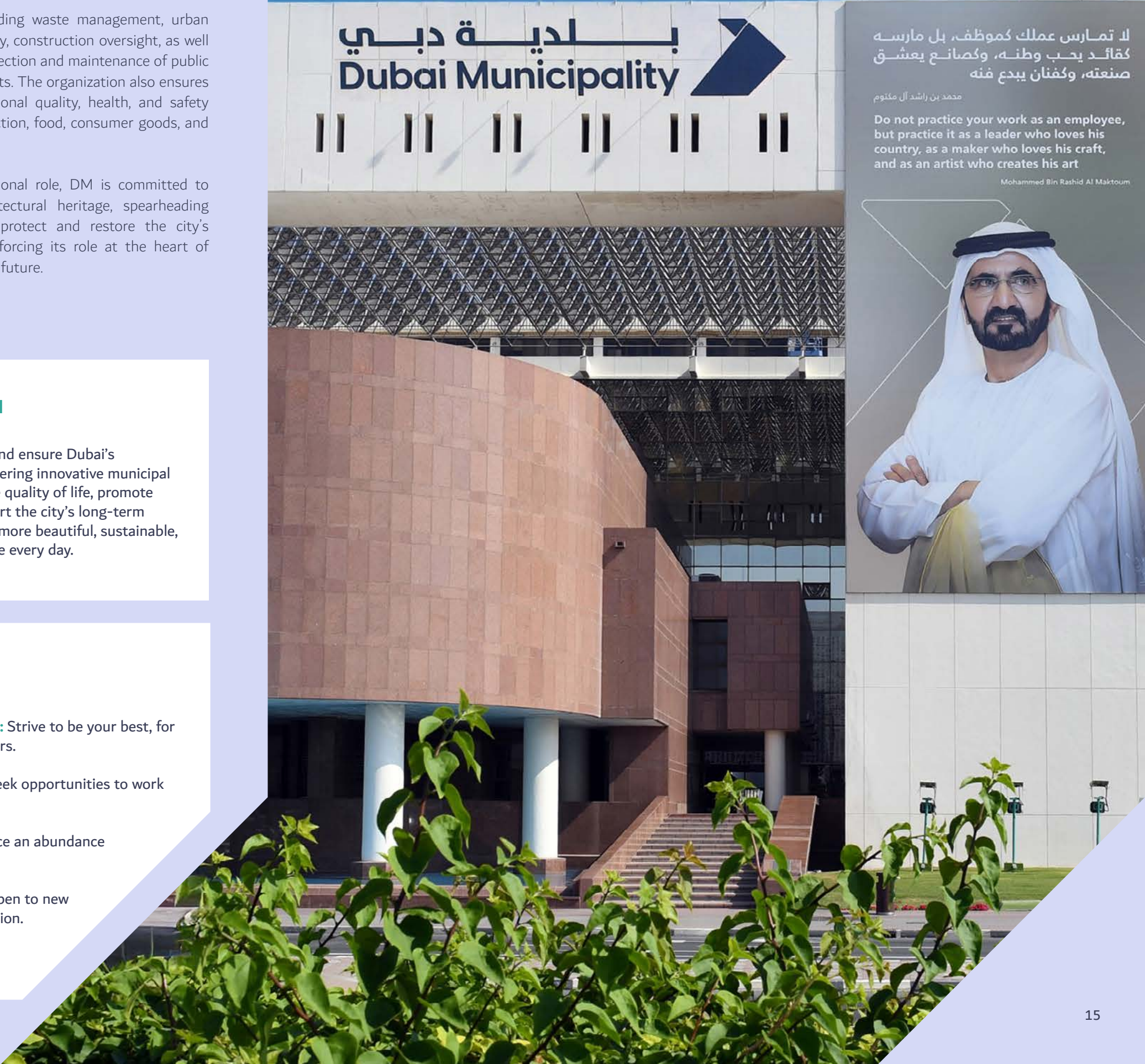
IMPACT PILLARS

- Beautiful:** A beautiful city with world-class urban planning, delightful resident experiences and a healthy environment
- Sustainable:** A sustainable city preserving our natural resources and managing valuable municipal assets for future generations.
- Livable:** A liveable city providing exceptional municipal services to make Dubai the best city to live and thrive in.
- Pioneering:** A pioneering city with 50 years as a global benchmark of innovation and achievement in municipal services.



VALUES

- Competitiveness:** Strive to be your best, for yourself and others.
- Collaboration:** Seek opportunities to work together.
- Positivity:** Practice an abundance mindset.
- Proactivity:** Be open to new ideas and innovation.



لا تمارس عملك كموظف، بل مارسه
كقائد يحب وطنه، وكصانع يعشق
صنعتَه، وكفنان يبدع فنَه

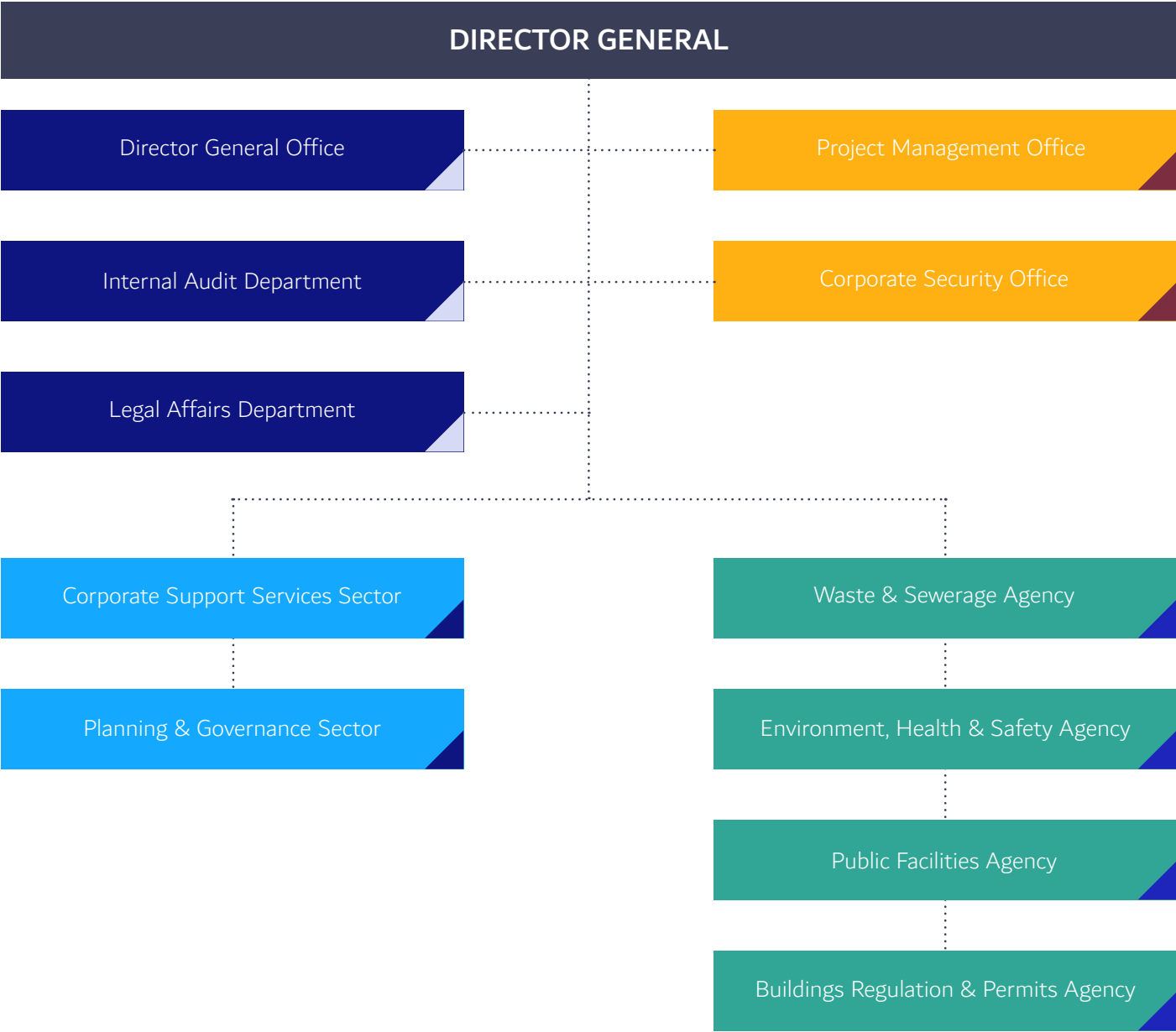
محمد بن راشد آل مكتوم

Do not practice your work as an employee,
but practice it as a leader who loves his
country, as a maker who loves his craft,
and as an artist who creates his art

Mohammed Bin Rashid Al Maktoum

DUBAI MUNICIPALITY ORGANISATIONAL STRUCTURE

GRI 2-6, 2-9, 2-17



PIONEERING AWARDS¹

In line with its strategic goal of positioning Dubai Municipality as an innovative and globally recognized municipal leader, we have actively engaged in several high-profile award programs throughout 2024. These efforts resulted in a number of prestigious accolades, reflecting the organization’s operational excellence and ongoing commitment to impactful, forward-thinking initiatives.



A' DESIGN AWARD GOLD AWARD
For the Ras Al Khor Wildlife Sanctuary project, enhancing biodiversity and eco-tourism aligned with Dubai’s vision.



BEST IN BIZ AWARDS
Honored with 7 Gold and Silver awards across waste management, veterinary services, IoT, and food safety research.



BIG AWARDS FOR BUSINESS 2024
Recognized in 1st place for excellence in public procurement transformation through digital technology aligned with national strategies.



BRITISH SAFETY COUNCIL
Recognized with 6 awards in environmental, health and safety management, surveillance, procedures, and training.



CENTER FOR CREATIVE EXCELLENCE (COER) INTERNATIONAL BUSINESS AWARDS
Won in Corporate Innovation and Best Practices for its emergency GIS reporting via command center initiative.



CUSTOMER CENTRICITY AWARDS
Recognized for digital transformation in procurement; ranked 1st in ME and 2nd globally out of 350 entities.



DUBAI AWARD FOR SUSTAINABLE TRANSPORT
Awarded for an inclusive 24/7 recycling center designed to serve people of determination.



DUBAI DEMAND SIDE MANAGEMENT AWARD FOR EXCELLENCE
Recognized for retrofitting 330 buildings, achieving 32% annual energy savings, 1st place in exemplary circular economy and water efficiency.



EDISON AWARDS
Recognized for digitizing food safety processes via the 'My Food Initiative,' serving 26,000+ establishments.



ENERGY GLOBE AWARD
Awarded for certifying recycled construction materials to reduce emissions and align with Dubai Urban Plan 2040.



EXCELLENCE AND CREATIVE ENGINEERING
Awarded for excellence in city beautification, aligning with UAE Vision 2071 innovation goals.



BEST WORKPLACE IN THE PUBLIC AND GOVERNMENT SECTOR
Awarded 1st place for HR excellence in talent development, workplace wellbeing, and employee experience.



GLOBAL 200 WOMEN POWER LEADERS
Received 8 awards honoring multiple DM women leaders for excellence in GIS, food safety, HR, health, and veterinary services.



GLOBAL ENERGY MANAGEMENT LEADERSHIP AWARD AND EMIRATES ENERGY MANAGEMENT AWARD
Recognized for reducing electricity use by 25% under smart demand-side management.



GLOBAL RECOGNITION AWARDS
Awarded 1st place under the 'Night Beaches' initiative ensuring safety and environmental excellence at beach facilities.



ENOC AWARD FOR WOMEN IN ENERGY
Honored under the Women Young Leader category for sustainability and green energy contributions.



GOING DIGITAL AWARDS IN INFRASTRUCTURE
Recognized in Surveying and Monitoring category for excellence in digital transformation.



WORLD DESIGN AWARDS
Recognized in Design Concept category for the project of developing health resorts and visitor experiences.



INTERNATIONAL BEST PRACTICE COMPETITION
Recognized in Governance category for the Dubai Control and Command Center project.



ANNUAL DISABILITY INCLUSION AWARDS
Recognized under the Pioneering Inclusion Award category for initiatives supporting people of determination.



GOODMAN AWARD FOR EXCELLENCE IN STRATEGY
Awarded 1st place for strategic innovation enhancing quality of life and aligning urban growth with sustainability.



HCM EXCELLENCE AWARD
Won 6 awards for HR innovation, corporate culture, customer training, employee development, and public procurement excellence.



ICHEME GLOBAL AWARDS
For converting biogas into clean energy at Warsan Plant, saving costs and reducing carbon footprint.



INTERNATIONAL BRILLIANCE AWARDS
Recognized for digital procurement transformation impacting over 11,000 suppliers and 34 departments.



MIDDLE EAST WASTE RECYCLING AWARDS
DM leadership awarded for advancing sustainable waste management with over 20,000 volunteers.



IIRSM RISK EXCELLENCE AWARDS
Awarded 1st place for a smart sanitization device used at landfills to manage odor and dust and for recycling of grease water to protect the environment.



HAMID BIN RASHID INTERNATIONAL AWARD FOR SUSTAINABILITY
Recognized for adopting best green practices and contributing to environmental protection and sustainable development.



RoSPA - ROYAL SOCIETY FOR THE PREVENTION OF ACCIDENTS
Achieved 3 awards for occupational health and safety excellence across DM departments.



SEAL BUSINESS SUSTAINABILITY AWARDS
Awarded for a 100% recycled waste center for people of determination, powered by solar energy.



THE COOPERATION COUNCIL AWARD FOR LOCAL WORK
Awarded 2nd place for community waste sorting centers enhancing recycling culture and reducing landfill waste.



THE GEEF GLOBAL ENVIRONMENT AWARD
Recognized for environmental sustainability leadership through effective projects and practices.



THE GLOBAL SUSTAINABILITY & ESG AWARDS
For biogas-to-energy project meeting 60% of plant’s energy needs, cutting emissions and supporting circular economy.



WORLD OF SAFETY AND HEALTH ASIA (WSHASIA) AWARD
Awarded 1st place in NanoSynth innovators and Dr. Naseem Rafi awarded as 'Inspiring Woman in Safety' for excellence in health and safety leadership.



ORGANIZATION-WIDE INNOVATION AWARD
Awarded for implementing the Knowledge and Innovation Strategy project.



BIG PROJECT MIDDLE EAST AWARDS
Received Executive of the Year category for Digital Geospatial Transformation in Construction Sector.

CERTIFICATION AND ACCREDITATIONS²

BUSINESS EXCELLENCE & QUALITY MANAGEMENT



ISO 55001
Asset management



ISO 21500
Project, programme and portfolio management



ISO 10845-1
Construction procurement



ISO 20000-1
Service management system requirements



PAS 7070
Benchmarking process management



ISO 10013
Quality management systems — guidance for documented information



ISO 10015
Quality management — guidelines for competence management and people development



ISO 9001
Quality management systems – requirements



ISO 27001
Information security management systems



ISO 37000
Governance of organizations



ISO 37001
Anti-bribery management systems



ISO 37301
Compliance management systems



ISO 30408
Guidelines on human governance



ISO 31000
Risk management



ISO 22301
Business continuity management systems



ISO 19011
Auditing management systems

ENVIRONMENT & SUSTAINABLE DEVELOPMENT



ISO 24511
Management of wastewater utilities and for the assessment of wastewater services



ISO 24536
Stormwater management in urban areas



ISO 14001
Environmental management systems



ISO 50001
Energy management systems



ISO 19388
Management system for sludge recovery, recycling, treatment and disposal



ISO 37101
Management system for sustainable development in communities

CUSTOMER HAPPINESS & STAKEHOLDER MANAGEMENT



ISO 10001
Customer satisfaction – guidelines for codes of conduct for organizations



ISO 10002
Customer satisfaction – guidelines for complaints handling in organizations



ISO 10003
Customer satisfaction – guidelines for dispute resolution external to organizations



ISO 10004
Customer satisfaction – guidelines for monitoring and measuring



ISO 44001
Collaborative business relationship management systems

SUSTAINABLE SUPPLY CHAIN & PROCUREMENT



ISO 20400
Sustainable procurement



BS 59009
Public Sector procurement



ISO 37500
Guidance on outsourcing

PEOPLE PROSPERITY & SOCIAL RESPONSIBILITY



ISO 30405
Guidelines on recruitment



ISO 21001
Management systems for educational organizations



ISO 45001
Occupational health and safety management systems



ISO 26000
Guidance on social responsibility

INNOVATION & DIGITISATION



ISO 56002
Innovation management



ISO 38500
Governance of IT for the organization



ISO 30401
Knowledge management systems

20 ² For further information, please visit our website: [International Standards Certifications](#).

02

OUR GOVERNANCE APPROACH AND STRATEGY TO DRIVE A SUSTAINABLE FUTURE

Dubai Municipality's Strategic Plan

Accountability and Sound Governance

Board of Directors

Management Committees and Teams

Risk Management and Resilience

Internal Controls and Continual Improvement

Sustainability Leadership and Integration

Our Sustainability Priorities

Our Contribution to National and Global Mandates

How We Support the UN SDGs

Sustainability Partnerships and Collaboration

Material Topic

Business ethics & compliance



DUBAI MUNICIPALITY'S STRATEGIC PLAN

DM's Strategic Plan (2022–2026) serves as a guiding framework to realize the Emirate of Dubai's vision for a sustainable, inclusive, and resilient urban future³. Developed in alignment with Dubai's overarching vision and ambitions for 2030, the plan reaffirms DM's dedication to sustainability-driven innovation, service excellence, and public value creation.

The strategic plan is built on a foundation of both local and international leading practices and is focused on ensuring environmental, social, and economic sustainability. The impact of the plan is reflected in DM's value creation through enhanced community well-being and customer satisfaction, contributing to broader societal happiness and improved public services. This impact is driven through deliberate and structured processes that ensure that all municipal services and policies are aligned with global

As part of its Strategic Plan, DM is advancing nine major initiatives that aim to shape the organization's future and play a pivotal role in supporting Dubai's ongoing growth and development. These initiatives reflect DM's commitment to innovation, service excellence, and sustainable urban progress.

standards while addressing the unique needs of Dubai's growing population.

Underpinning this approach are key enablers, including institutional excellence, data-driven decision-making, workforce capability, and strategic partnerships, which ensure that sustainability is embedded across all areas of operation. Together, these strategic processes and enablers form a sound foundation for sustainable development, reinforcing DM's role in shaping a future-ready, resilient, and livable city for all.

The successful execution of this strategy is a collective responsibility shared across all levels of the organization, with every employee playing an essential role in achieving DM's ambitious goals.



DM'S STRATEGIC INITIATIVES

- Urban planning readiness for the future
- The world's most advanced digital twinning
- Fourth generation inspection
- Renovation and activation of public utilities
- Smart Waste and Sanitation System
- Revamping talent, culture and technology management files
- Ideal Financial Sustainability
- New partnership model with the private sector

³ To learn more about the strategic plan and objectives, please refer to [Dubai Municipality's Strategic Plan 2022-2026](#).

ACCOUNTABILITY AND GOVERNANCE

GRI 2-15, 2-26, 2-27, 3-3, 205-1, 205-3

The Municipality embraces a forward-thinking governance approach that ensures transparency, accountability, and integrity across all aspects of its operations. As part of the ongoing commitment to sound governance practices, DM implements a comprehensive governance policy and framework⁴ to uphold public trust, enhance institutional performance, and support accountability in decision-making processes.

The governance framework clearly defines the roles and responsibilities of all relevant stakeholders and promotes their active participation in advancing DM’s broader strategic objectives. This approach enhances transparency and accountability across business operations, in alignment with leading governance practices as well as applicable local laws, regulatory requirements, and national directives.

DM maintains a governance guide that outlines key procedures for applying the framework across all levels of the organization, including external stakeholders. Aligned

with BSI 13500 and ISO 37000 standards, the guide is reviewed at least every two years to ensure continued alignment with evolving standards and institutional needs.

The Municipality maintains sound governance practices through a set of interrelated policies and systems that reinforce ethical conduct, responsible business practices, and transparency. Core elements include the Anti-Bribery Management System, Anti-Bribery Policy, and the Principles of Professional Conduct and Ethics of Public Employees of the Government of Dubai. The adherence to these policies is governed by applicable internal controls and routine evaluations enforced by the independent Internal Control Department. To further enhance trust and accountability, DM implements a secure, multi-channel Reporting Violations System to allow both internal and external stakeholders to report concerns and potential violations in a confidential manner. As a result of these robust measures, no corruption cases were reported in 2024.



26 ⁴ For more information on DM’s governance approach, please refer to the Governance Report on [DM’s website](#).

PRINCIPLES OF CORPORATE GOVERNANCE ADOPTED BY DUBAI MUNICIPALITY

OVERSIGHT AND ACCOUNTABILITY

- ISO 37000:2021 Governance of organizations
- Corporate Governance Policy
- Independent internal audit reported to the Director General
- Delegation of Authority Policy
- ISO 37301:2021 Compliance Management System
- ISO 21500:2021 Project, Program and Portfolio Management and PMO tool

SUSTAINABILITY

- Alignment with UN SDGs
- Sustainability frameworks aligned with international standards
- Environmental and Energy Management Standards
- Sustainable Cities and Communities Standards

RISK MANAGEMENT

- ISO 31000:2018 Risk Management
- ISO 22301:2019 Security and Resilience

PURPOSE AND DIRECTION

- Dubai Municipality Strategic Plan
- Top Management and corporate organizational structure

STAKEHOLDER ENGAGEMENT

- ISO 30408 Human Resource Management
- Committee and Team Governance Policy

DISCLOSURE, TRANSPARENCY, AND EQUITY

- ISO 27001:2022 Information security, cybersecurity and privacy protection
- GRC Platform for Governance, Risk, and Compliance
- Digital Governance Platform
- ISO 37001:2025 Anti-Bribery and Corruption Management System
- Public Sector Accountability Standards
- DM Amana System

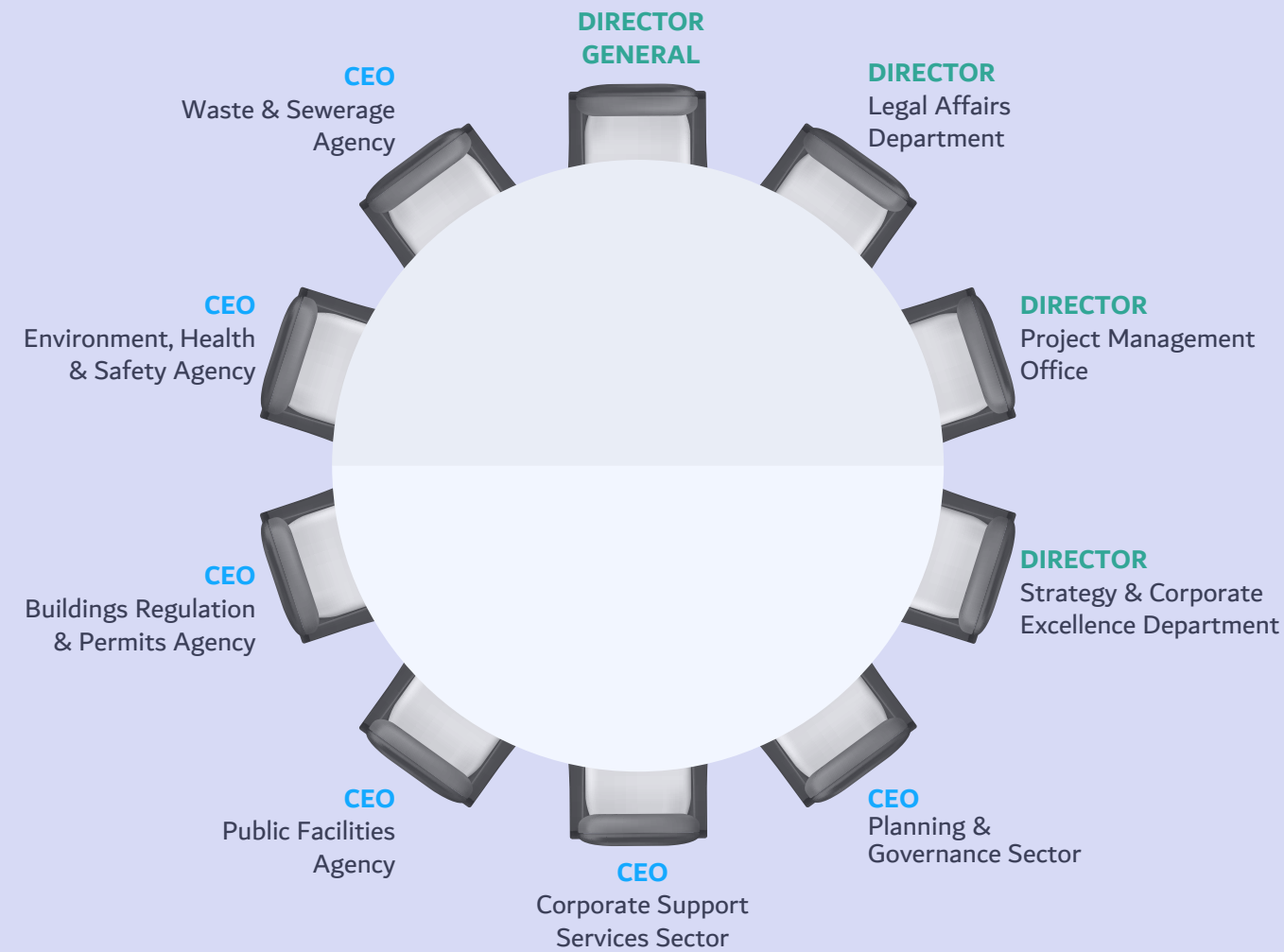
BOARD OF DIRECTORS

GRI 2-9, 2-10, 2-11, 2-12, 2-13, 2-17

In 2024, DM's Board of Directors continued to play a pivotal role in guiding the strategic direction and ensuring its alignment with the corporate governance policy, framework and leading standards. Established by an official administrative decree, the Board consists of members with broad expertise spanning key sectors, in order to enable a well-rounded perspective on the Municipality's complex mandate.

The Board is entrusted with supervising the execution of DM's strategic plan, reviewing major financial and operational decisions, and ensuring alignment with applicable laws, national policies, and ethical standards. Through its active capacity building, close oversight, and collective accountability, the Board ensures that DM remains agile, future-ready, and aligned with the Emirate's broader vision and long-term urban development goals.

DUBAI MUNICIPALITY'S BOARD OF DIRECTORS



MANAGEMENT COMMITTEES AND TEAMS

GRI 2-10, 2-12, 2-13, 2-25

To support governance and operational oversight, DM's Board of Directors relies on specialized committees and teams that are established through formal administrative resolutions, issued by the Director General.

While these committees play an advisory role, providing insights, data, and recommendations to inform Board

decisions, they do not hold independent decision-making authority unless specifically delegated. Even in such cases, the Board retains full accountability for outcomes under its overarching mandate. As outlined in the Corporate Governance Policy, these committees and teams undergo periodic evaluations and are held accountable through pre-established criteria.

RISK MANAGEMENT AND RESILIENCE

GRI 2-12, 2-13, 2-25

DM maintains a robust Enterprise Risk Management (ERM) framework, underpinned by comprehensive risk identification and evaluation processes carried out across all departments. A dedicated ERM Policy and Framework Manual guide the selection of risk response strategies in line with the risk appetite and associated tolerances to ensure the development of effective mitigation plans.

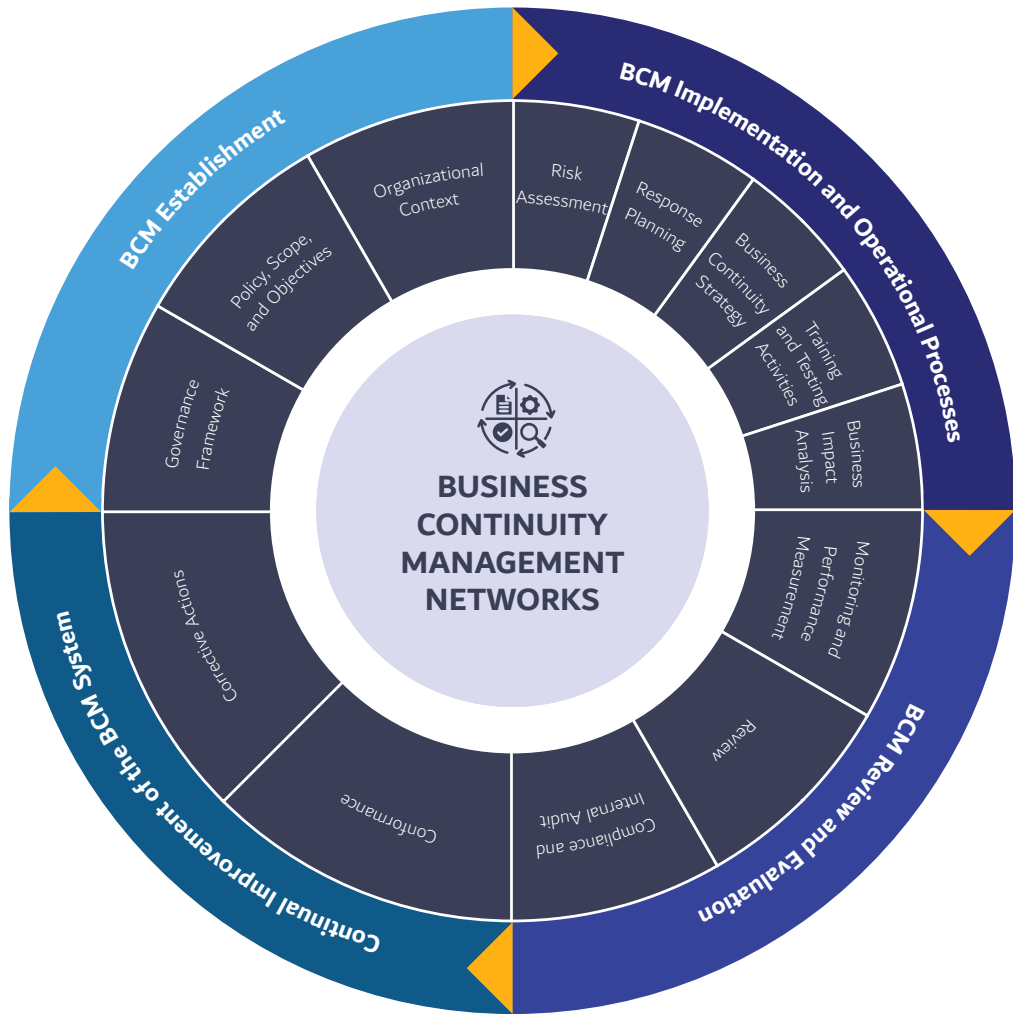
THE 7 ELEMENTS OF THE ENTERPRISE RISK MANAGEMENT FRAMEWORK

| THE RISK STRATEGY & APETITE | RISK GOVERNANCE | RISK CULTURE | RISK ASSESSMENT & GOVERNANCE | RISK MANAGEMENT & MONITORING | RISK REPORTING & INSIGHTS | DATE & TECHNOLOGY |
|---|---|---|--|--|--|--|
| <ul style="list-style-type: none">◦ Linkage to corporate strategy◦ Risk Strategy◦ Risk Appetite & Tolerance | <ul style="list-style-type: none">◦ Board Oversight & Committee revision of all aspects stated in ERM policy◦ Community Risk Operating Structure◦ Risk Guidance◦ Roles & Responsibilities◦ Decision Support | <ul style="list-style-type: none">◦ Knowledge & Understanding◦ Belief & Commitment◦ Competencies & Context◦ Action & Determination | <ul style="list-style-type: none">◦ Risk Definition & Taxonomy◦ Risk Identification◦ Assessment & Prioritization◦ Quantative Methods & Modeling◦ Risk Aggregation, Correlation & Concentration | <ul style="list-style-type: none">◦ Risk Mitigation, Reponse & Action Plans◦ Testing Validation & Management's Assurance◦ Monitoring◦ Risk in Projects/ Initiatives | <ul style="list-style-type: none">◦ Risk Reporting◦ Business/ Operational Requirements◦ Board & Senior Management Requirements◦ External Requirements | <ul style="list-style-type: none">◦ Data Quality & Governance◦ Risk Analytics◦ Technology Enablement |

As one of Dubai’s primary public service providers, the Municipality plays a critical role in maintaining the city’s essential functions and community wellbeing. In recognition of this responsibility, DM has established a comprehensive Business Continuity Management (BCM) framework to ensure the uninterrupted delivery of critical services during potential disruptions and emergencies.

The BCM framework is maintained in compliance with ISO 22301:2019 for Security and Resilience - Business Continuity Management Systems, ISO 22317 for Business Impact Analysis Management Processes, and the UAE’s National Emergency, Crisis and Disaster Management Authority (NCEMA) Standard 7000:2021. It also aligns with local government regulations and policies, reinforcing DM’s commitment to public trust, operational continuity, and institutional resilience.

COMPONENTS OF THE BUSINESS CONTINUITY MANAGEMENT FRAMEWORK



KEY HIGHLIGHT:

In 2024, DM has reaffirmed alignment with ISO 31000 Risk Management standards and the Committee of Sponsoring Organizations (COSO) framework through a formal evaluation of the corporate ERM procedures to ensure continual improvement.

INTERNAL CONTROLS AND CONTINUAL IMPROVEMENT

GRI 3-3, 205-1

DM maintains a robust Compliance Management System and a structured set of internal controls that serve as a critical line of defense to mitigate operational, financial, and reputational risks. These controls, overseen by the Internal Control Department, are regularly reviewed and updated to reflect regulatory changes and emerging risks. The department conducts regular risk-based audits, performance evaluations, and policy reviews to ensure alignment with strategic objectives and governance standards.

Annual audits are conducted across all organizational units to ensure compliance with business continuity standards and regulatory requirements, addressing both internal and external stakeholder expectations. Through this integrated approach, Dubai Municipality ensures accountability, enhances transparency, and reinforces its institutional resilience – while contributing to the broader compliance culture within Dubai’s public sector.

SUSTAINABILITY LEADERSHIP AND INTEGRATION

GRI 2-23, 2-24

DM integrates environmental, social, and economic sustainability considerations into the strategic planning, risk management, and decision-making processes. This is guided by the pillars and enablers of the Sustainability and Circular Economy Framework, which seeks to mitigate environment impact, enhance community development and societal engagement, while promoting responsible business practices that support sustainable development.

A wide range of sustainability-linked KPIs – monitored quarterly, others semi-annually or annually – track performance against each focus area addressing DM’s

material topics and ensure continuous alignment with the corporate sustainability objectives. Implementation of the framework is led by the Sustainability and Circular Economy Section, with cross-departmental support and representation through the active participation of the sustainability champions. The Acting Director of Corporate Risk & Business Continuity Management drives DM’s sustainability integration approach and provides guidance to the sustainability champions, as needed. This report reflects DM’s comprehensive sustainability governance model and its proactive approach to advancing green, inclusive, and resilient urban development.



ENABLERS OF THE SUSTAINABILITY AND CIRCULAR ECONOMY FRAMEWORK

Monitoring and Reporting

Enables tracking of sustainability performance through key indicators, supporting data-driven decisions, continuous improvement, and transparent stakeholder communication.

Communication

Drives awareness and engagement through clear, targeted messaging that promotes sustainability goals and progress among internal and external stakeholders.

Partnerships and Collaborations

Fosters strategic alliances with government, private sector, partners, and communities to pool resources and tackle sustainability challenges collectively.

Capacity Building

Develops internal skills and knowledge to integrate sustainability across roles, supporting a culture of innovation and continuous improvement.

Digitalization

Applies digital technologies to enhance efficiency, optimize resource use, and improve the impact and transparency of sustainability initiatives.



OUR SUSTAINABILITY PRIORITIES

GRI 2-29, 3-1, 3-2

DM recognizes the importance of engaging relevant stakeholders, who influence and are impacted by the Municipality’s operations, in shaping the sustainability priorities. DM actively seeks their input by involving them in materiality assessments and addressing their expectations through transparent annual sustainability disclosures.

In 2023, DM conducted the first extensive internal and external consultation exercise to assess material

sustainability topics⁵. This process was refreshed in 2024 through renewed engagement with departmental representatives and further validated during the preparation of this report. To enhance relevance and alignment, stakeholder input was complemented by external benchmarking against national and international peers, prioritizing strategic sustainability topics in line with leading industry practices. As a result, the material topics remained largely consistent with previous assessments, with a larger focus on environmental sustainability topics.



⁵ For further information on the previous materiality assessment approach, please refer to [the previous sustainability reports](#).

OUR CONTRIBUTION TO NATIONAL AND GLOBAL MANDATES

NATIONAL MANDATES

In its pursuit of sustainability, Dubai Municipality aligns closely with a broad spectrum of national strategies, mandates, and visionary frameworks. These guiding initiatives play a critical role in shaping Dubai and the UAE’s sustainable future, and DM’s efforts are firmly rooted in supporting their successful realization.

| | | |
|--------------------------------------|---|---|
| National Strategy for Wellbeing 2031 | National Food Security Strategy 2051 | The UAE Strategy for Talent Attraction and Retention |
| UAE Net Zero 2050 | National Program and UAE Strategy for Artificial Intelligence | The UAE’s Fourth Industrial Revolution (4IR) Strategy |
| UAE Tourism Strategy 2031 | National Programme for Happiness and Wellbeing | The UAE’s Green Agenda 2030 |
| Security and Safety Strategy – 2026 | National Programme to Transform Technology | The UAE Water Security Strategy 2036 |
| ‘We the UAE 2031’ Vision | National Strategy for Advanced Innovation | UAE Energy Strategy 2050 |

UAE STRATEGIES

| | |
|---|---|
| Advanced Skills Strategy | The UAE Centennial 2071 |
| Future Foresight Strategy | The UAE Digital Government Strategy 2025 |
| National Air Quality Agenda 2031 | The UAE Strategy for Domestic Tourism |
| National Climate Change Plan of the UAE 2017–2050 | The UAE Strategy for Government Services |
| National Program and UAE Strategy for Artificial Intelligence | The UAE Strategy for Talent Attraction and Retention |
| National Programme for Happiness and Wellbeing | The UAE’s Fourth Industrial Revolution (4IR) Strategy |
| National Programme to Transform Technology | The UAE’s Green Agenda 2030 |
| National Strategy for Advanced Innovation | The UAE Water Security Strategy 2036 |
| | UAE Energy Strategy 2050 |

EMIRATE STRATEGIES

| | |
|--------------------------------------|---|
| Dubai 2040 Urban Master Plan | Dubai Food Security Strategy |
| Dubai 3D Printing Strategy | Dubai Integrated Waste Management Strategy 2041 |
| Dubai Blockchain Strategy | Dubai Metaverse Strategy |
| Dubai Carbon Abatement Strategy 2030 | Dubai Paperless Strategy |
| Dubai Clean Energy Strategy 2050 | Dubai Quality of Life Strategy 2033 |
| Dubai Cyber Security Strategy | Dubai Social Agenda 33 |
| Dubai Data Strategy | Dubai Universal Blueprint for Artificial Intelligence |
| Dubai Digital Strategy | The Fifty-Year Charter |
| Dubai Economic Leadership Program | The ‘Services 360’ Policy of Dubai |

INTERNATIONAL MANDATES

In addition to national priorities, DM aligns with key international sustainability and climate commitments, reinforcing its commitment to global best practices and contributing to the broader sustainability agenda.

| |
|--|
| C40 Global City Initiative for Climate Action |
| Paris Agreement Paris Agreement |
| United Nations Sustainable Development Goals (UN SDGs) |

HOW WE SUPPORT THE UN SDGS

Dubai Municipality is committed to supporting the United Nations Sustainable Development Goals (SDGs) through its proactive sustainability efforts. These 17 global goals aim to promote human well-being, environmental protection, and inclusive economic growth. DM’s initiatives are thoughtfully aligned with these objectives as illustrated in the below snapshot of the Municipality’s contribution toward the achievement of the SDGs.



1 NO POVERTY

- Redistributed 7 million meals in Ramadan with the UAE Food Bank and Awqaf to address poverty-related vulnerabilities.
- Empowered Emirati farmers under the Dubai Social Agenda by promoting rural livelihoods.



2 ZERO HUNGER

- “My Food is Secure” program, raising awareness among communities on healthy diets and reducing food waste.
- Partnered with FAO for International Food Loss and Waste Reduction Awareness Day and promoted sustainable farming by showcasing locally grown fruits and vegetables at Dubai’s Best Homegrown Produce.



3 GOOD HEALTH AND WELL-BEING

- Advanced workplace safety and employee well-being through OHS training programs, accident investigations, and NEBOSH certification, among others.
- Expanded allergen detection with a 43% increase in food testing to strengthened consumer safety measures.



4 QUALITY EDUCATION

- Delivered Back-to-School public awareness campaigns and more than 6 sustainability workshops for staff. to strengthen safe and healthy learning environments.
- Organized 15 OHS training lectures for workers with Civil Defense and Dubai Ambulance, equipping field staff with critical knowledge and skills.



5 GENDER EQUALITY

- Established a Women’s Council and a Women’s Empowerment Guide to support career growth, with 45% female representation in key succession plans.
- Recognized with 4 workplace awards, including Best Workplace for Women and in the Public Sector.



6 CLEAN WATER AND SANITATION

- Achieved 100% treatment of sewage water, ensuring safe sanitation for all.
- 100% reuse of treated wastewater by 2030 through expanded recycled water networks, advanced monitoring systems, and efficient irrigation practices.



7 AFFORDABLE AND CLEAN ENERGY

- Operationalized the WtE Plant, processing 1.9 million tons of municipal solid waste annually, generating 1,061,369 MWh of energy, supplying power to 135,000 households, and reducing 1.9 million tons of CO₂e per year. While, the Warsan Biogas Facility generated over 25,997 MWh, supplying 50% of the plant’s energy needs, cutting carbon emissions by 31,000 tons annually, and projecting AED 320 million in savings over 25 years.
- Generated 10,617 MWh of solar energy, advancing DM’s renewable energy contribution and achieved 73.18% biogas utilization in treatment processes.



8 DECENT WORK AND ECONOMIC GROWTH

- Leveraged 86 investment opportunities and 43 city beautification and sustainable development projects.
- Achieved 5% revenue growth rate through investment with revenue-generating and self-sustaining facilities.



9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

- Established an Asset Management System covering 406,250 assets and generated AED 184.5 million in additional commercial revenue through optimized asset utilization and strategic partnerships.
- Increased infrastructure investments by 50%, embedding innovation and greater private sector participation to enhance competitiveness in municipal projects.



10 REDUCED INEQUALITIES

- 56 diverse nationalities across the workforce, with a 15.6% rise in PoD inclusion, reaching 89 employees.
- Achieved autism certification for public beaches, ensuring accessibility and inclusivity for individuals with autism and their families.



11 SUSTAINABLE CITIES AND COMMUNITIES

- 60% of Dubai buildings comply with the Al Sa’fat Green Building Regulations, with 67 preserved architectural heritage and antique assets.
- Published the Green Guide for Existing Buildings, introducing retrofitting requirements to support existing structures meet green standards and reduce environmental impact.



12 RESPONSIBLE CONSUMPTION AND PRODUCTION

- Completed warehouse modernization, contributing to efficient resource management and reduced environmental impact.
- Achieved a 73.22% increase in municipal waste diversion, a 76.66% increase in horticultural waste diversion, and 89.1% recycled water usage.



13 CLIMATE ACTION

- Supported Dubai abatement and DSM strategies through building rehabilitation programs, greening projects, and waste management solutions that contribute to reducing emissions and enhancing urban sustainability.
- Supported UAE’s Net Zero by 2050 initiative through landfill diversion, recycling, renewable energy generation, all of which significantly reduce carbon emissions and advance national climate goals.



14 LIFE BELOW WATER

- Biodiversity monitoring in marine reserves, including fauna studies at Jabal Ali’s seagrass beds, alongside AI-enabled marine waste management solutions to protect aquatic ecosystems.



15 LIFE ON LAND

- Enhanced biodiversity in Ras Al Khor Sanctuary with eco-friendly recreational facilities, and achieved 93% monitoring of protected areas for sustainable conservation.
- Planted over 216,433 trees and increased green space coverage to 6.59% of developed land in Dubai.



16 PEACE, JUSTICE AND STRONG INSTITUTIONS

- Conducted governance and compliance awareness sessions to strengthen audit readiness and anti-bribery measures, and updated key policies, internal audit, anti-bribery, and audit charter, to reinforce transparency and accountability.



17 PARTNERSHIPS FOR THE GOALS

- Generated AED 184.5M in additional commercial revenue through optimized asset utilization and strategic partnerships.
- Signed over 18 partnership agreements with government and private sector entities, reinforcing collaboration to advance sustainability-driven initiatives.

SUSTAINABILITY PARTNERSHIPS AND COLLABORATION

GRI 2-28

As a key enabler of the Sustainability and Circular Economy Framework, partnerships and collaborations support DM's objective of advancing sustainable urban development through shared expertise, resources, and innovation.



KEY PARTNERS

| | | | | | | |
|--|--|--|--|--|--|--|
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CORPORATE STRATEGIC PARTNERS

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STRATEGIC PARTNERS

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03

A SUSTAINABLE ENVIRONMENT

Advancing Climate Action
Driving the Energy Transition
Optimizing Water Resources
Wastewater Treatment and Management
Recycled Water Distribution
Driving Waste Circularity
Protecting Biodiversity
Building Sustainable Infrastructure
Inclusive and Accessible Buildings

Material Topics

Climate change & resilience
Waste management & circular economy
Energy
Water & effluents
Biodiversity




ADVANCING CLIMATE ACTION

Dubai Municipality plays a central role in advancing both the global and national climate agenda⁶. Globally, DM is aligned with the UN’s climate action goal to combat climate change and its impacts, while continuing to work towards the objectives of the Paris Agreement. Nationally, DM takes tangible measures to reduce emissions, promote low-carbon development, and strengthen urban climate resilience in support of the UAE’s Net Zero by 2050 Strategic Initiative.

As the Emirate’s waste sector champion and a leading government authority, DM contributes to the implementation of the Dubai Carbon Abatement Strategy (CAS) 2030, which targets a 30% reduction in Dubai’s

GHG emissions by 2030. Through its waste diversion programs, landfill gas capture projects, and the waste-to-energy facility, DM has transformed waste management into a key enabler for climate action.

DM’s leadership extends beyond waste. Under the Dubai Demand Side Management (DSM) Strategy, the Municipality leverages clean energy solutions, and enforces Al Sa’fat Green Building Code to ensure energy-efficient and Net Zero-ready buildings. DM also promotes recycled water use for district cooling, irrigation, and the transition to smart water networks in line with the Integrated Water Resource Management Strategy (IWRMS).



By integrating climate action into the city’s municipal waste systems, wastewater management, and urban development, DM demonstrates how a municipality can be both a guardian of public services and a driver of a resilient, low-carbon future.

CEO – Planning and Governance Sector

42 ⁶For more information on DM’s climate action commitments, please refer to the previous sustainability reports.

KEY CLIMATE ACTION



Beautification and Urban Greening Projects

In 2024, DM invested AED 245 million in a series of beautification and urban greening initiatives across key road networks which aimed to increase green cover, enhance visual quality in public spaces, and contribute to climate resilience by mitigating heat stress in urban areas.



Building Rehabilitation under DSM Excellence Program

DM was recognized under the DSM Excellence Program for its Building Rehabilitation initiative. The program involved retrofitting 330 municipal buildings, resulting in a 32% reduction in energy consumption and annual savings of over 16.7 million kWh. The initiative supports DSM’s goal of reducing energy demand across the Emirate and reflects DM’s broader efforts to improve energy performance in public assets.



Recognition for Environmental Management Practices

In 2024, DM received the Golden Category award at the Global Environment Award, organized by the Global Energy & Environment Foundation (GEEF), for achievements in environmental management within the government sector. The award acknowledged DM’s energy and waste initiatives, regulatory compliance, and institutional alignment with broader sustainability goals.



Climate Adaptation Measures and Mitigation

In response to the impacts of climate change, including rising sea levels and recurrent flooding along the Deira-side wharfage area of Dubai Creek, the Public Beaches & Waterways Management Department of Dubai Municipality successfully executed Phase 1 of a major infrastructure rehabilitation initiative in 2024. This phase involved the reconstruction and reinforcement of approximately 2 km of the creek quay wall to enhance flood resilience and protect critical waterfront infrastructure on the Deira side of the creek. With a total investment of AED 109 million, this climate adaptation measure reflects the Municipality’s proactive approach to mitigating future risks associated with sea level rise and ensuring the long-term sustainability of the creek’s urban interface. Phase 2 of the initiative will focus on similar rehabilitation works along the Bur Dubai side of the creek, further strengthening the Emirate’s resilience to climate-induced coastal hazards.

DRIVING THE ENERGY TRANSITION

GRI 3-3, 302-5

DM continues to promote sustainability as part of its agenda by advancing energy management best practices, energy efficiency applications, and low-carbon innovation across its operations, particularly in solid waste management and wastewater treatment. By targeting these two sectors

which significantly contribute to GHG emissions of the Emirate, DM is leveraging its authority to turn potential climate risks into opportunities for emission reduction and renewable energy generation.

IN LINE WITH THE UAE'S NET ZERO BY 2050 STRATEGIC INITIATIVE AND THE DUBAI CLEAN ENERGY STRATEGY 2050, DM IS DRIVING THE TRANSITION TOWARD A LOW-CARBON ECONOMY THROUGH THE IMPLEMENTATION OF STRATEGIC PROJECTS THAT:

01

Promote recycling and waste diversion initiatives through public-private partnerships with waste management service providers to enhance efficiency and maximize diversion from landfills.

03

Optimize energy efficiency across plants and operations, reducing electricity demand, implementing retrofits, and integrating renewable energy sources on municipal buildings where feasible.

05

Operate waste-to-energy facilities to generate renewable electricity from non-recyclable waste.

02

Transform landfills into advanced facilities, focusing on sustainable waste management and engineered landfill solutions.





04

Capture and utilize landfill gas to prevent methane emissions and generate energy, reducing reliance on traditional energy sources.

GHG EMISSIONS

GRI 305-1, 305-2, 305-5

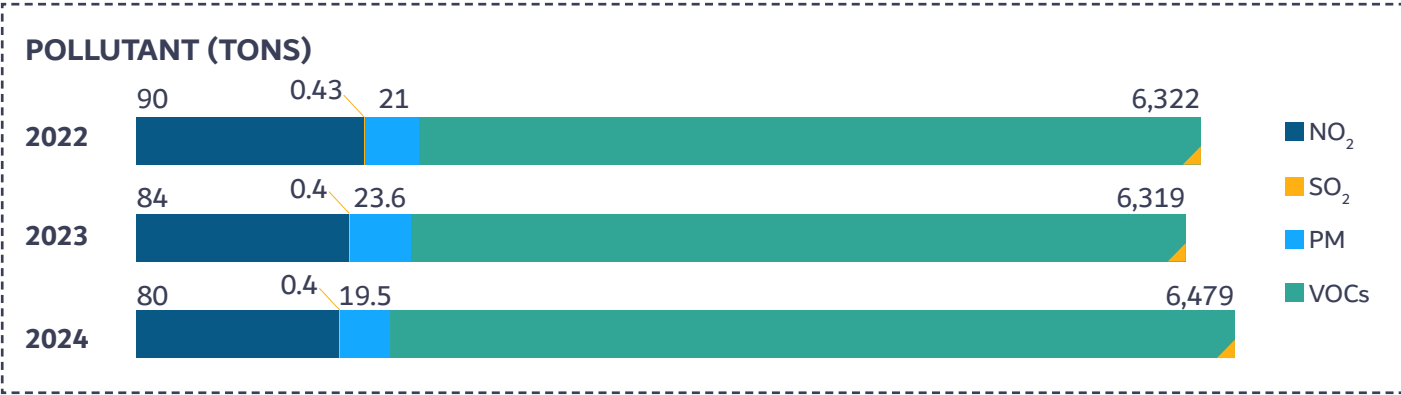
In 2024, DM's overall CO₂ emissions saw a 4% decrease compared to the previous year, reflecting 140,653 tCO₂e. With regards to electricity emissions across buildings, DM achieved 6.38% reduction from the 2019 baseline. The change is mainly attributed to enhanced management of core activities and investment in DM's monitoring and reporting mechanism for emissions to ensure alignment with overall national strategies and targets.

| EMISSION BREAKDOWN(tCO ₂ e) | | 2022 | 2023 | 2024 |
|--|---|-----------|-----------|-----------|
| Scope 1 ⁷ |  Solid waste disposal and treatment activities | 3,072,000 | 3,270,000 | 3,309,332 |
| |  Wastewater and sludge treatment activities | 174,290 | 223,337 | 41,347 |
| |  Fuel | 49,408 | 61,867 | 56,960 |
| Scope 2 |  Electricity | 240,099 | 235,003 | 241,915 |
| Total | | 3,535,797 | 3,790,207 | 3,649,554 |

AIR QUALITY

GRI 305-7

DM closely monitors and manages its emissions impact in line with its environmental policies. The Municipality tracks key pollutants and is aligning with the UAE Ministry of Climate Change and Environment's (MoCCA's) Air Quality Strategy 2031 to safeguard community health. DM's efforts demonstrate notable progress in managing NO₂ and PM, marking a 4.8% and 17.4% decrease, respectively, from 2023.



⁷ For the solid waste disposal and treatment activities, please note that the waste emissions are calculated at the Emirate level.

ENERGY CONSUMPTION

GRI 3-3, 302-1, 302-4, 302-5

| | Unit | 2022 | 2023 | 2024 |
|---|-------|-------------|-------------|--------------|
| Electricity | KWh | 598,749,396 | 590,607,786 | 598,058,305 |
| Total fuel consumption from non-renewable sources | | | | |
| Gasoline | Liter | 5,665,171 | 6,415,418 | 5,687,040.54 |
| Diesel | Liter | 14,178,259 | 16,221,197 | 16,385,646 |
| Total fuel consumption from renewable sources | | | | |
| Biofuels | Liter | 125,063 | 113,485 | 113,505 |

The Municipality’s efforts to accelerate Dubai’s transition toward a low-carbon economy are reflected in its alignment with internationally recognized frameworks. In 2024, DM underscored its commitment to continuous improvement in energy performance as part of its Energy Management System and environmental stewardship through its attainment of ISO 50001 and ISO 14001 certifications. As a ISO 55000 certified organization, DM sought to align with industry and global best practices in asset management by embedding asset management excellence in its internal policies and procedures, following a multi-phase transformation program. Through the successful adoption of these standards and leading practice, DM aims

to strengthen its position as a globally recognized asset management leader by 2026, enhancing long-term asset value realization.

In 2024, DM’s overall energy consumption recorded an insignificant increase of less than 1% compared to the previous year, with savings of 3.65% compared to the 2019 baseline. The stability reflects both efficiency gains and improvement observed due to the implementation of the above initiatives. DM’s overall fuel consumption has decreased by 2% compared to 2023, with a slight increase in the share of biofuel consumption.

decentralize energy generation and reduced grid dependency, covering almost 3% of total electricity consumption in buildings and 11% of its overall energy consumption from clean sources. In addition, renewable energy was integrated into operational services, such as installing solar panels on boiling units at abattoirs and within mosquito traps, enhancing sustainability in service delivery.

| Renewable Energy | Unit | 2022 | 2023 | 2024 |
|---|------|-------|----------|--------|
| Total solar energy generated | MWh | 1,970 | 4,780.64 | 14,473 |
| Biogas utilization in treatment processes | % | 39.18 | 76.14 | 73.18 |



WASTE TO ENERGY (WTE) PLANT

In 2024, DM operationalized the Warsan Waste Management Center (WWMC) which is now recognized as among the world's largest facilities. Designed to process approx. 1.9 million tons of municipal solid waste annually, the plant converts non-recyclable waste into 200 MW of electricity, supplying power to an estimated 135,000 households. This flagship project generated more than 1,061,369 MWH of energy this year, advancing Dubai’s circular economy and climate goals and contributing to the UAE’s broader clean energy and decarbonization agenda. With an anticipated annual reduction of 1.9 million tons of CO₂e, the WtE facility plays a vital role in landfill diversion, emissions mitigation, and sustainable waste management.



INTELLIGENT PUMPING OPERATIONS THROUGH SCADA INTEGRATION

DM has successfully connected 100% of its sewage and stormwater pumping stations to the centralized Supervisory Control and Data Acquisition (SCADA) system. This strategic upgrade enables real-time and continuous monitoring of all pumping operations from a central control room, improving operational visibility and response times. Through this initiative, DM has significantly enhanced its system efficiency while reducing the operational costs associated with sewage and stormwater pumping.



WARSAN BIOGAS POWER FACILITY

Inaugurated in May 2023 and fully operational by 2024, the facility is designed to generate 44,250 MWh annually, supplying 50% of the Warsan Wastewater Treatment Plant’s energy needs. It reduces carbon emissions by 31,000 tons/year and will yield AED 320 million in savings over its 25-year lifetime, reflecting DM’s successful public-private partnership model for energy innovation. The project achieved more than 25,997 MWH in 2024 due to the commissioning and operational activities.



ELECTRIC VEHICLES (EVS)

DM is actively contributing to the Dubai Green Mobility Strategy 2030, which seeks to reduce emissions through greener transport solutions. In 2024, DM managed to increase the share of environmentally sustainable vehicles as part of its fleet in line with the Emirates directives and plans.

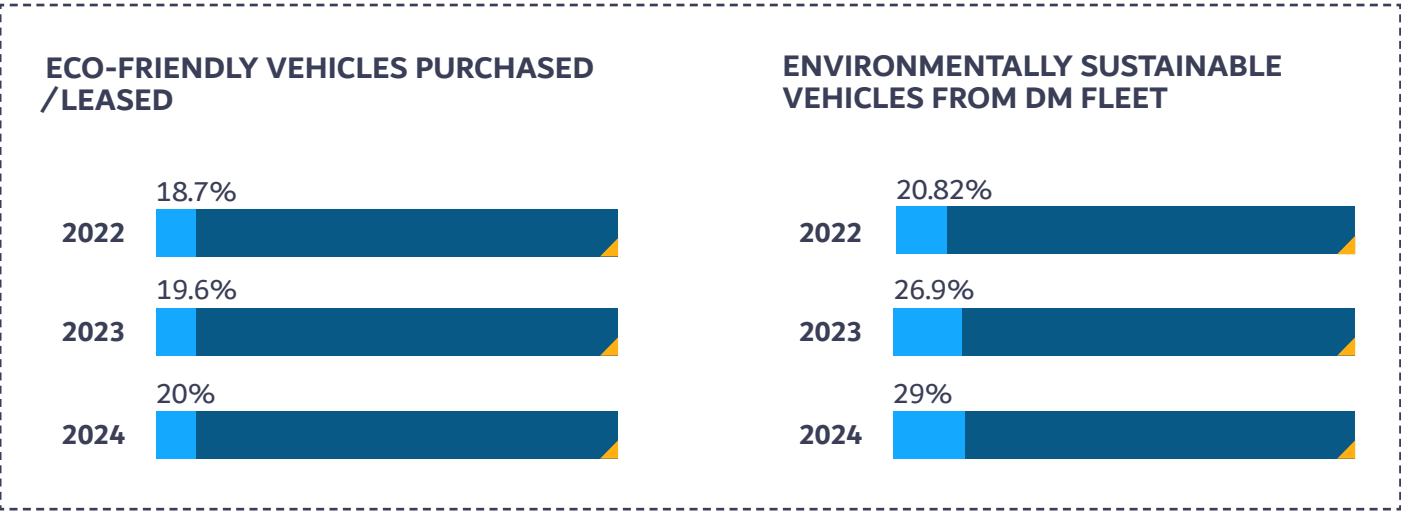
DM'S CONTRIBUTIONS TO THE DUBAI GREEN MOBILITY STRATEGY 2030

- 01

Increasing the share of electric and hybrid vehicles in its municipal fleet.
- 02

Participating in infrastructure development for public and municipal EV charging stations.
- 03

Supporting EV-friendly urban policies.



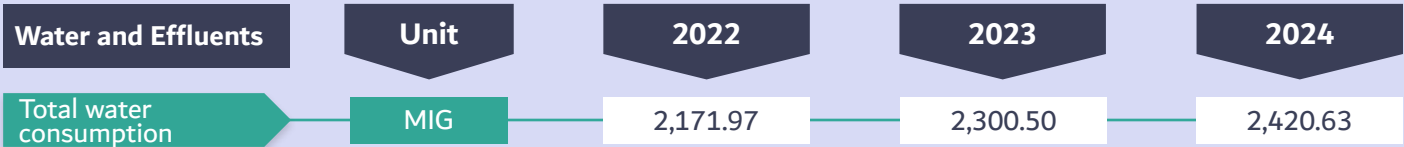
ESTABLISHING THE REGION'S FIRST EV CHARGER TESTING LABORATORY

The year 2024 marked the successful development of the first integrated EV charger testing laboratory in the Middle East. The initiative aligns with the UAE Energy Strategy 2050 and supports proactive readiness for the expected deployment of over 1,000 EV chargers across the Emirate by 2025. Led by the Dubai Central Laboratory Department (DCLD), the project entailed preparing comprehensive technical, operational, and financial studies, procuring state-of-the-art testing equipment, and conducting extensive trials. The laboratory received international accreditation for EV charger safety testing in 2024, reinforcing Dubai's regional leadership in green infrastructure.

OPTIMIZING WATER RESOURCES

GRI 3-3, 303-1, 303-5

DM continues to spearhead smart, integrated and sustainable water management practices across the Emirate, recognizing water as a critical resource for climate resilience and urban sustainability. The Municipality has taken tangible steps in 2024 to advance wastewater treatment, strengthen sewage infrastructure, and maximize the efficient use of recycled water. In 2024, DM's water consumption rose with the growth of municipal buildings and expansion projects, aligning with capacity increases to meet future demand.



WASTEWATER TREATMENT AND MANAGEMENT

As part of its commitment to sustainability, DM operates and maintains two primary wastewater treatment facilities, in addition to an external STP capacity of 57,876 m³/day. The capacity was increased to handle higher population flows and align with DM's planned expansions. These plants form the backbone of the Emirate's water treatment infrastructure, processing vast volumes of wastewater while promoting the reuse of treated water and enabling efficient sludge utilization. DM's approach is underpinned by the Sewerage and Drainage Design Guidelines, which ensure the effective planning and development of water infrastructure across Dubai. These standards contribute to expanding coverage, improving water quality, and enhancing the reliability of both sewerage and stormwater systems.

EFFECTIVE SEWERAGE INFRASTRUCTURE CAPACITY (%)

| | | |
|------|------|-------|
| 2022 | 80 | 114 |
| 2023 | 72 | 126 |
| 2024 | 94.2 | 138.9 |

Warsan Wastewater Treatment Plant

Jebel Ali Wastewater Treatment Plant

“

In 2024, DM became the first entity globally to receive an international sludge treatment certification, a milestone underscoring its leadership in sustainable wastewater operations.

CEO - Waste and Sewerage Agency

100%

SEWAGE WATER TREATED

100%

SAFE WATER SANITATION*

* Safe water sanitation is maintained by expanding the areas connected to the sewerage networks in line with the Dubai Urban Plan 2040, ensuring efficient handling in line with international standards.

AI-DRIVEN OPTIMIZATION AT JEBEL ALI SEWAGE TREATMENT PLANT

In 2024, DM deployed an AI-powered system to enhance the efficiency of the energy-intensive biological treatment process at the Jebel Ali STP. The system enables real-time monitoring and control, reducing manual intervention, improving efficiency, and delivering energy savings.



RECYCLED WATER MANAGEMENT AND TREATMENT

GRI 303-1, 303-2, 303-4

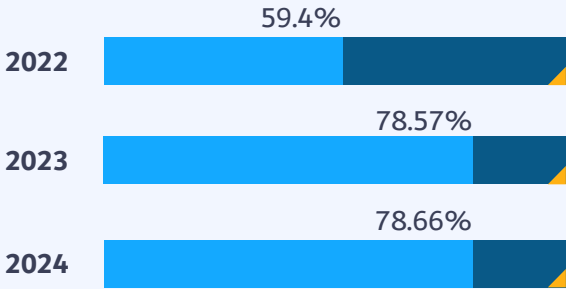
In 2024, DM has re-affirmed its ambition to reuse 100% of treated wastewater by 2030, with efforts focused on expanding recycled water networks, upgrading monitoring systems, and promoting efficient irrigation practices.

| Water and Effluents | Unit | 2022 | 2023 | 2024 |
|--|----------------|-------------|-------------|-------------|
| Total utilized recycled water to all areas | m ³ | 280,883,271 | 302,278,436 | 346,794,684 |
| Recycled water usage | % | 88.48 | 88.54 | 89.1 |
| Treated sludge utilization | % | 50.19 | 52.68 | 36.44 |
| Areas Connected to Sewerage Systems | % | 83.2 | 84.74 | 84.74 |

SUSTAINABLE WATER INFRASTRUCTURE

DM continues to implement data-driven enhancements to its stormwater management systems, aligning with long-term infrastructure plans and spatial development strategies. In 2024, the percentage of areas connected to stormwater networks increased, supported by ArcGIS-based spatial analysis and the execution of pre-approved drainage projects, with on-going efforts including the award and execution of additional stormwater management projects. This reinforces DM's commitment to climate-resilient urban planning and the efficient expansion of stormwater infrastructure.

AREAS CONNECTED TO STORMWATER SYSTEMS



PROTECTING BIODIVERSITY

GRI 3-3, 304-1, 304-3

As a custodian of Dubai's natural environment, DM plays a key role in preserving biodiversity and safeguarding the natural ecosystems that define the Emirate's ecological identity. Through science-based habitat management, the Municipality ensures that Dubai's eight protected areas⁹

remain healthy, resilient, and ecologically functional. In line with national priorities and global biodiversity goals, DM integrates conservation, restoration, and sustainable management of natural habitats into its agenda, ensuring Dubai's resilience and vitality for generations to come.

216,433
New trees planted

2.7 million
native plants by DM nurseries

13.49 hectares
Total green area per capita

48 million
Plants by DM nurseries

10,336
Ghaff trees numbered

6.59%
Green space coverage for developed land in Dubai

494,309
Native plants planted

5,210 hectares
Green areas

93%
Monitoring of protected areas

⁹ For more information on DM's protected areas, please refer to the [previous sustainability report](#) as well as [DM's website](#).

DM mandates that all projects located within or near protected and environmentally sensitive areas (within 1km) must undergo a comprehensive Environmental Impact Assessment (EIA). The EIA must outline clear mitigation and, where necessary, compensation measures to address potential impacts. Approval of the EIA and issuance of an Environmental Clearance (EC) by DM's Environmental Sustainability Department (ESD) are prerequisites for construction.

As the managing authority of protected areas, ESD rigorously reviews EIAs for potential biodiversity impacts such as pollution, species displacement, and habitat disturbance. In addition, all project sites within protected areas are subject to continuous inspection and monitoring throughout construction and operation phases to ensure full compliance with environmental laws and conservation standards. This process reflects DM's proactive approach to safeguarding biodiversity and maintaining the ecological integrity of its protected areas.

KEY BIODIVERSITY INITIATIVES

In 2024, DM undertook a number of initiatives to strengthen biodiversity protection across the Emirate, including mobilizing almost 60 participants as part of a clean-up campaign for protected areas. These efforts focused on habitat restoration, wildlife conservation, and enhanced monitoring¹⁰.

BIODIVERSITY MONITORING AND RESEARCH



Regular sampling and analysis across major reserves to maintain healthy aquatic habitats and detect environmental changes early. Ongoing surveys identified Jabal Ali Wildlife Sanctuary as hosting the most extensive seagrass beds in Dubai, supporting marine biodiversity.

The Natural Resources Sector (NRS) conducts regular inspections of protected areas to detect changes in biodiversity and identify environmental violations. In 2024, the NRS also carried out a series of biodiversity-focused research studies, primarily targeting fauna, to support conservation planning and decision-making.

DUBAI GREENERY AND OPEN SPACES STRATEGY



This initiative drives the expansion of public parks, green corridors, and recreational spaces to double Dubai's greenery by 2040. It promotes health, sustainability, and social well-being by creating accessible, multi-functional green networks that connect communities, enhance biodiversity, and mitigate the urban heat island effect, supported by sustainable irrigation systems and a distinct landscaping identity for the Emirate.

DEVELOPMENT OF WILDLIFE SANCTUARIES



DM is planning to advance the development of Ras Al Khor Wildlife Sanctuary to strengthen ecosystem health and biodiversity. The initiative will also introduce service and recreational facilities designed to foster a deeper connection between people and nature, while preserving the sanctuary's ecological integrity and minimizing human impact.

TREES PLANTING

In 2024, DM planted over 216,433 trees as part of its large-scale reforestation and beautification efforts across the Emirate. This initiative contributes to enhancing green cover, improving air quality, and reinforcing biodiversity resilience. The tree planting drive also supports the UAE's climate commitments by expanding carbon sinks and creating natural habitats within urban and suburban landscapes. This achievement demonstrates DM's proactive approach to integrating biodiversity into the city's sustainable growth agenda.



MEYDAN-AL KHAIL ROAD AGRICULTURAL BEAUTIFICATION

Enhancing Dubai's green spaces and urban aesthetics, this 302,266 m² project completed in 2024 introduced Chorisia and evergreen trees, automated water-efficient irrigation, resulting in 30% water savings. The project also included the use of ground water and drainage systems along with a tank capacity of 1,000 m³ and a pumping station exceeding 280 m³/hr capacity, which proved effective during rainfall.



¹⁰ For more information on DM's other ongoing biodiversity conservation initiatives, please refer to the [previous sustainability report](#) as well as [DM's website](#).

DRIVING WASTE CIRCULARITY

GRI 3-3, 306-2

Building on its Sustainability and Circular Economy Management Framework and policy, DM drives the integration of circular economy principles across its waste management systems, in alignment with the Dubai Integrated Waste Management Strategy 2041¹¹. DM has also strengthened its performance tracking and data

collection mechanisms as an essential component of its integrated waste management approach. By enhancing transparency and accountability, these efforts support more informed decision-making and align with DM's strategic goals. In 2024, DM was awarded for the fats, oil, grease waste recycling program and for allowing the use of recycled material in construction.

WASTE MANAGEMENT ENABLERS

In 2024, DM advanced its holistic waste management through strategic plans implemented through localized programs:

- 

DUBAI INTEGRATED WASTE MANAGEMENT STRATEGY 2041
Guides waste reduction through integrated and innovative practices with a zero-landfill vision by 2041.
- 

SINGLE-USE PLASTICS REGULATION
Issued official guidance in March 2024 to help businesses implement Dubai's single-use plastics ban, supporting a shift to reusable and biodegradable alternatives.
- 

WASTE FOR CLEAN ENERGY
WtE project developed in coordination with DEWA and DSCE to support Dubai's target of 7% contribution from clean energy.
- 

FOOD WASTE INNOVATION
DM introduced a sustainability guide for supermarkets and hypermarkets to optimize inventory, improve food storage, and promote circular economy practices, reducing food waste at the source.
- 

AI-ENABLED MARINE WASTE MANAGEMENT
Unveiled smart marine scrapers using AI to clean water bodies.
- 

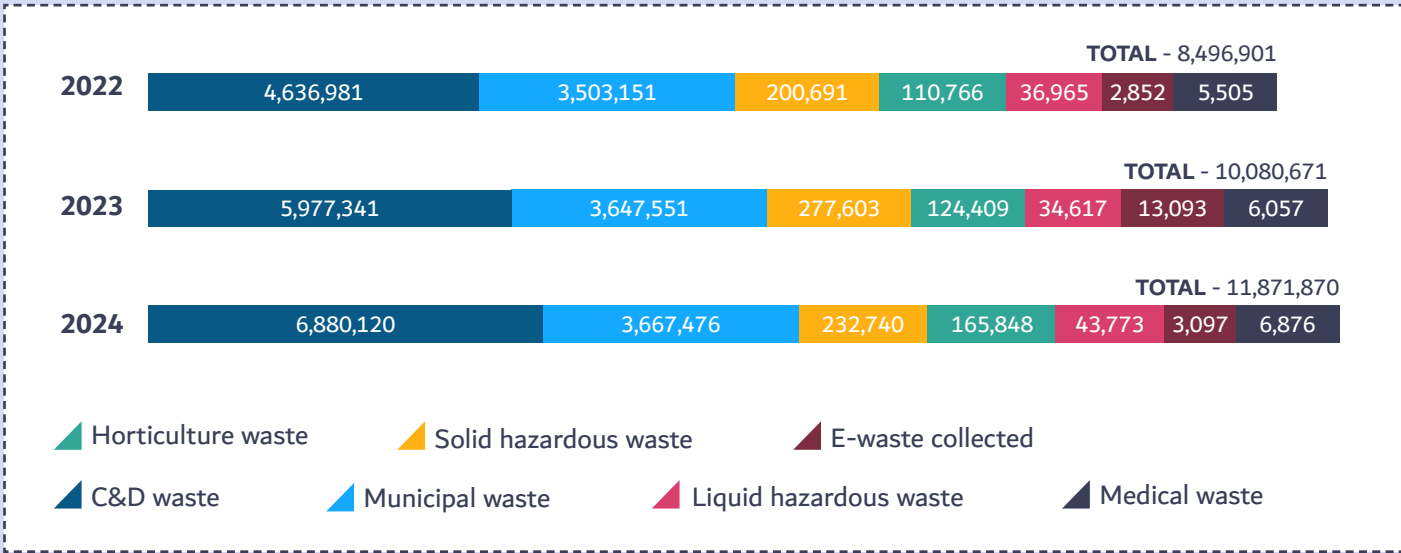
HATTA RECYCLING MODEL
Launched a strategic initiative under the Zero Waste in Hatta program for decentralized waste segregation and recycling facility to improve recovery rates.
- 

SMART WASTE TRANSPORT MONITORING SYSTEM
Enhanced waste management and compliance by enabling real-time tracking, performance monitoring, and regulatory control of waste transport and efficiency of operations across Dubai through RASID.

WASTE MANAGEMENT PERFORMANCE (TONNES)

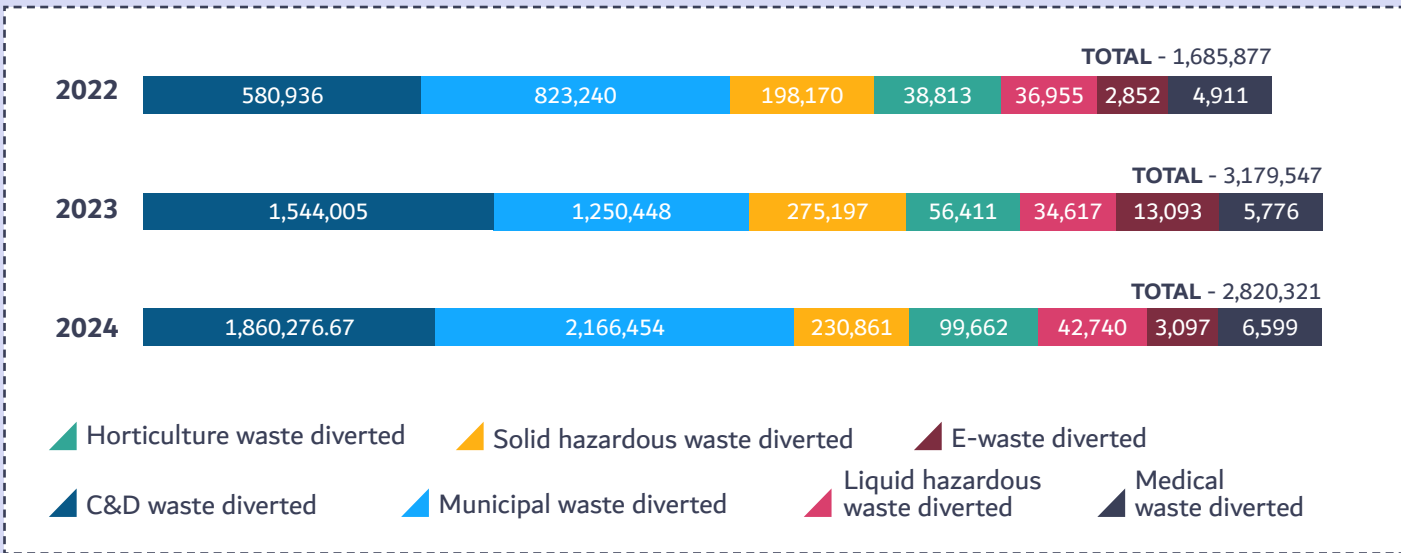
GRI 306-1, 306-3

Although total waste generation across the Emirate increased in 2024, driven mainly by higher municipal and Construction and Demolition (C&D) waste streams, DM's waste management performance showed significant increase in diversion from landfill for municipal waste (by 73%), horticulture (by 77%), and C&D waste (by 20%), reflecting improved recovery systems and stronger circularity efforts.



LANDFILL DIVERSION PERFORMANCE (TONNES)

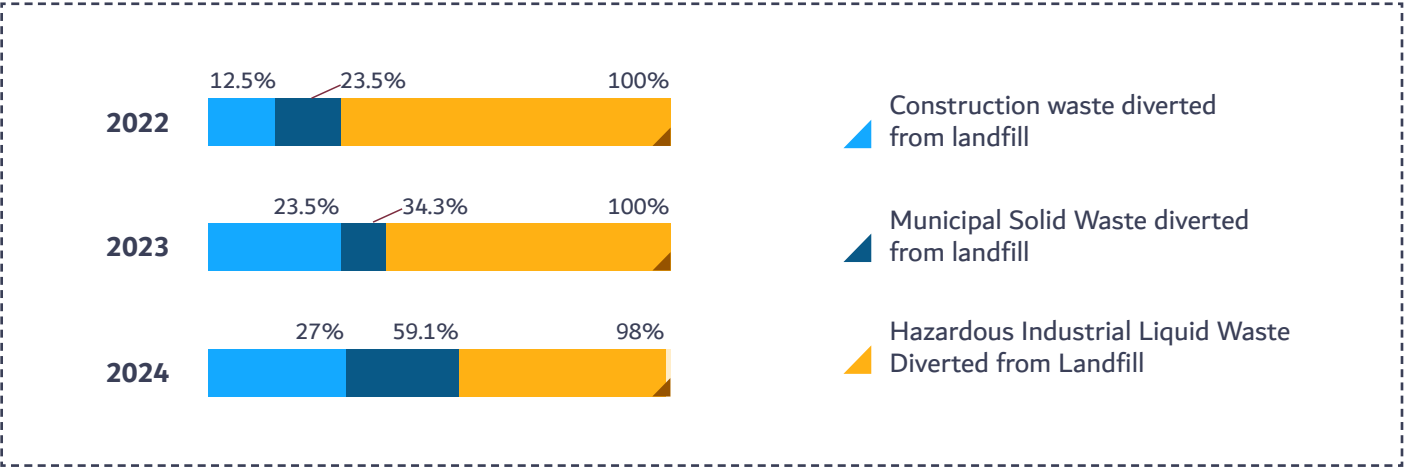
GRI 306-4, 306-5



| | Unit | 2022 | 2023 | 2024 |
|-------------------------------------|------|------|------|------|
| Waste generation per capita per day | kg | 2.16 | 2.10 | 2.16 |

In 2024, waste generation rose slightly, driven by Dubai's growing transient population of regular visitors and commuters.

CIRCULAR ECONOMY HIGHLIGHTS



DUBAI RECOGNIZED AS CLEANEST CITY GLOBALLY

In 2024, Dubai was ranked the cleanest city in the world by the Global Power City Index, with reported waste reduction of 18% and implementation of AI-based waste bin monitoring and route optimization systems. These technological advances contributed to a 22% reduction in waste-collection mileage, reinforcing Dubai’s position as a global benchmark for urban cleanliness and sustainable waste management.

5th consecutive year ranked ‘Cleanest City in the World’

3,200+ experts, supervisors and cleaning engineers keeping Dubai spotless and sustainable

770 cleaning vehicles and machines are in the streets daily

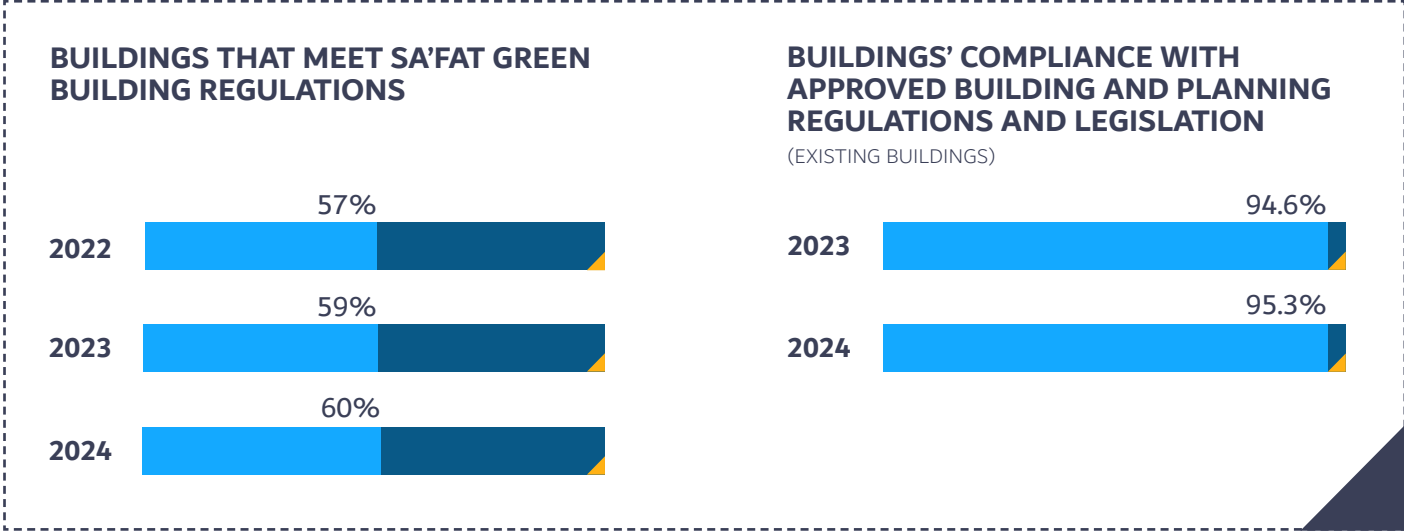
PLASTIC PACKAGING RECOVERY PROGRAM

The program implemented targeted recovery and recycling measures across the Emirate. In 2024, the program successfully recovered 14,100 kg of plastic packaging against the target of recycling 3 million plastic units, reflecting DM’s commitment to advancing circular economy practices and minimizing the environmental footprint of single-use plastics.

BUILDING SUSTAINABLE INFRASTRUCTURE

DM is enabling the transformation of the Emirate’s built environment into one that is climate-resilient, energy-efficient, and reflective of its national aspirations in line with the Dubai 2040 Urban Master Plan¹². By setting and enforcing advanced Al Sa’fat Green Building Code, DM ensures that sustainability is embedded across every stage of the building lifecycle – from initial design and permitting, to construction, retrofitting, and long-term operation.

In 2024, DM strengthened its leadership by applying green building requirements to all new permitting applications, tracking compliance, while continuing to preserve the Emirate’s urban heritage. The introduction of the new Green Building Guide offered comprehensive frameworks for retrofitting existing buildings, improving energy and water efficiency, and enhancing indoor environmental quality. These efforts ensure that residents and visitors alike experience an authentic and distinctive urban landscape

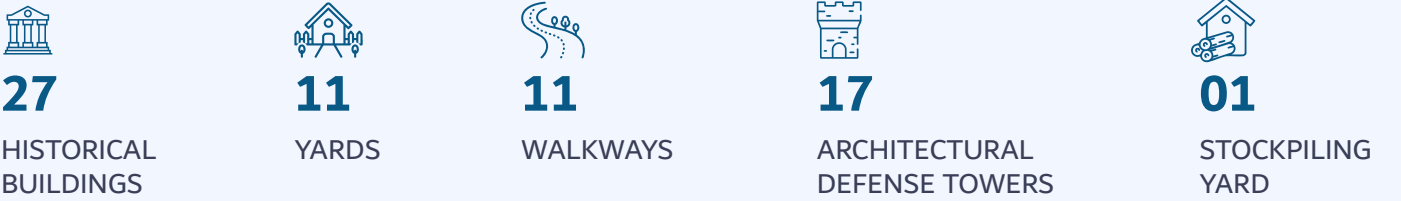


Beyond environmental performance, DM supports sustainable tourism through the restoration of historic landmarks and incorporation of traditional Emirati design elements that safeguard Dubai’s architectural and cultural identity.

CEO – Buildings Regulation and Permits Agency

¹² For more information on the Dubai 2040 Urban Master Plan, please refer to the [DM website](#).

ARCHITECTURAL HERITAGE AND ANTIQUE ASSETS PRESERVED BY DM



KEY INITIATIVES



GREEN GUIDE FOR EXISTING BUILDINGS

Established simplified and practical requirements for retrofitting existing buildings in Dubai, enabling them to meet green building standards and reduce overall environmental footprint.

OLD MUNICIPAL STREET REVITALIZATION

Aimed to preserve Dubai's heritage and architectural identity while promoting sustainable tourism by creating walkable urban spaces for an improved visitor experience, and activating adjacent markets to support local businesses.

GREEN BEAUTIFICATION OF ROADS

Completed seven new projects at AED 245 million to plant trees and enhance road aesthetics, sustainable irrigation, and ecological value along over 1.4 million m2 at key city intersections on Sheikh Zayed and Al Khail Roads. This resulted in planting 5 million seedlings of flowers and ornamental plants along with 6,500 trees.

PIONEERING RESEARCH IN 3D PRINTING FOR SUSTAINABLE CONSTRUCTION

In 2024, DM installed 3D-printed seats in Uptown Mirdif and Al Khazzan Parks and supported a comparative study analyzing the global progress of 3D printing in construction. The research identified approx. 130 3D-printed buildings, highlighting a rapid global shift toward adopting this innovative construction method. The study explored advancements in design and materials, enabling more efficient, low-waste construction processes that align with sustainability goals. It also examined the role of 3D printing in addressing housing shortages, with notable regional developments across North America, Europe, Asia-Pacific, and the Middle East. In 2024, DM issued the world's first conformity mark and guide for 3D printer concrete mixtures, supporting Decree No. (24) of 2021.

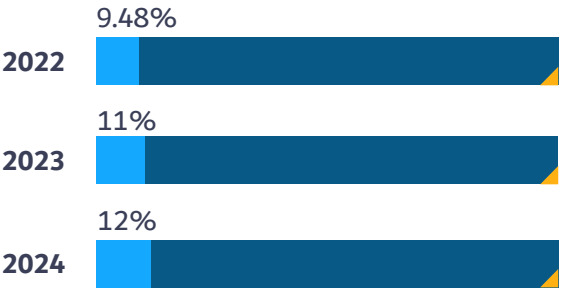


INCLUSIVE AND ACCESSIBLE BUILDINGS

To ensure inclusivity and accessibility, DM issued new legislation requiring public buildings to accommodate People of Determination (PoD) and conducted awareness programs for architects and designers. These efforts align with national decarbonization strategies, global climate goals, and Dubai's vision for a sustainable, inclusive, and culturally vibrant future. In 2024, there are more than 3130 buildings accessible for PoD¹³.



PUBLIC BUILDINGS THAT MEET THE CODE FOR THE PEOPLE OF DETERMINATION (WOSOOL)



INCLUSIVE URBAN DESIGN

Enhanced accessibility in public spaces, buildings, and beaches through innovative urban design and infrastructure that meet international standards. Features include tactile maps, smart guidance systems, and Braille handrails, serving as a model for inclusive cities worldwide.

ACCESSIBLE PUBLIC AREAS

Public parks and children's play areas are equipped with tactile maps, smart navigation aids, and emergency evacuation systems designed for PoDs. The municipality also installed the world's longest Braille handrail at Dubai Frame, providing guidance in five languages.

SAFE BEACH ACCESS

Dedicated beach access platforms, special swimming lanes, adaptive beach chairs, and accessible paths have been implemented at Jumeirah Beach 2 and Al Mamzar Beach for an inclusive and safe beach experience for PoDs.

INCLUSIVE PUBLIC BUILDINGS

Municipal buildings are being modified with Braille handrails, tactile guidance systems, and tailored emergency protocols to improve accessibility. These measures demonstrate DM's commitment to inclusive infrastructure and services.

04

A SUSTAINABLE SOCIETY

Driving Talent and Leadership Excellence
Promoting Diversity and Inclusion
Advancing Occupational Health and Safety (OHS)
Enhancing Customer Experience
Fostering Community Wellbeing
Public and Environment Safety
Parks and Recreational Facilities
Community Events and Volunteering
Biosecurity and Food Safety

MATERIAL TOPICS

Employment and human resources
Community wellbeing and social development
Occupational health and safety
Diversity, equality & non-discrimination
Customer satisfaction



DRIVING TALENT AND LEADERSHIP EXCELLENCE

GRI 2-7, 404-2

DM places its people at the heart of its progress, strengthening its workforce through innovative human capital initiatives that enhance employee experience, foster leadership potential, and build long-term organizational capability. By embedding modern tools and approaches into its HR practices, DM ensures employees are supported, engaged, and prepared to meet evolving challenges in line with the Dubai Government HR guidelines. These efforts not only improve employee satisfaction but also reinforce DM’s reputation as an employer of choice.



AI-DRIVEN RECRUITMENT

Leveraging AI for CV sorting, competency evaluation, and process tracking to ensure fair, efficient, and transparent hiring.

EMPLOYEE VALUE PROPOSITION

Enhancing employee experience through personalized support, improved communication, and stronger organizational branding to position DM as an employer of choice.

HRCOM (AI HR SUPPORT)

Deploying an AI chatbot to promptly address employee inquiries, improving satisfaction and HR efficiency.

ERSHAD PROGRAM

Offering tailored training plans with measurable outcomes to build competencies, promote accountability, and support continuous learning.

HR COMMUNICATION

Modernizing tools to share policies, updates, and knowledge, keeping employees informed, engaged, and aligned.

TRAINING AND DEVELOPMENT

GRI 3-3, 404-1, 404-2

DM continues to place strong emphasis on advancing employee capabilities through modernized learning and development systems.



In 2024, DM was recognized with the **Silver Award in the Best Customer Training Program category at the HCM Excellence Awards**, underscoring its commitment to equipping employees with skills that drive service excellence.



DM’s efforts have also been recognized at a broader organizational level, with the Municipality achieving **Elite Level** status across multiple areas, including employee training and talent development.



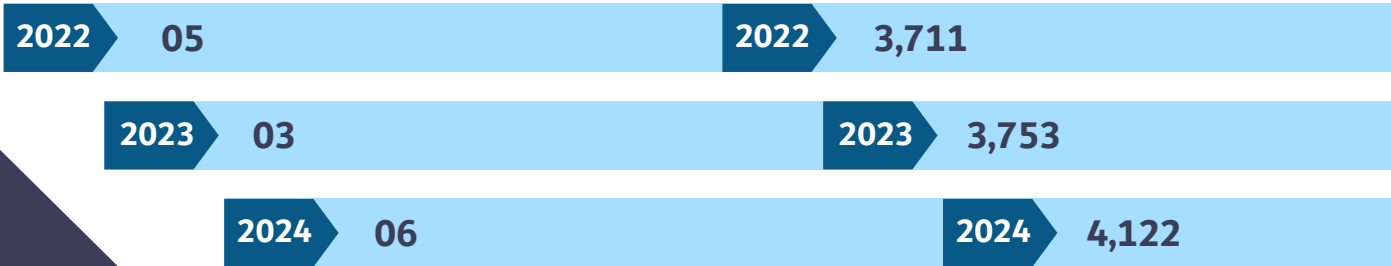
DM’s training and development initiatives are aligned with Dubai Vision 2030 and 2071, ensuring that workforce development contributes to long-term sustainability, innovation, and excellence in municipal services.

CEO - Corporate Support Services Sector

In 2024, DM doubled the number of sustainability-related trainings, driven by innovation labs that addressed emerging challenges. Moreover, DM recorded a notable improvement in training delivery, with total training hours increased by almost 10% compared to the previous year. This steady growth reflects DM’s continued investment in employee development and commitment to enhancing workforce capabilities.



NUMBER OF SUSTAINABILITY-RELATED TRAINING PROGRAMS OR WORKSHOPS CONDUCTED



TOTAL TRAINING HOURS DELIVERED

VIRTUAL REALITY (VR) SIMULATION AND TRAINING SYSTEM AT JABAL ALI STP

DM implemented the VR simulation training system to enhance operational efficiency and improve safety standards. The in-house initiative lowered training costs and enabled the establishment of a specialized STP training institute under DM's Academy. As a result, employee productivity increased, while reducing maintenance and downtime costs.



REVERSE TO GROW MENTORSHIP PROGRAM

DM launched this initiative to empower young employees to mentor senior colleagues, fostering a culture of mutual learning and bridging generational and technical knowledge gaps. Supported by DM's Academy and comprehensive training guides, the initiative promotes leadership development, innovation, and skill transfer. It also strengthens cross-generational collaboration and enhances knowledge retention for a future-ready municipal workforce.



LEARNING & DEVELOPMENT PLATFORM

DM launched a unified digital learning platform for all employees, incorporating AI, VR, augmented reality, and simulation-based techniques to enhance technical and leadership skills. Digital learning initiatives also included courses on AI Ethics in the Age of Generative AI, Agile Project Management, etc. This platform improves accessibility, training effectiveness, access to cutting-edge skills, and employee satisfaction.



PROMOTING DIVERSITY AND INCLUSION

GRI 3-3, 401-1, 401-2, 401-3, 405-1

DM continues to foster a workplace culture that values diversity and ensures equal opportunities for all employees. DM recognizes the importance of creating inclusive spaces that respect differences in gender and backgrounds while promoting cross-collaboration. The Municipality also extends this commitment beyond its workforce, embedding inclusion considerations as part of the services it provides for the community.

DM ensures that there are no differences in compensation between male and female employees, reflecting its dedication to fairness and inclusivity.

TO FURTHER SUPPORT THE ADVANCEMENT OF GENDER BALANCE, DM INTRODUCED SEVERAL MEASURES, INCLUDING:



Including female employees in succession plans, ensuring representation in leadership pipelines.



Establishing a Women's Council to address and advocate for the needs of female employees within the organization.



Launching the Women's Empowerment Guide, offering structured support for career growth.



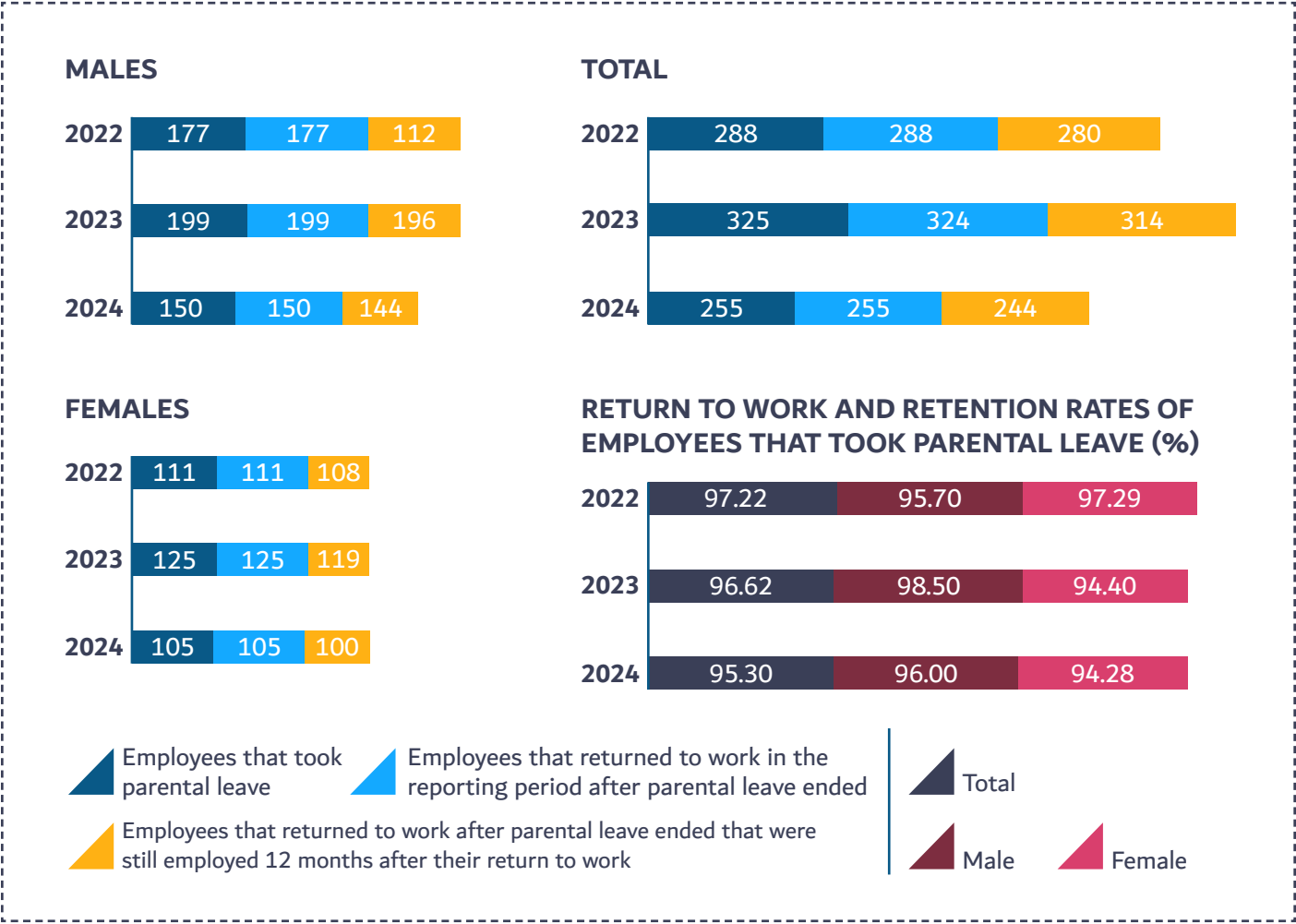
Implementing happiness initiatives designed to foster an attractive and supportive work environment.



Parental leave including three months maternity leave (extendable up to 120 days with annual/ unpaid leave) and three days paternity leave within the first month of birth, in line with applicable HR laws.



FAMILY SUPPORT



EMIRATIZATION

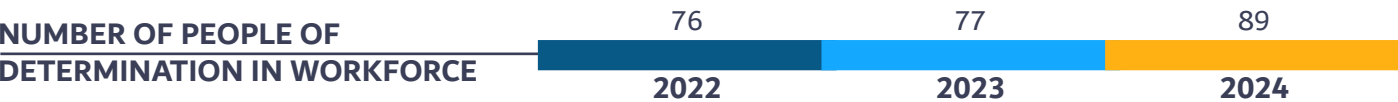
GRI 405-1

DM is firmly committed to the UAE’s national Emiratization agenda, ensuring greater representation of Emirati talent across leadership, technical, and administrative roles. This commitment is achieved through structured policies and annual initiatives designed to attract, qualify, and empower UAE Nationals. DM advances Emiratization by empowering Emirati nationals in leadership and administrative roles, and preparing them for specialized positions through diplomas, scholarships, and training. Annual initiatives embedded in the HR action plan further strengthen performance indicators and ensure the achievement of government targets.

PEOPLE OF DETERMINATION (POD)

GRI 405-1

DM remains dedicated to promoting the inclusion and empowerment of PoD both within the Municipality and across public services. DM also received the prestigious International Safety Award from the British Safety Council, affirming that its facilities and services not only meet but exceed global safety standards for all users, including People of Determination. The number of PoD within the workforce increased by 15.6% in 2024. This steady upward trend underscores DM’s dedication to providing accessible employment opportunities, fostering workplace diversity, and creating an environment where all employees can thrive.



ADVANCING OCCUPATIONAL HEALTH AND SAFETY (OHS)

GRI 3-3, 403-1, 403-2, 403-3, 403-4, 403-5, 403-6, 403-7, 403-8



DM places the health and safety of its employees and the wider community at the core of its operations. DM’s processes for hazard identification and risk assessment ensure that potential risks, ranging from workplace hazards to emergency situations, are systematically evaluated, controlled, and monitored. This integrated approach reinforces DM’s commitment to safeguarding employees, contractors, and community members while fostering a culture of safety and accountability.



GREAT PLACE TO WORK RECOGNITION

Awarded in 4 categories: Best Workplaces in UAE, Best Workplaces for Women, Best Workplaces for Parents, Best Workplaces in Public Sector.



BRITISH SAFETY AWARD

1st place in International Safety Award for outstanding achievements in OHS.



BRITISH SAFETY COUNCIL AWARDS

Seize the Opportunity Award and James Tye Award.



INTERSEC AWARDS

Distinguished Leader award in safety, security and fire protection.



WSHASIA AWARD

Distinguished Leader award for OHS solutions.



GLOBAL 200 WOMEN POWER LEADERS

Recognition of female leadership and achievements.

COMPREHENSIVE OHS TRAINING PROGRAMS

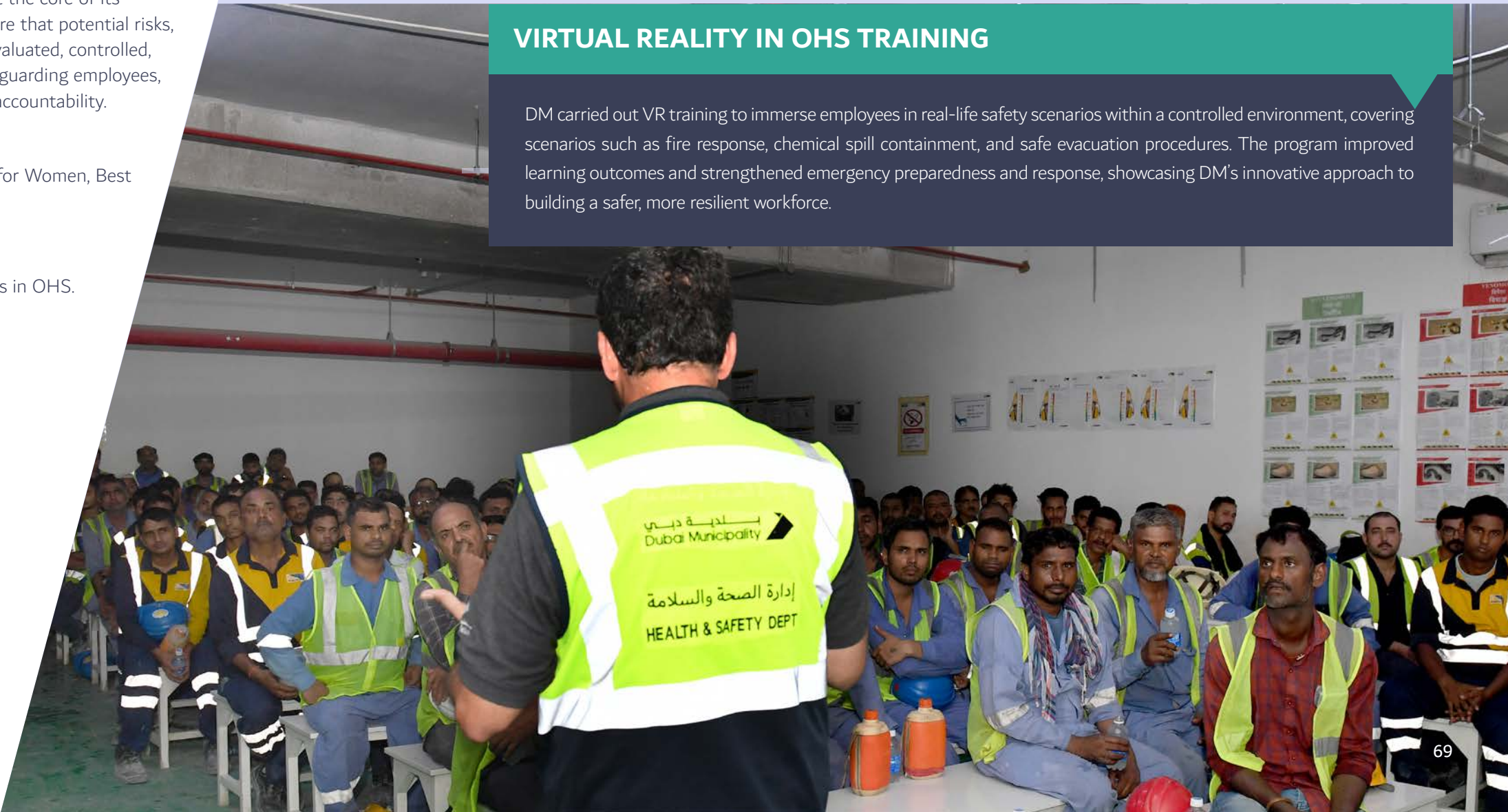
DM rolled out targeted training programs covering risks in workshops, risk assessment and hazard identification at worksites, occupational accident investigations, office environment safety, and internationally recognized certifications such as IOSH and NEBOSH. This integrated approach strengthened workplace resilience, ensured compliance with international standards, and enhanced awareness of technical staff and management of their responsibilities.

ACCREDITED OHS DIPLOMA COHORT

DM built internal capacity by equipping staff with specialized skills in risk management, workplace safety, and regulatory compliance to uphold OHS standards across all operations. In 2024, DM launched its first accredited OHS diploma cohort with graduates who are now certified to lead safety audits, compliance reviews, and risk mitigation strategies in line with international occupational safety standards and UAE regulatory frameworks.

VIRTUAL REALITY IN OHS TRAINING


DM carried out VR training to immerse employees in real-life safety scenarios within a controlled environment, covering scenarios such as fire response, chemical spill containment, and safe evacuation procedures. The program improved learning outcomes and strengthened emergency preparedness and response, showcasing DM’s innovative approach to building a safer, more resilient workforce.




ENHANCING CUSTOMER EXPERIENCE

GRI 3-3, 416-1


DM places customer happiness at the heart of its service delivery strategy. DM maintains processes that ensure customer feedback is systematically captured, monitored, and acted upon in line with the Dubai Plan. This approach is reinforced by DM’s digital strategy, which emphasizes transparency, accountability, and responsiveness in line with government-wide goals for excellence in public service.




99%
mystery shopper evaluations achieved for consistent service excellence.




94.5%
customer happiness rating by the Executive Council.




7,000
customers engaged across different stages and channels




6
mobile service happiness vehicles




150
Customer Voice Council forums held in the past three years, attended by senior leadership.




99.4% satisfaction in resolving complaints, ensuring accountability with grievance policies and mechanisms.




100%
customer happiness through intangible return from innovations.



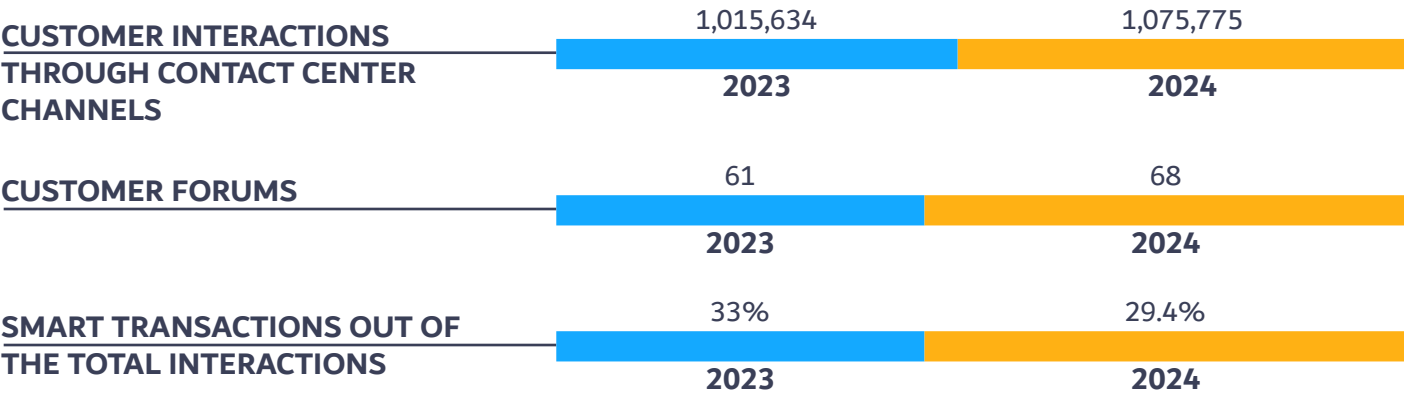
In 2024, DM achieved **autism-certified public beaches**, ensuring they are accessible and welcoming for individuals with autism and their families.



Delivered **16** key municipal services, over 1,100 completed customer transactions, and a 69% increase in service transactions compared to 2023.



DM Achieved **89.7%** Compliance with the customer happiness charter across eight indicators, reinforcing DM’s commitment to agile, responsive, and customer-focused services.



DM continued to enhance customer experience and promoting quality of life across its public services. Guided by agile policies and the Customer Happiness Charter, DM introduced initiatives that provide flexible, accessible, and customer-centric solutions.

RENOVATED CUSTOMER HAPPINESS CENTER AND LAUNCHED DRIVE-THRU UNIT

DM improved facility, enhanced privacy, and provided faster services to customers. In addition, a new Drive-Thru unit was launched, allowing customers to conveniently submit samples without leaving their vehicles, improving processing efficiency and offering more flexibility through extended service hours and reduced wait times.

HAPPINESS VEHICLE – BRINGING SERVICES CLOSER TO THE COMMUNITY

DM extended its services directly to senior citizens, PoD, and other community members for enhanced reach to bridge accessibility gaps across all segments of society.

INCLUSIVE SERVICES SHOWCASE AT ACCESSABILITIES EXPO 2024

DM highlighted showcased a range of assistive technologies and accessible solutions for PoD, including tactile maps, Braille handrails, smart guidance systems, and evacuation protocols that enhance navigation in public spaces.

COMPLAINTS RESOLUTION AND REAL-TIME TRACKING

DM strengthened its complaints resolution and real-time tracking systems through the call center and hotline, ensuring swift response and customer-focused service delivery.



FOSTERING COMMUNITY WELLBEING

GRI 3-3, 413-1, 416-2

PUBLIC SAFETY AND ENVIRONMENTAL HEALTH

DM continues to enhance public safety and environmental health by issuing proactive regulation-based guidelines through public media platforms to help residents protect themselves and their surroundings during changing weather conditions or hazardous situations.



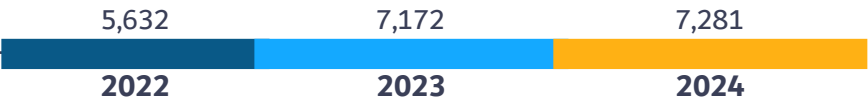
DM's efforts are reinforced by comprehensive training programs to engage the wider community, in addition to compliance audits and health and safety inspections against public health regulations.

CEO - Environment, Health and Safety Agency

COMPLIANCE OF ENVIRONMENTAL HEALTH FACILITIES WITH PUBLIC HEALTH REGULATIONS



HEALTH AND SAFETY INSPECTIONS CONDUCTED IN LABOR CITIES



WORKER HEALTH & SAFETY LECTURES

Organized 15 OHS training lectures for workers on health and safety standards in collaboration with Civil Defense and Dubai Ambulance tailored to field operations and sites.

ENVIRONMENTAL HEALTH NAVIGATOR (EH NAVIGATOR)

Launched an intelligent GIS-based remote system that monitors air and water quality in real-time to assess environmental health risks. The system proactively identifies potential hazards and enables swift interventions by streamlining field inspections and prioritizing risks.

ENVIRONMENTAL AWARENESS PROGRAMS

Engaged with more than 25,000 students through education programs and treasure hunt campaigns.

BACK-TO-SCHOOL HEALTH & SAFETY AWARENESS

Featured 6 interactive zones and workshops on health, food safety, farming, and environmental sustainability, promoting safe and sustainable lifestyles for students and parents, while showcasing DM's rigorous school inspections to ensure a healthy learning environment.



PARKS AND RECREATIONAL FACILITIES

DM continues to enhance community wellbeing by investing in parks and recreational spaces, fostering inclusivity, and providing facilities that support health, leisure, and cultural activities. These initiatives ensure that public spaces remain accessible, vibrant, and aligned with international standards.



DM's proactive approach to safeguarding public health enhanced inspection efficiency by **40%** and reduced environmental health violations by **25%**.



Applied for international accreditation from the international parks association (CAPRA).



Green Flag Award 2024 subscription renewal for al barsha pond park, al nahda pond park, and al nakheel park.



Received more than **31 million** visitors in public parks managed by DM during 2024.

COLLABORATIONS WITH

01

Deliveroo to re-develop playgrounds of Hor Al Anz Park 3.

02

Continental to re-develop Al Mankhool Stadium using recycled tires.

03

Red Bull to redevelop the basketball court in Uptown Mirdif Park.

NUMBER OF PUBLIC PARKS



TOTAL AREA COVERED BY PUBLIC PARKS (ACRES)



COMMUNITY EVENTS AND VOLUNTEERING

DM fosters strong community engagement through a wide range of events and volunteer initiatives. These efforts not only promote environmental responsibility and public hygiene but also enhance social cohesion by involving diverse groups in activities that support city-wide sustainability and well-being.

In 2024, DM organized 1,283 community events and initiatives, including entertainment, health, and sports events, as well as community celebrations, birthdays, and national occasions.

PROMOTING PUBLIC HEALTH THROUGH DUBAI FITNESS CHALLENGE

Supported more than 235,000 participants in fitness events across public parks and beaches.



EID AL-FITR PUBLIC HYGIENE ACTION PLAN

Launched a strategic action plan to manage public hygiene services, through awareness campaigns and enhanced cleaning operations.

THE MOST BEAUTIFUL GREEN FRONT YARD COMPETITION

Encouraged residents to contribute to greener neighborhoods, raising awareness of social and environmental responsibility.

INTEGRATED PLAN FOR NEW YEAR CELEBRATIONS

Deployed 2,776 personnel and 246 vehicles to manage cleanliness and public safety during citywide celebrations.

15TH UAE DOWN SYNDROME BOCCE CHAMPIONSHIP

In 2024, the Championship was hosted in Dubai with the Emirates Down Syndrome Association, uniting participants nationwide. The event promoted inclusion, awareness, and empowerment of people with Down syndrome while showcasing Dubai’s commitment to community cohesion through sports.

CHILDREN’S CITY BOOKLET

Launched the first booklet for home science experiments in cooperation with Henkel, encouraging hands-on learning and curiosity among young residents.



VOLUNTEER EVENTS FOR CITY CLEANLINESS

In September 2024, DM organized 120 community volunteering events focused on maintaining public cleanliness across the city and rolled out an ecotourism program with more than 1,500 participants.



CITYWIDE CLEANLINESS DRIVE

Over 7,000 volunteers from 136 government, semi-government, and private entities joined DM’s large-scale citywide cleanliness campaign, demonstrating strong civic participation and commitment to environmental stewardship.

SOUQ ALFREEJ

Launched in 2023 supporting Dubai’s SMEs and local businesses by offering free platforms in public parks to showcase products. Growing from 43,500 visitors in its first edition to 113,733 in 2024, it boosts entrepreneurship, community engagement, and sustainable neighborhood economies with support from the Community Development Authority.

CAMPAIGN FOR POD

Collaborated with the Community Development Authority and the Dubai Club for PoD on a campaign aimed at generating awareness and positive media momentum.

INDUSTRIAL FACILITIES AWARENESS

Delivered awareness programs to more than 1,000 participants from the private sector and industries with 100% satisfaction rate.

“HOUR WITH THE CLEANING ENGINEER” AT JEBEL ALI WILDLIFE SANCTUARY

Launched a voluntary campaign, in partnership with Drydocks World and Nabdh Al Emarat, to clean beaches and protect natural habitats.



BIOSECURITY AND FOOD SAFETY

GRI 3-3, 416-1, 417-1

DM safeguards the Emirate’s food systems through rigorous oversight, scientific research, and global collaboration. In 2024, DM advanced its food safety agenda by conducting seven scientific studies, applied recognized standards such as ISO 17020 and the UAE Food Code, and strengthened regulatory compliance through food sampling, risk-based inspections, and root-cause analysis protocols for foodborne diseases.

Key milestones included hosting the 18th Dubai International Food Safety Conference, signing a strategic MoU with Majid Al Futtaim Retail to enhance supply chain resilience, and delivering specialized training programs to equip retailers and inspectors with the skills to uphold Dubai’s high food safety standards. DM was also recognized by Lifco as the exclusive halal food testing partner.



INTERNATIONAL FOOD LOSS AND WASTE REDUCTION AWARENESS DAY

In collaboration with the Food and Agriculture Organization (FAO), DM promoted safe food systems for a sustainable future, strengthening Dubai’s food security framework, focusing on sustainable practices in food systems, and enhancing resilience against global challenges while ensuring consumer health and safety.

RAMADAN FOOD SAFETY MONITORING CAMPAIGNS

DM carried out intensive inspection and monitoring campaigns during the holy month of Ramadan, safeguarding public health and ensuring compliance with food safety standards across markets, restaurants, and retail outlets.

“MY FOOD IS SECURE” AWARENESS PROGRAM

A community-focused program that educates the public, particularly youth, on healthy lifestyle choices and the importance of reducing food waste to embed sustainable habits.

EMPOWERING LOCAL FARMERS UNDER DUBAI SOCIAL AGENDA

Through the Mazari Dubai program, DM supported Emirati farmers with technical guidance, pest control, agricultural supplies, and soil testing to promote agricultural sector competitiveness, food security and community engagement, reinforcing Emiratization beyond the urban workforce into vital rural development.



100%
Food Safety Index



100%
Food Safety Preparedness Index

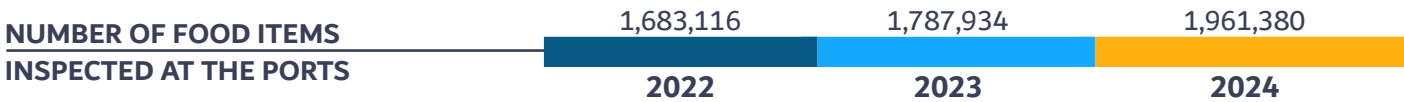


1st place in international association for food protection award for excellence in food safety testing



Tested more than 100 organic (38 locally produced, 64 imported) food samples to ensure adherence to specifications

In 2024, DM recorded a 10% increase in food inspections, reflecting stronger monitoring efforts. At the same time, food safety complaints fell by almost 2%, indicating progress in consumer protection.



CELEBRATING DUBAI’S BEST HOMEGROWN PRODUCE

DM showcased locally grown fruits and vegetables to encourage sustainable farming practices, support local farmers, promote food security, and foster consumer trust in locally sourced produce.

LEGACY OF GIVING

DM joined forces with the UAE Food Bank and Awqaf to reduce food waste and expand sustainable food re-distribution of 7 million meals during Ramadan to families in need, strengthening charitable partnerships to tackle world hunger.

ESTABLISHING A NANO-SCALE FOOD TESTING LABORATORY

DM ran pilot testing of a proactive state-of-the-art laboratory designed to detect harmful substances, toxic elements, and prohibited additives in food at the nano scale.

LAUNCH OF A FOODBORNE VIRUS TESTING LABORATORY

DM supported its food safety framework through this facility, equipped with molecular diagnostics and advanced surveillance tools. The facility strengthens outbreak prevention, rapid response, and epidemiological research ensuring Dubai remains well-prepared for public health crises.

05

A SUSTAINABLE ECONOMY

Driving Operational Excellence

Driving Quality Through Laboratory Excellence

Building Resilience Through Asset Excellence

Accelerating Innovation and Digital Transformation

Safeguarding Data and Digital Infrastructure

Customer Privacy

Embedding Sustainability in Procurement

Sustainable Supply Chain Management

Supporting Sustainable Development


MATERIAL TOPICS

Innovation & digitisation
Business ethics and compliance
Service quality




DRIVING OPERATIONAL EXCELLENCE


DM is dedicated to advancing operational excellence by integrating global foresight and national priorities into its strategy and innovation agenda. By embedding global best practices, strengthening risk management, and integrating sustainability into core operations, DM ensures resilient and future-ready systems. Alignment with the UAE Future Foresight Strategy, continual improvement, and active employee engagement remain central to this approach, enabling DM to deliver reliable public services, optimize resources, and contribute to Dubai’s long-term sustainable growth. In line with this commitment, DM achieved 10.46% expense rationalization as part of its operational excellence activities in 2024, building on earlier cost-saving initiatives through enhanced monitoring, updated circulars, benchmarking against international practices, and the adoption of an electronic rationalization system to ensure long-term stability and efficiency.



GLOBAL STANDARDS
Achieved 37 international certifications in 2024¹⁴


STRATEGIC ALIGNMENT
22 strategies, 30 initiatives, and 300+ projects updated as part of DM’s strategic plan






INTEGRATED POLICY ECOSYSTEM
28 corporate policies either created or enhanced with 40+ refined KPIs for better governance and inter-departmental synergy

PARTNERSHIPS
Engaged 6 excellence offices, 9 policy departments, and held 100+ employee awareness workshops.





RECOGNITION
Honored for municipal excellence by the **Dubai Government Excellence Program (DGEP) 2024** and recognized as most admired brand by **White Page International in Asia-GCC**.

LEADING PRACTICE

▶ **Corporate Development Accelerator 2024:**
Generated 13 high impact projects to drive innovative, scalable, future-ready services.

▶ **Agility 360 Initiative:** Proposed 62 projects, prioritizing 22 high-impact initiatives as part of the brainstorming roadmap to position DM as a forward-thinking organization.



¹⁴ These include 7 new certifications on ISO 22301 for Business Continuity, ISO 31000 for Risk Management, ISO 37000 for Governance of Organizations, ISO 37001 for Anti-Bribery, ISO 20700 for Management Consulting, ISO 44001 for Collaborative Business Relationship Management, and ISO 30401 for Knowledge Management.

DRIVING QUALITY THROUGH LABORATORY EXCELLENCE

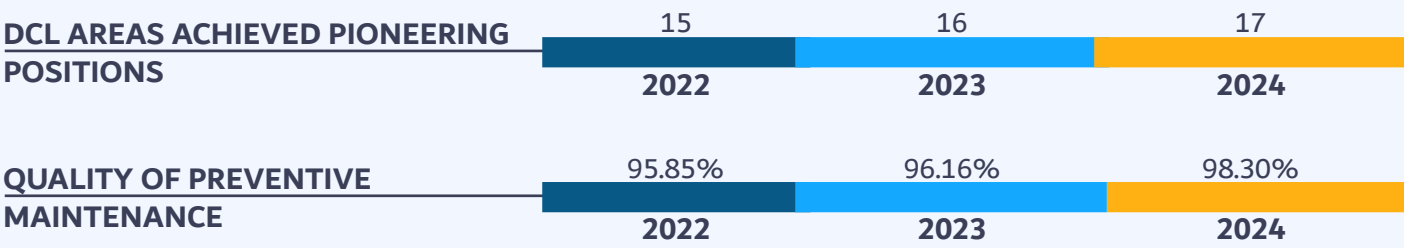
DM strengthens its laboratories as a hub of operational excellence and scientific credibility, delivering accurate testing, detailed inspection, and innovative research services that support DM’s long-term environmental and public health objectives. In 2024, Dubai Central Laboratory (DCL) continued to strengthen its performance with 6% increase in pioneering positions through active participation in international forums and adoption of innovative systems to enhance competitiveness. Preventive maintenance quality also improved by more than 2%, supported by structured training programs and enhanced preventive action plans for greater reliability of testing equipment.



100%
Compliance of IQC tests



100%
of tests passed the Proficiency Testing Program (PTP)



DUBAI CENTRAL LABORATORY KEY TESTING ACHIEVEMENTS

- 1** **Certified** by Makita International for electromechanical device testing in the region.
- 2** **Official lab** for testing military uniforms.
- 3** **Recognized by Islamic Affairs and Charitable Activities Department** for carpet & vinyl rug testing in Dubai mosques.
- 4** **Sole reference lab** for road and infrastructure testing across Dubai.
- 5** **Adopted an Intelligent Automated Robotic Analyzer**, boosting testing productivity by 650%, report issuance by 38%, and cutting turnaround from 4 days to 6 minutes.
- 6** **Launched a radiological scanning system** capable of surveying up to 200 km² using cutting-edge ionizing radiation detection.

INNOVATION IN ELECTRICAL APPLIANCE TESTING

DCL developed a patented device integrated with a digital system, boosting productivity by 35%, cutting appliance testing time by 88%, saving more than 100,000 AED, and ensuring 100% safety through full automation.

ADVANCING CALIBRATION EXCELLENCE

DCL launched the Intelligent Weight Calibration Robot, delivering a 7,149% productivity increase, 12% efficiency gain, and 50% faster service time. Complementing this, the expansion of the Inter-Comparison service transformed DCL into a national reference hub, having approved 69 government laboratories and 86 calibration reports, supporting reliable testing outcomes.

MOBILE SMART LABORATORY OUTREACH

DCL expanded its Mobile Smart Laboratory Program to enhance accessibility and public trust in safety standards by delivering real-time testing services at major events such as the Hatta Agricultural Festival, Hatta Honey Festival, Global Village, Dubai Food Festival, and Dubai World Cup, among others.

STRATEGIC PARTNERSHIPS

Signed a landmark agreement with the Mohammed bin Rashid Space Centre to test and calibrate materials for space missions. DLC conducted over 50 specialized tests on food samples intended for space use, ensuring full compliance with UAE and international food safety standards.

FIXED ASSETS CLASSIFICATION, VERIFICATION, TAGGING, AND VALUATION

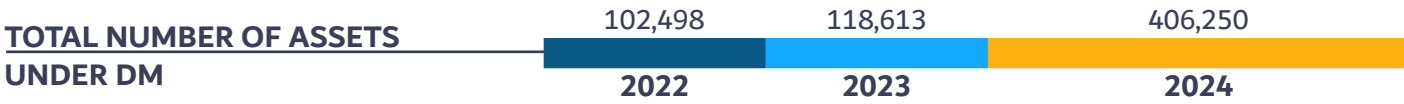
Reconciled and updated over 400,000 assets across DM's enterprise system. This project improved control over the vast asset portfolio, streamlined financial reporting, and reducing duplication for better data quality; thereby laying the foundation for lifecycle asset management. A complementary satellite imagery initiative ensured accurate classification and valuation of land assets.

ASSET MANAGEMENT STRATEGY & TRANSFORMATION - PHASE 2

Implemented a robust asset management framework aligned with ISO 55000 standards and the corporate. This multi-phase transformation program (2024-2025) enables cross-departmental decision-making, and ensures long-term asset value realization.

BUILDING RESILIENCE THROUGH ASSET EXCELLENCE

DM has significantly enhanced its asset management framework, ensuring better governance, transparency, and efficiency in tracking and utilizing municipal assets. The launch of the Asset Management System also strengthened governance oversight and financial sustainability. As a result of DM's efforts to enhance register data quality, by executing comprehensive asset count, verification, and unique classification structure, the number of recorded assets has risen to 406,250, reflecting improved visibility and completeness of the asset register.



ACCELERATING INNOVATION AND DIGITAL TRANSFORMATION

DM advanced its digital transformation journey in 2024 by strengthening its governance frameworks and adopting forward-looking policies and strategies for automation of core processes. Key policies introduced include the Digital Governance Policy, Enterprise Architecture Policy, Cloud Computing Policy, and the Data & AI Governance Policy. These were supported by strategic strategies and roadmaps such as the Digital Strategy 2022-2026, Data Strategy 2024-2026, Innovation Roadmap 2020-2027, and the Data Analytics & Business Intelligence Roadmap 2024-2026. Together, these frameworks¹⁵ ensure that DM remains aligned with global best practices in governance, technology adoption, and sustainable digital transformation.

**Automation** of asset inspection monitoring through a smart inspection platform


**Active participation** in the UAE Asset Management Institute Conference

**100%** of targeted government services digitized


**100%** reduction in paper consumption at DM level in line with Dubai Paperless Strategy

**100%** compliance with Dubai Data Law


AWARDS RECEIVED




Awarded Elite Level
for Leading Government Entity




'Best in Biz' Award
recognition for IT excellence




Architecture for Efficiency







Enterprise IT Architecture



Global Chief Enterprise Architect



IT Landscape Rationalization



Global Chief Information Officer

DIGITAL TRANSFORMATION

In 2024, the overall digital maturity of DM improved by 23% along with a 6% increase in overall process automation and with 100 additional proof of concept projects for emerging technologies. This was supported by:

DIGITAL SERVICES TRANSFORMATION

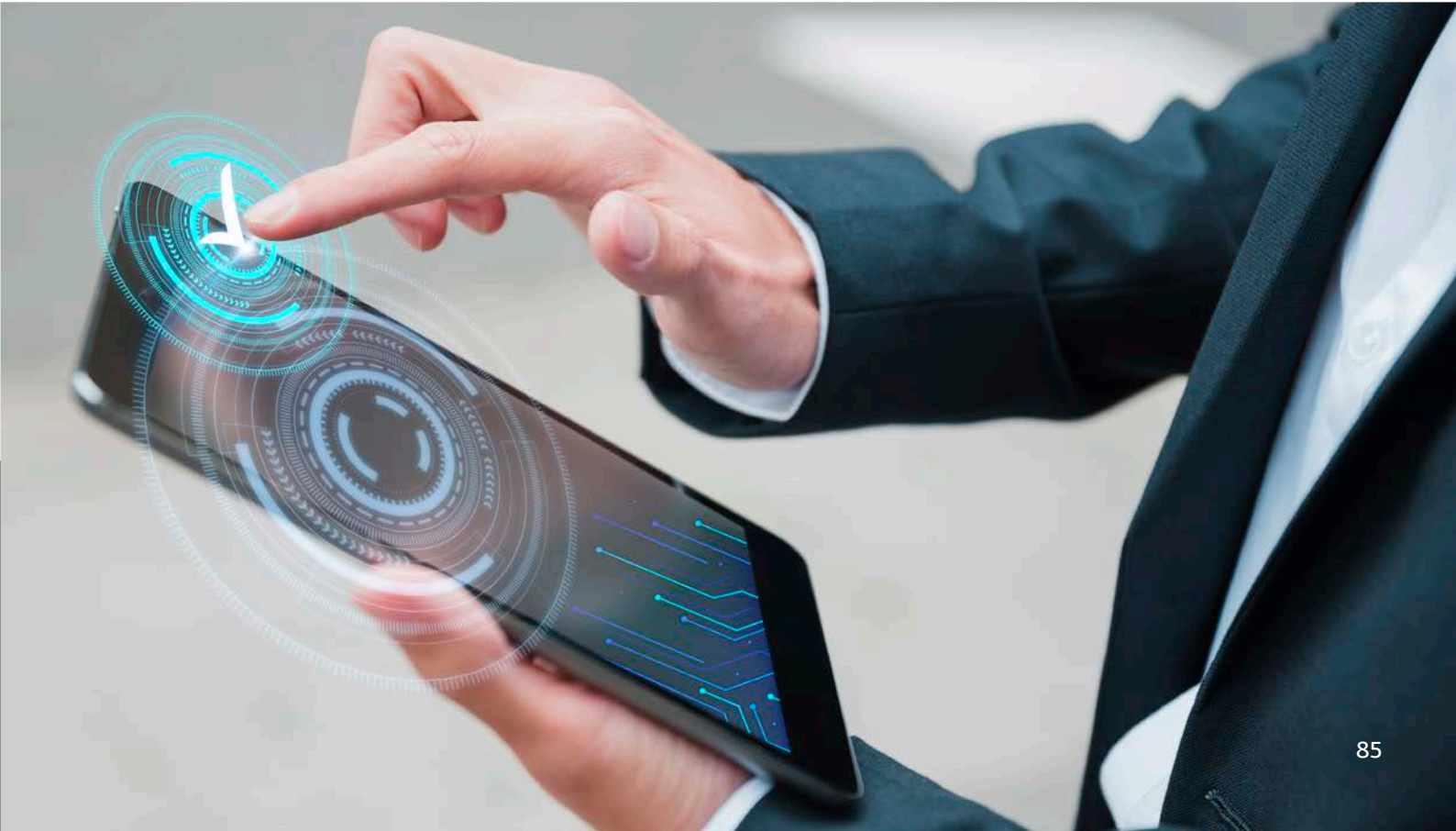
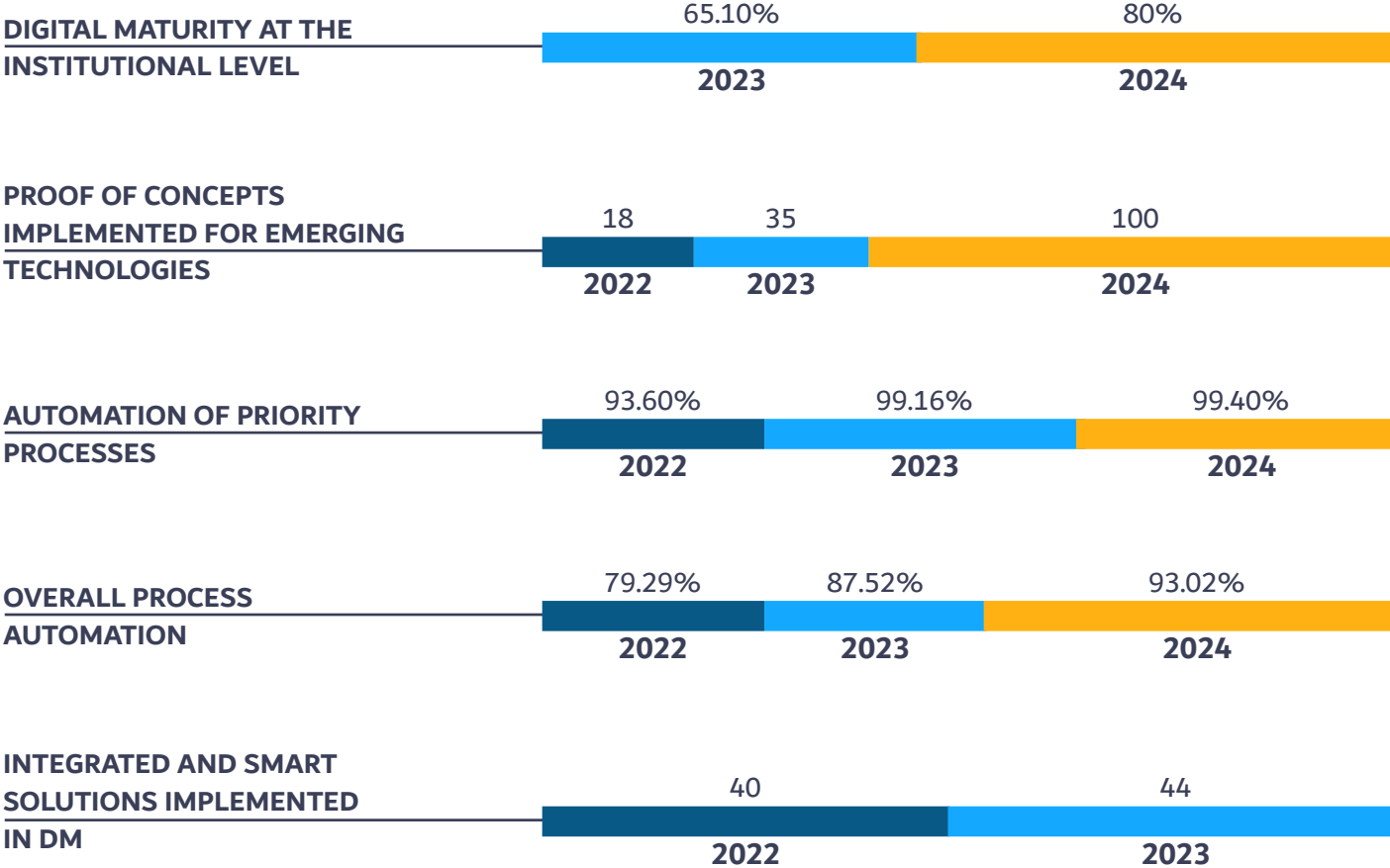
Showcased sustainable and efficient urban mobility solutions at the Intelligent Transport Systems World Congress and Big 5 Global 2024, while the GIS Center advanced digital transformation by providing ESRI (ArcGIS) licenses across all government departments, enabling smarter environmental management, urban planning, and decision-making.

DIGITAL OUTREACH & ENGAGEMENT

Strengthened public interaction and service visibility through innovative digital campaigns and platforms, ensuring better access to municipal services for residents and businesses.

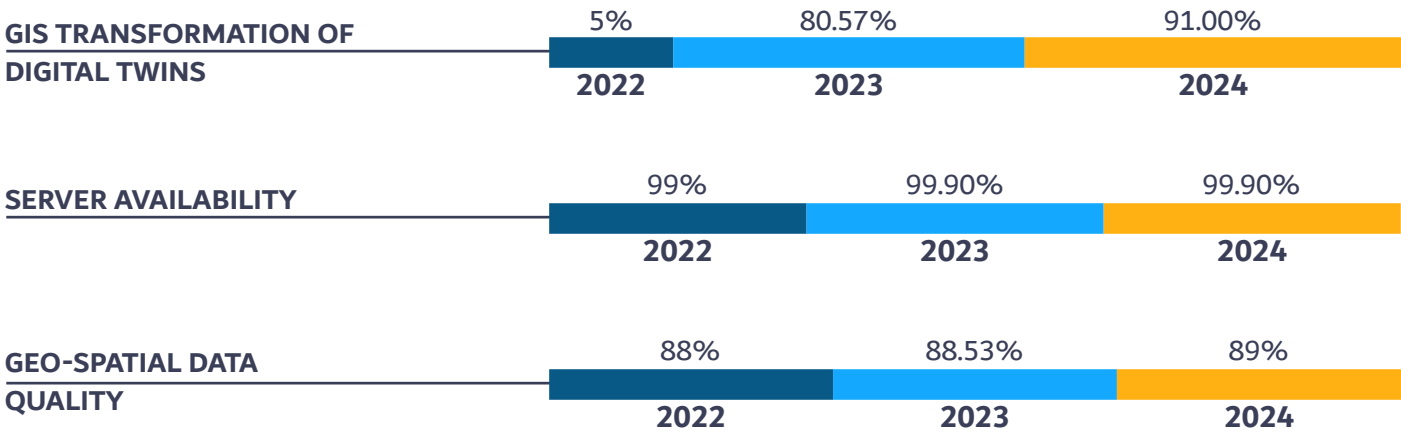
GLOBAL DIGITAL COMPETITIVENESS

Achieved high rankings in international benchmarks, reflecting DM's commitment to digital excellence and innovation leadership.



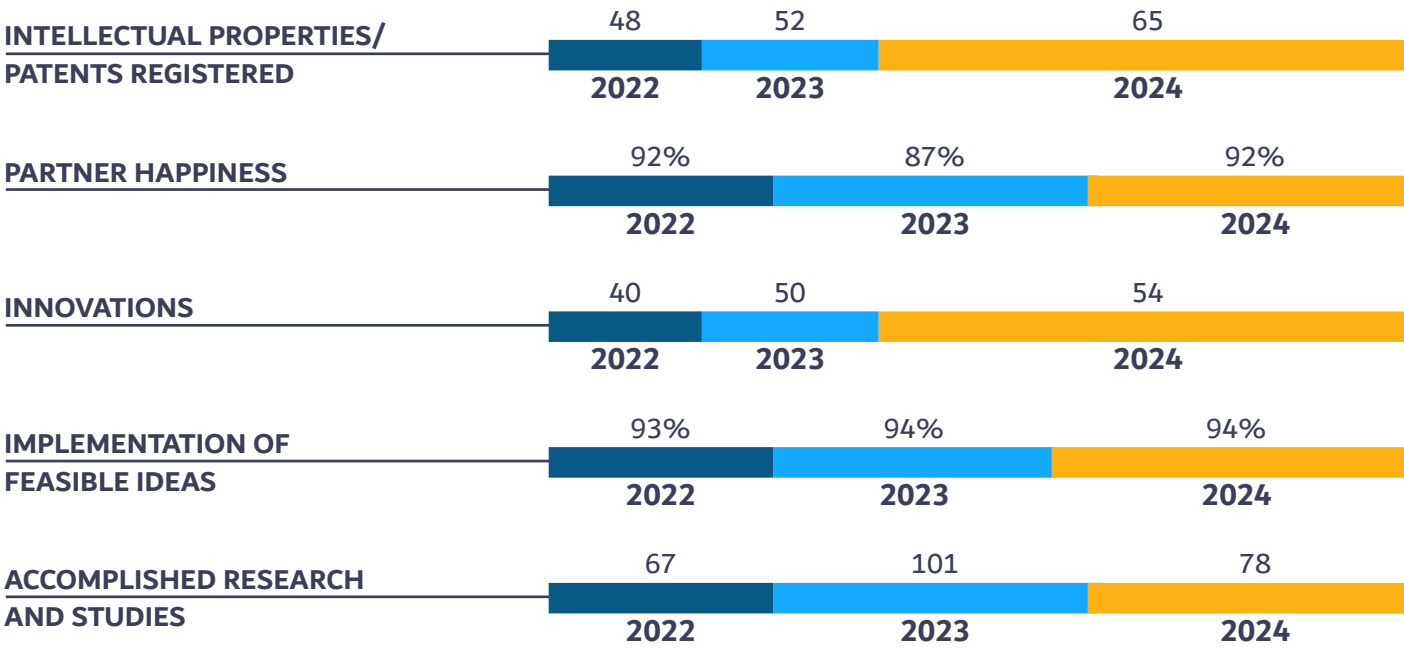
DIGITAL TRANSFORMATION

In 2024, the GIS Transformation ratio of digital twins increased by 10% accompanied by an increase in geospatial data quality, reflecting DM's progress supported by the infrastructure utility 3D Map, indoor routing data conversion, and advanced Digital Twin 3D models. Server availability remained stable at 99.9%, demonstrating robust infrastructure performance backed by the New VCF Server Deployment Project.



INNOVATION

Through smarter resource allocation and process improvements, DM achieved notable cost savings without affecting performance, reinforcing financial sustainability. At the same time, innovation remained central to its agenda, with 25% more patents registered in 2024, alongside 78 research studies and 54 innovation projects. More than 18 partnership agreements were signed with the public and private sector, while over 15 initiatives were launched under the knowledge and innovation strategy, including five digital transformation projects. These efforts not only strengthened DM's position as a future-ready municipality but also enhanced partner happiness by 5%, reflecting stronger engagement.





ENHANCED BUILDING PERMITS APP

DM launched an upgraded Dubai BPs App to streamline building permit services and enhance user experience by offering smart features as part of the digital hub for plot information, contractor evaluation, e-payments, licensing requests, and real-time tracking of transactions, reinforcing a sustainable and advanced construction sector in Dubai.

IOT TECHNOLOGIES

Deployed for smarter city management by enhancing monitoring and service delivery through a state-of-the-art command and control center. Early proof-of-concept applications reaped positive results for smart irrigation, crowd counting, and flood monitoring, reducing operation times and timely alerts for hazards.

SMART INSPECTION AND FINES SYSTEM REVAMP

DM launched a comprehensive redesign of its smart inspection and fines systems in 2024, covering 16 departments and over 74 business processes. The initiative unified more than 400 processes into a single platform, enhanced compliance, improved inspector efficiency, and provided citizens with a more streamlined and transparent inspection process.

NAQIL SYSTEM DIGITIZATION

A modernized system introduced to digitize processes and reduce the service delivery time of registering sewage tankers from 8 working hours to just 1 hour. This initiative reflects DM's commitment to operational efficiency and service excellence.

JIRA SOFTWARE IMPLEMENTATION

Introduced to improve project and performance management, enabling Agile workflows with dashboards and tracking tools that enhance transparency, improve monitoring, and strengthening enterprise agility and digital maturity.

SMART TICKETING SOLUTION

Implemented a unified ticketing system across five major parks, Dubai Frame, and Dubai Safari Park – reducing waiting times, boosting revenue, and enhancing visitor experience.

ADVANCING SMART TRANSPORT SYSTEMS

Launched the first phase of an integrated unit for metrological verification of taxi meters, covering an area of 3,459 square meters in Nad Al Hamar. This initiative supports Dubai's strategic mobility partners and reinforces agile, customer-centered public services.

PLANT MANAGEMENT SYSTEM

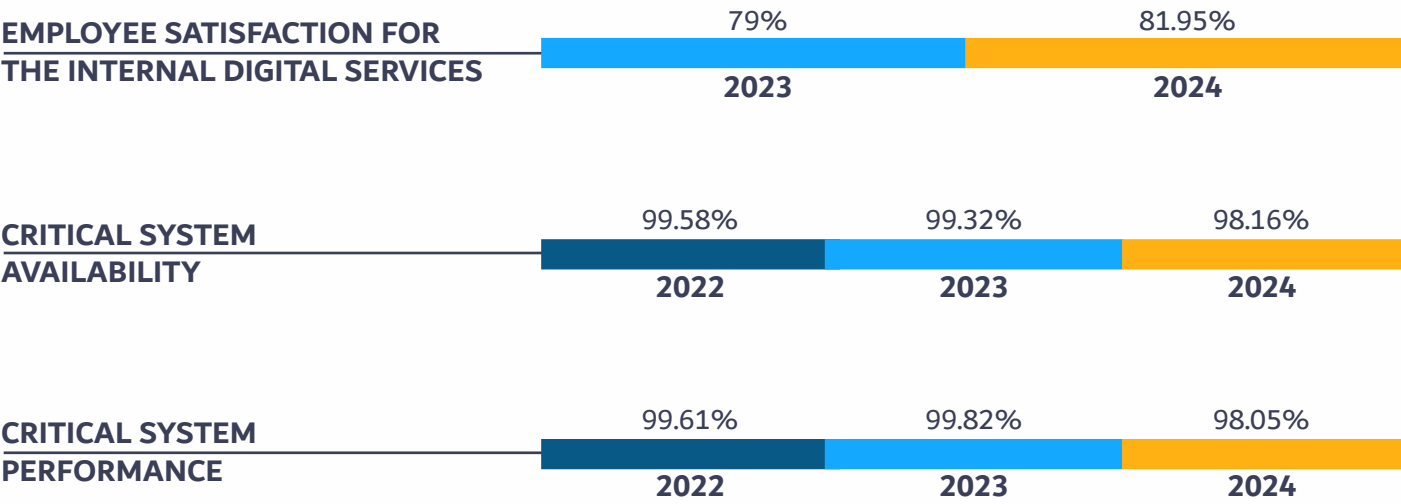
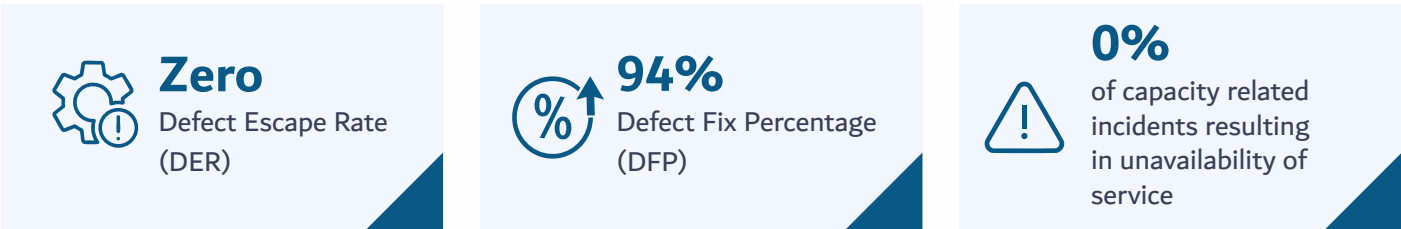
A specialized ERP solution that streamlines DM's horticultural production lifecycle, offering real-time tracking, stock management, and automated workflows across nurseries, greenhouses, and parks.

THE WILDLIFE SATELLITE TRACKING PROJECT

Monitored migration paths of endangered species, in collaboration with global conservation bodies, safeguarding biodiversity and reinforcing Dubai's role in ecological preservation.

SAFEGUARDING DATA AND DIGITAL INFRASTRUCTURE

DM is building a secure, resilient, and future-ready digital infrastructure to safeguard operations, data integrity, and service continuity. Through advanced platforms, IT modernization, and scalable solutions, DM strengthens system availability and aligns with global leading practices for business continuity and digital maturity. The IT Department has implemented an Information Security Management System (ISMS), supported by vulnerability management and data protection policies, a data loss prevention solution, and a Security Operation Center that continuously monitors internal and external threats. DM maintains robust incident response, disaster recovery, and cyber resilience practices in line with ISO 27001 and DESC ISR V3.0 requirements, while strict adherence to privacy and portal security policies ensures the protection of personal and organizational data.



CUSTOMER PRIVACY

GRI 3-3

DM places the highest priority on safeguarding customer data within its digital initiatives, ensuring full compliance with national laws and international best practices as part of its digital transformation. A robust framework of policies, technical safeguards, and awareness programs is in place to protect sensitive information and maintain customer trust.

KEY MEASURES

DATA CLASSIFICATION POLICY

Explicit customer consent required before collecting or processing personal data and all customer data is categorized as Confidential/ Secret, with strict protocols for handling, storage, and transmission to minimize unauthorized access with 100% adherence with the Dubai Data Law.

USER CONSENT AT REGISTRATION

Explicit terms and conditions on the informed use of services, alongside privacy consent, are confirmed during customer registration on DM's digital portal.

ADHERENCE TO ETHICAL AI LAW

Customer data is not used for AI models or analytics without proper consent and de-identification, aligning with UAE's Ethical AI Law.

REGULAR TRAINING AND AWARENESS



Staff receive ongoing training on data privacy and security best practices through ISMS technical awareness programs, ensuring accountability in safeguarding customer information.

DATA CENTER CO-LOCATION

DM is planning to host data in vendor-managed data centers of Tier 3 standards, ensuring scalable growth and optimized service continuity in line with government standards.

API GATEWAY PLATFORM UPGRADE

Upgrading platforms to achieve a higher availability and reliability, supporting seamless integration with external entities and system expansions.



INTEGRATING SUSTAINABILITY IN PROCUREMENT

DM continues to embed sustainability principles into its procurement practices by supporting SMEs, advancing green purchasing, and leveraging technology and innovation to drive efficiency and transparency. These efforts align procurement with the Emirate’s wider sustainability and economic development objectives.

AWARDS



In 2024, DM allocated a 31.7% of its budget on Small and Medium Enterprises (SMEs), which translated to more than AED 147 million and an 11% increase from the previous year, ranking DM 2nd among Dubai Government entities. This is largely attributed to stronger engagement with beneficiary departments, continuous awareness sessions on SME participation, and the active role of procurement officers in encouraging SMEs to participate in tenders.

DM also continued to progress in defining and expanding green purchasing requirements as well as enhancing communication on requirements, and providing better channels for resolving supplier inquiries, such as hotlines and regular meetings. As part of this effort, DM conducted 5 supplier trainings and screened 58 new suppliers against environmental criteria. All suppliers are now also required to declare the use of green materials, reinforcing DM’s drive toward sustainable procurement.


SUSTAINABLE SUPPLY CHAIN MANAGEMENT

DM advances its sustainable supply chain practices by modernizing warehouse management and optimizing resource use. In 2024, the reorganized storage operations through the consolidation of warehouses into only 5 main ones, reallocation of space, and the implementation of a modern warehouse management system, developed in coordination with Emirates Logistics.

DM also established a comprehensive warehouse management policy, reviewed its inventory and aligned warehouse procedures with the Maximo IBM system to ensure consistency, accuracy, and operational excellence across the portfolio of assets. This alignment with leading practices supported in achieving a 10% increase in its inventory turnover ratio reflecting the impact of the warehouse modernization initiatives and greater efficiency in managing inventory. DM also established an accredited warehouse for hazardous materials such as chemicals and oils.

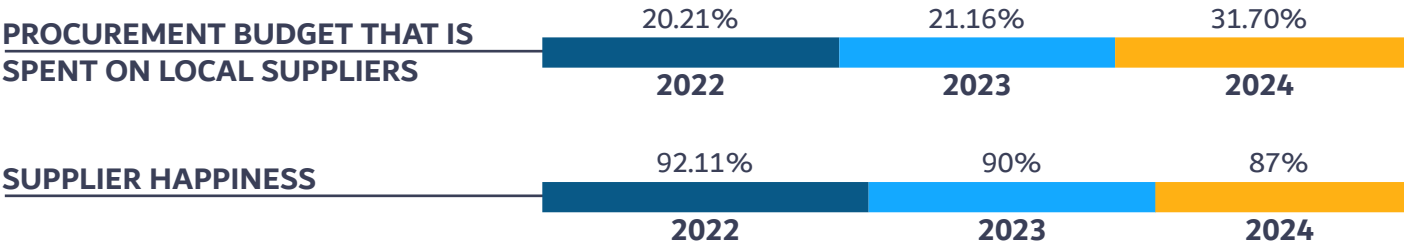


| Metric | Unit | 2022 | 2023 | 2024 |
|--------------------------|--------|------|------|------|
| Inventory turnover ratio | Number | 2.35 | 2.35 | 1.71 |



ADVANCING EMIRATI EXPERTISE IN MARINE SUSTAINABILITY


DM, in partnership with Al Khattal Boat Factory, launched a locally manufactured Smart Marine Scraper capable of collecting up to 1,000 kilograms of floating waste. Equipped with smart scanning, environmental monitoring, and a 5G remote-control network, this project showcases Emirati innovation and national expertise in locally sources sustainable marine waste management solutions.




SUPPORTING THE SUSTAINABLE DEVELOPMENT AGENDA

GRI 3-3, 203-1


DM continues to advance the wider sustainability agenda in the Emirate by driving initiatives that balance economic growth, environmental stewardship, and social well-being. DM's sustainable development is aligned with the Dubai 2040 Urban Masterplan and includes investments focused on improving quality of life, supporting economic development, and enhancing the city's public spaces to create value for residents and visitors of Dubai.




Investments in new parks and green spaces improve residents' quality of life and create indirect economic benefits by job creation, income growth, and seasonal economic activity.




Facilities and services were designed to be self-sustaining and revenue-generating, creating long-term value.




Projects were benchmarked against international best practices to attract investments and enhance competitiveness.







43
city beautification public projects (completed)




26
new parks projects (under construction)



11
parks and public space projects (in design)



100%
achievement of Investment Master Plan



100% Completion of outsourcing feasibility studies

In 2024, DM strengthened its investment framework by issuing a specialized investment governance manual and securing global accreditation in investment standards, becoming the first government entity worldwide to achieve this milestone. DM also increased its infrastructure investments by 50% compared to the previous year, embedding sustainability, strong asset governance, and greater private sector participation to enhance competitiveness in municipal projects and services. These efforts generated AED 184.5 million in additional commercial revenue through optimized asset utilization and strategic partnerships.

| | | | |
|---|-----------|-----------|-----------|
| EXTENT OF DEVELOPMENT OF SIGNIFICANT INFRASTRUCTURE INVESTMENTS | 3,422,967 | 4,054,500 | 6,193,856 |
| | 2022 | 2023 | 2024 |
| OVERALL INVESTMENT INCOME MILLION AED | 430 | 461 | 474 |
| | 2022 | 2023 | 2024 |
| APPROVED NEW INVESTMENT OPPORTUNITIES | 62 | 83 | 86 |
| | 2022 | 2023 | 2024 |
| VALUE OF DM INVESTMENTS TAKING PLACE THROUGH PPPS MILLION AED | 151 | 163 | 187 |
| | 2022 | 2023 | 2024 |
| REVENUE GROWTH RATE (THROUGH INVESTMENT) | 18.80% | 19.50% | 20.25% |
| | 2022 | 2023 | 2024 |

SUSTAINABLE TOURISM

ARABIAN TRAVEL MARKET 2024

DM highlighted its role in enhancing quality of life through accessible, sustainable public services and facilities, reinforcing Dubai's global tourism competitiveness.

HATTA SUSTAINABLE DEVELOPMENT

DM advanced eco-tourism and community infrastructure in Hatta, preserving natural and cultural assets while promoting sustainable rural growth.

SUSTAINABLE INVESTMENT

STRATEGIC INVESTMENT MAP 2024

Guided DM's investments through 8 sector specific investment roadmaps extending to 2028, ensuring resource efficiency and alignment with Dubai's development priorities, while generating revenues 3% above expectations.

INVESTMENT TERMS AND CONDITIONS GUIDE

Drafted updated technical requirements to strengthen governance of investment tenders and improve alignment with international benchmarks.



06

APPENDICES

Appendix A: GRI Content Index

Appendix B: Glossary

GRI CONTENT INDEX

| | |
|------------------|---|
| STATEMENT OF USE | Dubai Municipality has reported the information cited in this GRI content index for the period between 1 January 2024 until 31 December 2024 with reference to the GRI Standards. |
| GRI 1 USED | GRI 1: Foundation 2021 |

| GRI STANDARD | DISCLOSURE | PAGE NUMBER(S), DIRECT ANSWERS, AND REASONS FOR OMISSIONS, IF APPLICABLE |
|---------------------------------|--|--|
| GRI 2: General Disclosures 2021 | 2-1 Organizational details | 6-7 |
| | 2-2 Entities included in the organization’s sustainability reporting | 7 |
| | 2-3 Reporting period, frequency and contact point | 7 |
| | 2-4 Restatements of information | N/A |
| | 2-5 External assurance | 7 |
| | 2-6 Activities, value chain and other business relationships | 16-17 |
| | 2-7 Employees | 62 |
| | 2-9 Governance structure and composition | 16-17, 28 |
| | 2-10 Nomination and selection of the highest governance body | 28-29 |
| | 2-11 Chair of the highest governance body | 28 |
| | 2-12 Role of the highest governance body in overseeing the management of impacts | 28-30 |
| | 2-13 Delegation of responsibility for managing impacts | 28-30 |
| | 2-15 Conflicts of interest | 26-27 |
| | 2-17 Collective knowledge of the highest governance body | 16-17, 28 |
| | 2-23 Policy commitments | 31-33 |
| | 2-24 Embedding policy commitments | 31-33 |
| | 2-25 Processes to remediate negative impacts | 29-30 |
| | 2-26 Mechanisms for seeking advice and raising concerns | 26 |

| GRI STANDARD | DISCLOSURE | PAGE NUMBER(S), DIRECT ANSWERS, AND REASONS FOR OMISSIONS, IF APPLICABLE |
|---|---|--|
| | 2-27 Compliance with laws and regulations | During the reporting period, DM has complied with all relevant laws and regulations. |
| | 2-28 Membership associations | 38-39 |
| | 2-29 Approach to stakeholder engagement | 33 |
| | 2-30 Collective bargaining agreements | Collective bargaining agreements are illegal in the UAE. |
| GRI 3: Material Topics 2021 | 3-1 Process to determine material topics | 33 |
| | 3-2 List of material topics | 33 |
| MATERIAL TOPICS | | |
| GRI 200 ECONOMIC STANDARD SERIES | | |
| INDIRECT ECONOMIC IMPACTS | | |
| GRI 3: Material Topics 2021 | 3-3 Management of material topics | 94-95 |
| GRI 203: Indirect Economic Impacts 2016 | 203-1 Infrastructure investments and services supported | Confidentiality restrictions: As a government entity, Dubai Municipality ensures that this information remains undisclosed in the public domain in order to safeguard the privacy and confidentiality of all stakeholders and individuals concerned. However, certain information has been disclosed in Pg 94 to 95. |
| | 203-2 Significant indirect economic impacts | Confidentiality restrictions: As a government entity, Dubai Municipality ensures that this information remains undisclosed in the public domain in order to safeguard the privacy and confidentiality of all stakeholders and individuals concerned. |
| ANTI-CORRUPTION | | |
| GRI 3: Material Topics 2021 | 3-3 Management of material topics | 26, 31 |
| GRI 205: Anti-corruption 2016 | 205-1 Operations assessed for risks related to corruption | 27, 29, 31 |
| | 205-3 Confirmed incidents of corruption and actions taken | 26 |
| ANTI-COMPETITIVE BEHAVIOR | | |
| GRI 206: Anti-competitive Behavior 2016 | 206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices | Confidentiality restrictions: As a government entity, Dubai Municipality ensures that this information remains undisclosed in the public domain in order to safeguard the privacy and confidentiality of all stakeholders and individuals concerned. |



| GRI STANDARD | DISCLOSURE | PAGE NUMBER(S), DIRECT ANSWERS, AND REASONS FOR OMISSIONS, IF APPLICABLE |
|--|---|--|
| GRI 300 ENVIRONMENTAL STANDARDS SERIES | | |
| ENERGY | | |
| GRI 3: Material Topics 2021 | 3-3 Management of material topics | 44-48 |
| GRI 302: Energy 2016 | 302-1 Energy consumption within the organization | 46 |
| | 302-4 Reduction of energy consumption | 46 |
| | 302-5 Reductions in energy requirements of products and services | 44-48 |
| | | |
| WATER AND EFFLUENTS | | |
| GRI 3: Material Topics 2021 | 3-3 Management of material topics | 49-51 |
| GRI 303: Water and Effluents 2018 | 303-1 Interactions with water as a shared resource | 49-50 |
| | 303-2 Management of water discharge-related impacts | 50 |
| | 303-4 Water discharge | 50 |
| | | |
| | 303-5 Water consumption | 49 |
| BIODIVERSITY | | |
| GRI 3: Material Topics 2021 | 3-3 Management of material topics | 51-53 |
| GRI 304: Biodiversity 2016 | 304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas | 51 |
| | 304-3 Habitats protected or restored | 51, 53 |
| | | |
| EMISSIONS | | |
| GRI 3: Material Topics 2021 | 3-3 Management of material topics | 44-45 |
| GRI 305: Emissions 2016 | 305-1 Direct (Scope 1) GHG emissions | 45 |
| | 305-2 Energy indirect (Scope 2) GHG emissions | 45 |
| | 305-5 Reduction of GHG emissions | 45 |
| | | |
| | 305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions | 45 |

| GRI STANDARD | DISCLOSURE | PAGE NUMBER(S), DIRECT ANSWERS, AND REASONS FOR OMISSIONS, IF APPLICABLE |
|--------------------------------------|--|--|
| WASTE | | |
| GRI 3: Material Topics 2021 | 3-3 Management of material topics | 54-56 |
| GRI 306: Waste 2020 | 306-1 Waste generation and significant waste-related impacts | 55 |
| | 306-2 Management of significant waste-related impacts | 54-56 |
| | 306-3 Waste generated | 55 |
| | | |
| | 306-4 Waste diverted from disposal | 55 |
| | 306-5 Waste directed to disposal | 55 |
| GRI 400 SOCIAL STANDARDS SERIES | | |
| EMPLOYMENT | | |
| GRI 3: Material Topics 2021 | 3-3 Management of material topics | 65-66 |
| GRI 401: Employment 2016 | 401-1 New employee hires and employee turnover | 65 |
| | 401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees | 65 |
| | | |
| | 401-3 Parental leave | 65-66 |
| TRAINING AND EDUCATION | | |
| GRI 3: Material Topics 2021 | 3-3 Management of material topics | 63 |
| GRI 404: Training and Education 2016 | 404-1 Average hours of training per year per employee | 63 |
| | 404-2 Programs for upgrading employee skills and transition assistance programs | 63-64 |
| | 404-3 Percentage of employees receiving regular performance and career development reviews | Confidentiality restrictions: As a government entity, Dubai Municipality ensures that this information remains undisclosed in the public domain in order to safeguard the privacy and confidentiality of all stakeholders and individuals concerned. |
| | | |
| OCCUPATIONAL HEALTH AND SAFETY | | |
| GRI 3: Material Topics 2021 | 3-3 Management of material topics | 68-69 |



| GRI STANDARD | DISCLOSURE | PAGE NUMBER(S), DIRECT ANSWERS, AND REASONS FOR OMISSIONS, IF APPLICABLE |
|---|---|--|
| GRI 403: Occupational Health and Safety 2018 | 403-1 Occupational health and safety management system | 68-69 |
| | 403-2 Hazard identification, risk assessment, and incident investigation | 68-69 |
| | 403-3 Occupational health services | 68-69 |
| | 403-4 Worker participation, consultation, and communication on occupational health and safety | 68-69 |
| | 403-5 Worker training on occupational health and safety | 68-69 |
| | 403-6 Promotion of worker health | 68-69 |
| | 403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships | 68-69 |
| | 403-8 Workers covered by an occupational health and safety management system | 100% of all workers are covered by DM's OHS management system |
| DIVERSITY, EQUALITY & NON-DISCRIMINATION | | |
| GRI 3: Material Topics 2021 | 3-3 Management of material topics | 65, 67 |
| GRI 405: Diversity and Equal Opportunity 2016 | 405-1 Diversity of governance bodies and employees | 65, 67, 68 |
| GRI 406: Non-discrimination 2016 | 406-1 Incidents of discrimination and corrective actions taken | Confidentiality restrictions: As a government entity, Dubai Municipality ensures that this information remains undisclosed in the public domain in order to safeguard the privacy and confidentiality of all stakeholders and individuals concerned. |
| LOCAL COMMUNITIES | | |
| GRI 3: Material Topics 2021 | 3-3 Management of material topics | 72-75 |
| GRI 413: Local Communities 2016 | 413-1 Operations with local community engagement, impact assessments, and development programs | 72-75 |
| CUSTOMER HEALTH AND SAFETY | | |
| GRI 3: Material Topics 2021 | 3-3 Management of material topics | 70-71, 76-77 |

| GRI STANDARD | DISCLOSURE | PAGE NUMBER(S), DIRECT ANSWERS, AND REASONS FOR OMISSIONS, IF APPLICABLE |
|--|---|--|
| GRI 416: Customer Health and Safety 2016 | 416-1 Assessment of the health and safety impacts of product and service categories | 70-71, 76-77 |
| | 416-2 Incidents of non-compliance concerning the health and safety impacts of products and services | 72 |
| MARKETING & LABELING | | |
| GRI 3: Material Topics 2021 | 3-3 Management of material topics | 76-77 |
| GRI 417: Marketing & Labeling | 417-1 Requirements for product and service information and labeling | 76-77 |
| | 417-2 Incidents of non-compliance concerning product and service information and labeling | Confidentiality restrictions: As a government entity, Dubai Municipality ensures that this information remains undisclosed in the public domain in order to safeguard the privacy and confidentiality of all stakeholders and individuals concerned. |
| | 417-3 Incidents of non-compliance concerning marketing communications | Confidentiality restrictions: As a government entity, Dubai Municipality ensures that this information remains undisclosed in the public domain in order to safeguard the privacy and confidentiality of all stakeholders and individuals concerned. |
| CUSTOMER PRIVACY | | |
| GRI 3: Material Topics 2021 | 3-3 Management of material topics | 91 |
| GRI 418: Customer Privacy 2016 | 418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data | Confidentiality restrictions: As a government entity, Dubai Municipality ensures that this information remains undisclosed in the public domain in order to safeguard the privacy and confidentiality of all stakeholders and individuals concerned. |



GLOSSARY

| ACRONYM / ABBREVIATION | EXPANSION |
|------------------------|--|
| 3D | Three-dimensional |
| AED | Arab Emirates Dirham |
| AI | Artificial Intelligence |
| ArcGIS | Arc Geographic Information System |
| BCM | Business Continuity Management |
| BIG | Business Intelligence Group |
| BP | Building Permit |
| BSI | British Standards Institution |
| C&D | Construction and Demolition |
| CAPRA | Commission for Accreditation of Park and Recreation Agencies |
| CAS | Carbon Abatement Strategy |
| CEO | Chief Executive Officer |
| CO(2) | Carbon Dioxide |
| COP | Conference of the Parties |
| COSO | Committee of Sponsoring Organizations |
| DCL | Dubai Central Laboratory |
| DCLD | Dubai Central Laboratory Department |
| DESC | Dubai Electronic Security |
| DEWA | Dubai Electricity and Water Authority |
| DFP | Defect Fix Percentage |
| DGEP | Dubai Government Excellence Program |
| DM | Dubai Municipality |
| DSCE | Dubai Supreme Council of Energy |
| DSM | Demand Supply Management |
| EH | Environmental Health |
| ERM | Enterprise Risk Management |
| ESRI | Environmental Systems Research Institute |
| EV | Electric Vehicle |
| E-waste | Electronic Waste |
| FAO | Food and Agriculture Organization |
| GEEF | Global Energy & Environment Foundation |
| GHG | Green House Gas |
| GIS | Geographic Information System |
| GRC | Governance, Risk, and Compliance |
| GRI | Global Reporting Initiative |
| HCM | Human Capital Management |
| HR | Human Resources |

| ACRONYM / ABBREVIATION | EXPANSION |
|------------------------|--|
| IBM | International Business Machines Corporation |
| IOSH | Institution of Occupational Safety and Health |
| ISMS | Information Security Management System |
| ISO | International Organisation for Standardisation |
| ISR | Information Security Regulation |
| IT | Information Technology |
| IWRMS | Integrated Water Resource Management Strategy |
| kg | Kilogram |
| km | kilometer |
| KPI | Key Performance Indicator |
| kWh | Killo watt-hour |
| MoCCAE | Ministry of Climate Change and Environment |
| MoU | Memorandum of Understanding |
| MW | megawatt |
| MWh | megawatt-hour |
| NCEMA | National Emergency, Crisis and Disaster Management Authority |
| NEBOSH | National Examination Board in Occupational Safety and Health |
| No(x) | Nitrogen Oxide |
| NRS | Natural Resources Sector |
| OHS | Occupational Health and Safety |
| PM | Particulate Matter |
| PoD | People of Determination |
| PTP | Proficiency Testing Program |
| SCADA | Supervisory Control and Data Acquisition |
| SDG | Sustainable Development Goal |
| SME | Small and Medium Enterprises |
| So(x) | Sulphur Oxide |
| STP | Sewage Treatment Plant |
| tCO(2)e | Tonnes of carbon dioxide equivalent |
| UAE | United Arab Emirates |
| UN | United Nations |
| VCF | Variant Call Format |
| VOC | Volatile Organic Compounds |
| VR | Virtual Reality |
| WtE | Waste to Energy |
| WWMC | Warsan Waste Management Center |



**MAKING DUBAI MORE
SUSTAINABLE EVERY DAY.**

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