

# Sustainability Report 2022





**His Highness Sheikh Mohammed bin Rashed Al-Maktoum**

Vice President, Prime Minister and Ruler of Dubai



**His Highness Sheikh Hamdan bin Mohammed bin Rashed Al-Maktoum**

Crown Prince of Dubai, Chairman of the Executive Council



**His Highness Sheikh Maktoum bin Mohammed bin Rashed Al-Maktoum**

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



# About the Report

GRI 2-2, 2-3, 2-4

The Sustainability Report provides a view on commitments and progress towards improving environmental, social, and economic impacts and other sustainability-related programmes, achievements, and performance. Moreover, it delves into the integration of sustainability within DM's operations and the management approach to address the material topics that impact the business and stakeholders. The report's content is structured into three segments, aligning with the pillars of sustainability: environment, society, and economy.

## SCOPE & BOUNDARY

This report showcases Dubai Municipality's sustainability performance across its operations in the Emirate of Dubai. Unless specified, data pertaining to subsidiaries, clients, external contractors, and suppliers are not included.

This report covers the period from 1 January 2022 to 31 December 2022 unless otherwise indicated. Information and data from previous years are provided where relevant and helpful.

## REPORTING FRAMEWORKS

This report was prepared with reference to the GRI 2021 Sustainability Reporting Standards (See GRI content index for full details). Moreover, the report was aligned with the United Nations Sustainable Development Goals (SDGs) to showcase DM's contribution and active role in advancing the SDGs and supporting the national ambitions and strategies, including the UAE Vision 2030, the UAE Green Agenda 2030 and the UAE Net Zero by 2050.

## INTERNAL CONTROLS & DATA VALIDATION

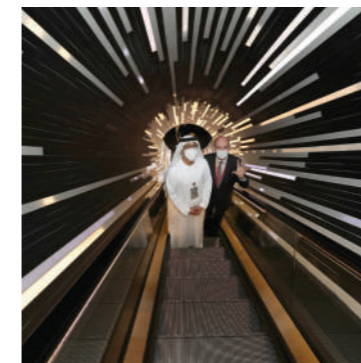
All the data presented in this report reflects the most up-to-date, internally verified information unless stated otherwise. All information has been subject to rigorous internal validation, including data reviews by internal subject matter experts. An internal assurance process was followed in which internal stakeholders revised and approved content relevant to their respective departments.

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حكومة دبي  
GOVERNMENT OF DUBAI

GOVERNMENT OF DUBAI

800900

بلدية دبي  
Dubai Municipality



لا تمارس عملك كموظف، بل مارسه  
كقائد يحب وطنه، وكصانع يعشق  
صنعته، وكفنان يبدع فنه

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



# 01

## Introduction

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# The Director General's message



“Environmental sustainability is not merely an objective; it is a responsibility that we have towards future generations.”

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

Under the guidance and wise leadership of His Highness Sheikh Mohammed bin Rashid Al Maktoum and his unwavering commitment to sustainability, Dubai Municipality is delighted to present the inaugural Dubai Municipality Sustainability Report 2022, fully compliant with Global Reporting Initiative (GRI) standards.

This report highlights the Municipality's remarkable achievements and strides in sustainability during this period, reaffirming our dedication to fostering a sustainable and thriving future for Dubai. Through strategic planning, objectives, and operational pillars, Dubai Municipality continually enhances Dubai's sustainability by embracing innovation and implementing measures to manage environmental, social, and economic performance effectively.

Additionally, the report emphasizes Dubai Municipality's significant role in advancing the global sustainable development agenda, aligning with initiatives such as the Sustainable Development Goals (SDGs), national frameworks, strategies, and policies. This includes 'We the UAE 2031' vision, 'UAE Green Agenda 2030', and 'UAE Net Zero by 2050' strategic initiative.

Throughout 2022, Dubai Municipality achieved significant milestones in the realm of sustainability, reinforcing Dubai's position as a leading sustainable city globally. Notably, Dubai Municipality successfully participated in the implementation of various initiatives aimed at enhancing energy efficiency, managing waste and sewage comprehensively, and through flagship projects like the waste-to-energy centre, the biogas to energy project, the Dubai Deep Tunnel Stormwater System, among others. This showcases the collaborative efforts and unwavering dedication of the Dubai Municipality team and our steadfast commitment to sustainable practices.

Following the successful completion of its strategic plan for the 2016-2021 period, the Municipality has commenced the implementation of 2022-2026 strategic plan, which serves as an effective tool for propelling sustainable growth across the emirate. Through this new plan, the Municipality aims to bolster leadership, foster innovation, adhere to corporate governance principles, and maximize resource optimization. The goal is to plan, manage, and safeguard Dubai's sustainability while delivering exceptional municipal services to enhance the quality of life of residents. All these efforts are aligned with the vision and ambitions of Dubai and its rapid expansion.

Dubai Municipality remains committed to advancing sustainable development, highlighting its achievements, sharing insights with global leaders, forging strategic partnerships, and contributing to international climate change mitigation efforts.

In conclusion, this inaugural sustainability report underscores Dubai Municipality's commitment to sustainable development and responsible resource management, setting a benchmark for future cities. We affirm our dedication to realizing our vision of becoming a premier municipal entity for a global city, advancing our environmental and social endeavors while continually enhancing sustainability across various sectors. This aligns with the vision of His Highness Sheikh Mohammed bin Rashid Al Maktoum for Dubai to be a leading global hub and the most sustainable every day.

**Eng. Dawood Abdul Rahman Al-Hajri**  
Director General of Dubai Municipality

KEY HIGHLIGHTS

**4 awards**

Obtaining four gold awards from Energy Globe Award

**1st locally**

In launching a digital platform to encourage sustainable ecotourism in natural reserve areas



**1st globally**

Dubai is globally ranked first in the environmental cleanliness satisfaction index

**3rd globally**

Dubai globally ranked third in the ease of obtaining construction permits index

**Top 3**

The Dubai Municipality contact centre is among the top 3 call centres in the Dubai government

**1,556**

Buildings converted into a three-dimensional building



**42**

Number of intellectual properties

**25%**

Increase in the designated lands for educational and health facilities

**3.5 thousand**

Newly licensed buildings that meet green building requirements

**+2.4 thousand**

Existing accessible buildings for people with disabilities requirements



**108 thousand**

Inspection visits to buildings

**241 thousand**

Building inspection reports

**68 thousand**

Inspection visits for food organizations



**2.5 million**

Food items inspected at the ports

**195**

Public parks in Dubai



**22.5 million**

Visitors to public parks

**89.13%**

Marine water quality index percentage

**94 thousand**

Inspections and visits for environmental sustainability



**95.34%**

Air quality index percentage according to Federal Standards

**96%**

Soil quality index percentage

**155 thousand**

Tons of solid waste converted into organic fertiliser

**47 million**

Plants and seedling were produced



**180 thousand**

Trees were planted

**45 million**

Flowers planted annually

**100%**

Treated water

**24 million**

Gallons of collected and processed food oils and fats waste



**4,600 km**

The length of water drainage networks

**137 thousand**

Veterinary laboratory tests

**+43 thousand**

Regulatory visits on public health and safety



**1.8 million**

Veterinary therapeutic services provided to prevent the transmission of diseases from animals to humans

**773 thousand**

Imported animals through Dubai ports that have been inspected

# Dubai Municipality's Journey



# About Dubai Municipality


GRI 2-1, 2-6, 2-7

Dubai Municipality has a long history, stretching back to 1954. Its story commenced with just seven employees operating from a single room, with simple responsibilities to uphold the city's cleanliness. Over the years, Dubai Municipality has undergone significant development, expanding its scope and assuming multifaceted roles. The organisation has grown in tandem with the expansion of the Emirate of Dubai. Its growth has been steady since its inception and now enjoys the efforts of more than 11,400 employees working in over 40 departments and 172 sections. Today, Dubai Municipality is considered one of the largest governmental institutions in terms of services rendered and projects executed. Dubai Municipality is a leading driver of the growth and evolution of the Emirate of Dubai and plays a central role in the development process of the city.

Dubai Municipality provides municipal services to a diverse population in Dubai, with jurisdiction over city services, including waste management, health and safety, urban planning, and supervision of construction services. It is also responsible for the environmental protection, improvement, and conservation of facilities, including beaches, public parks, and public markets. As well as regulating and ensuring international quality and health & safety standards in construction and building materials, food and consumable items, professional services in laboratory certification, and accreditation. It also plays an instrumental role in maintaining the emirate's architectural heritage through many projects aimed at reviving and preserving the cultural landmarks of Dubai.

## MISSION, VISION AND VALUES


### VISION

 A pioneering municipality for a global city.

### MISSION

 Plan, run and ensure the city's sustainability by providing pioneering municipal services to support people's happiness and achieving Dubai's vision.

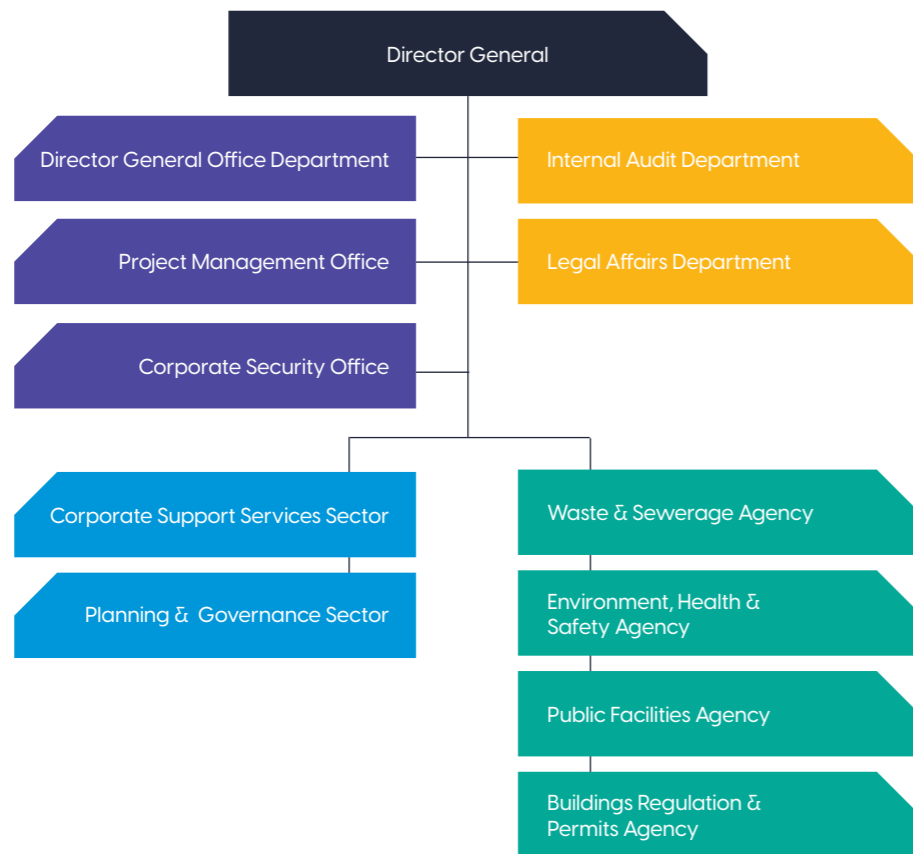
### VALUES

-  Competitiveness
-  Proactivity
-  Positivity
-  Collaboration

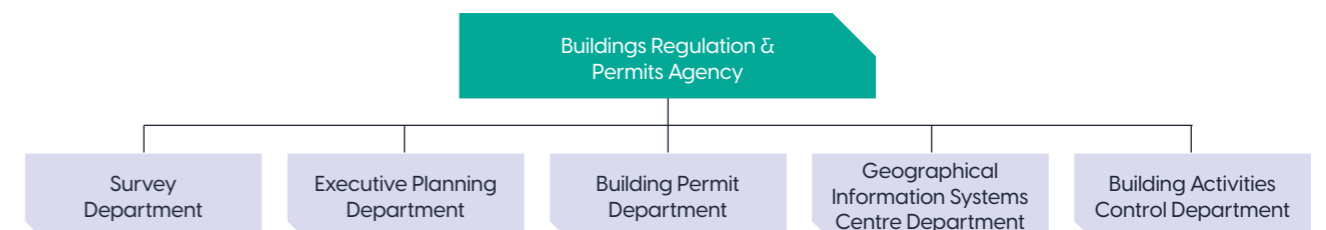
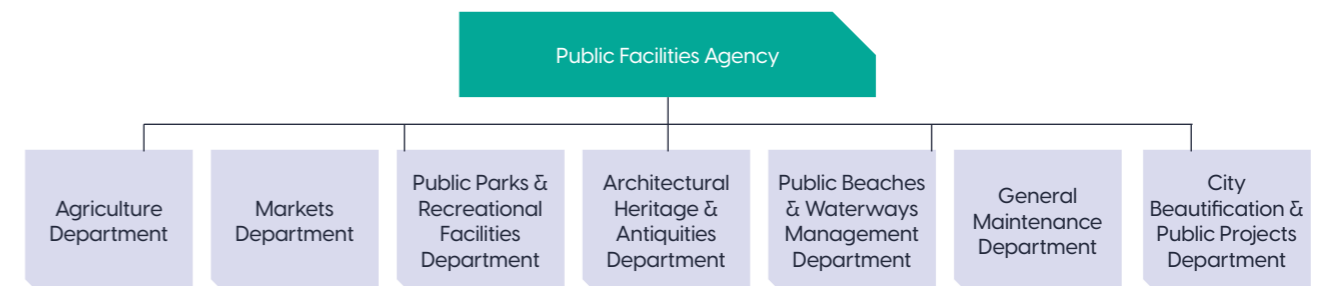
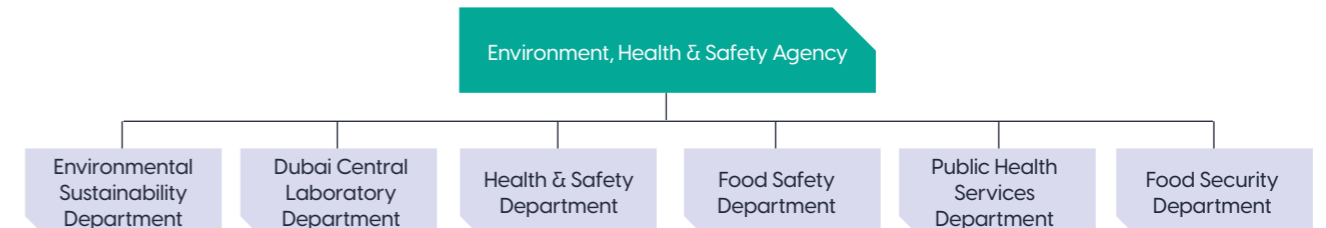
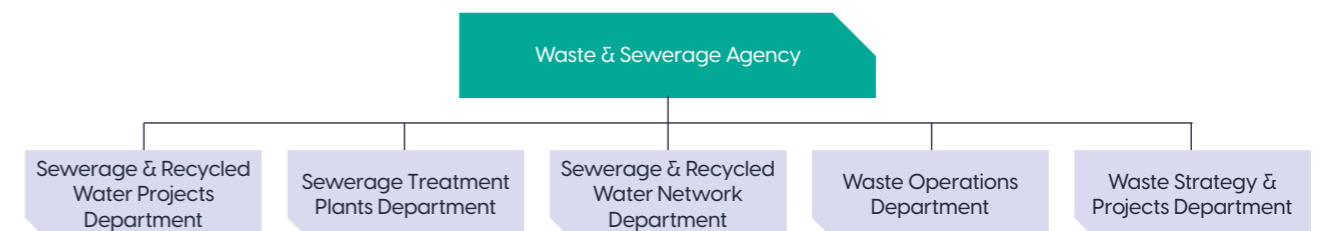
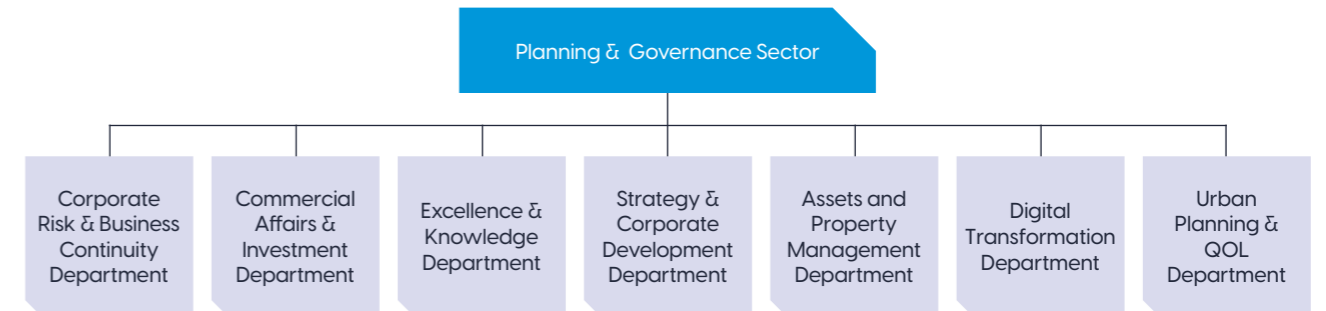
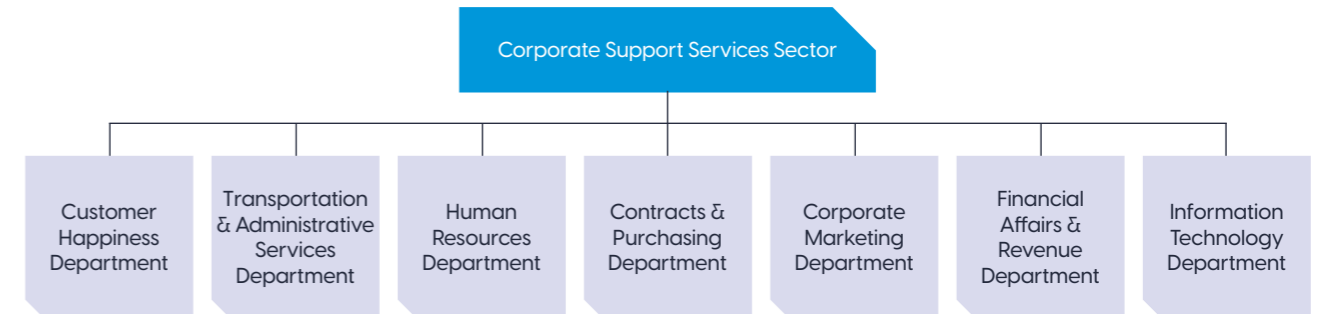


### Dubai Municipality Operations

Dubai Municipality boasts a robust organisational structure that forms the backbone of its operations.



Dubai Municipality consists of two sectors that contribute to making Dubai among the world's most advanced and sustainable cities. In addition to the sectors, there are four separate agencies, as listed below. Together, the sectors and agencies strive to achieve Dubai Municipality's vision.



To learn more about the organisation structure, please refer to the Dubai Municipality Organisation Structure.

**Awards**

Dubai Municipality actively participated in numerous prestigious awards in 2022 aligned with its strategic objectives of establishing an innovative and globally renowned municipal entity. Consequently, Dubai Municipality earned a series of esteemed awards, as evidenced by the ensuing accomplishments.

**Humaid Bin Rashid International Sustainability Award**

**1st Prize:** Environmental Personalities with Impact in Innovation, Introduction of Environmentally Friendly Technology and Supporting the Concept of Sustainability for the Director General's initiatives.

**2nd Prize:** Best Establishment that adopts green best practices & sustainable development for the Recyclable Materials Collection Centre project and Environmentally Friendly Parks initiative.

**Smart Data Summit Plus Data Awards**

**Smart Data Champion Award category** for pioneering the use of Artificial Intelligence and Big Data to make decisions based on Data Analytics.

**Smart Data Champion Award** for using Artificial Intelligence and Remote Sensing for Dubai's Sustainability.

**Global Business Excellence Award**

**First place** in the Outstanding Mentor category.

**First place** in the Outstanding Innovation category during COVID-19.

**First place** in the Outstanding Personal Achievement category.

**First place** in the Outstanding Employee category.

**First place** in the Outstanding Finance Initiative for the Digital Transformation in Procurement category.

**First place** in Public Parks in the special society category.

**Work Life Balance Award**

**Gulf Sustainability Awards**

**Green Building category** for the Mohammed Bin Rashid Library.

**Government Sustainability Initiative category** for Environmental Status Study for a Well-Informed Coastal Management Strategy.

**Water and waste management category** for the Reuse of Recycled Water for landscaping green areas of the Emirate.

**Best Reaction to Crisis category** for the Response to the COVID-19 Pandemic in the Emirate of Dubai.

**Environmental Sustainability Programme category** for the Wildlife Flagship Species Monitoring.

**Best Business Award**

**First place** in the Best Use of Technology category for the smart systems initiative for infrastructure projects and affected lands.

**First place** in the Best Sustainable Product/ Procedure category for the initiative to grant certification and conformity mark for thermal insulation products according to the requirements of the Green Building rating system of Dubai Municipality – Al Sa'fat.

**First place** in the Disruptor of the Year for Product or Service category for My Food initiative.

**First place** in the Best Purchase category for the Digital Transformation initiative.

**Energy Globe Award**

**Air category:** National winner for the Create Devices to Reduce Air Pollution in the Artifacts Restoration Laboratory, and Energy Management System in the Sustainable Municipality Centres in Al Tawar and Al Manara.

**Earth category:** National winner for the Impact of Nanotechnology on the Sustainability of Paints Under the Prevailing Climatic Conditions in the Emirate of Dubai and the Reuse of Surplus Concrete in Construction Projects.

**Youth category:** National winner for the "An Hour with the Cleaner" initiative.

**Fire category:** National winner for the "Multi-story Parking Building" project.

**British Safety Council Award**

**Distinction rating** for the health and safety management system in the International Safety Award category.

**Distinction rating** for the Deep Tunnel Project for Storm Water Discharge.

**GCC Award for Municipal Work**

**Best practices in waste management and recycling category** for the Smart Sustainability Oasis initiative.

**IChemE Global Awards**

**First place** in the sustainability category for "the integrated programme for the treatment of food oils and greases in the Emirate of Dubai" initiative.

**Work Life Balance Award**

**Outstanding New Product/Service category** for the "My Food" initiative.

**Green Flag Award for three parks in Dubai**

Al Nakheel Park, Al Barsha Pond Park, and Al Nahda Pond Park.

**Middle East Call Centre Award**

**Best Government Call Centre – support category.**

**Emirates Women Award**

**First place** in the leadership category.

**Stevie Awards for Sales & Customer Service**

**Gold** in the Best Complaints Team category.

**Gold** in the Best Customer Insight Management category.

**Rising Star of Safety**

The Registration and Permits Section Manager was selected as part of the Rising Stars of Safety, Class of 2022.

**Dubai Award for Sustainable Transport**

**First place** in the Transport Safety category for the Mobility Security and Safety Sustainability project.

**Animal Welfare Award**

**First place** in the animal welfare category for the Animal Welfare Initiative.

**Green Good Design**

**First place** for the Mohammed bin Rashid Library.

**PMI Professional Awards**

**'Project Management Office (PMO) of the Year Award 2022'.**

**The Future of Sourcing Awards**

**Won** in the Innovations in Digitisation category.

**Supply Chain & Procurement Awards**

**First place** in the Leading Change through Digital Transformation category for the Change through Digital Transformation initiative.

**First place** in the Identity Design Award in the Project of the Future category.

**Global CSR Excellence & Leadership Awards**

Outstanding Contribution to the Cause of Education for Environmental Awareness Education Programmes.

**Global Future Design Awards**

**Urban planning category** for the project "Renovation and Development of Al Fahidi Square and Surrounding Streets".

**Construction Technology**

**First place** for the Dubai Digital Twin Project.

**MENALAC**

**Best Facility Manager** for the facilities category.

**UAE Innovation Award**

**Platinum category** in Municipality's Innovation Management Initiative.

**Blue Flag Award**

Exceptional environmental, educational, safety, and accessibility standards in Dubai beaches.



Certifications and Accreditations

<p><b>ISO 45005</b></p> <ul style="list-style-type: none"> <li>· First municipality to achieve this certification globally</li> <li>· Occupational health and safety management</li> <li>· General guidelines for safe working during the COVID-19 pandemic</li> </ul>	<p><b>ISO 37001</b></p> <ul style="list-style-type: none"> <li>· Anti-bribery management systems</li> <li>· Requirements with guidance for use</li> </ul>
<p><b>ISO 9001</b></p> <ul style="list-style-type: none"> <li>· Quality management systems</li> <li>· Requirements</li> </ul>	<p><b>PAS 7070</b></p> <ul style="list-style-type: none"> <li>· Benchmarking process management</li> <li>· Specification</li> </ul>
<p><b>ISO 44001</b></p> <ul style="list-style-type: none"> <li>· Collaborative business relationship management systems</li> <li>· Requirements and framework</li> </ul>	<p><b>BS 95009</b></p> <ul style="list-style-type: none"> <li>· Public sector procurement</li> <li>· Generic requirements for organisations providing products and services</li> </ul>
<p><b>ISO 55001</b></p> <ul style="list-style-type: none"> <li>· Asset management</li> <li>· Management systems</li> <li>· Requirements</li> </ul>	<p><b>ISO 45001</b></p> <ul style="list-style-type: none"> <li>· Occupational health and safety management systems</li> <li>· Requirements with guidance for use</li> </ul>
<p><b>ISO 10015</b></p> <ul style="list-style-type: none"> <li>· Quality management</li> <li>· Guidelines for competence management and people development</li> </ul>	<p><b>ISO 31000</b></p> <ul style="list-style-type: none"> <li>· Risk management</li> <li>· Guidelines</li> </ul>
<p><b>ISO 37500</b></p> <ul style="list-style-type: none"> <li>· Guidance on outsourcing</li> </ul>	<p><b>ISO 22301</b></p> <ul style="list-style-type: none"> <li>· Security and resilience</li> <li>· Business continuity management systems</li> <li>· Requirements</li> </ul>
<p><b>ISO 26000</b></p> <ul style="list-style-type: none"> <li>· Guidance on social responsibility</li> </ul>	<p><b>ISO 30401</b></p> <ul style="list-style-type: none"> <li>· Knowledge management systems</li> <li>· Requirements</li> </ul>
<p><b>ISO 27001</b></p> <ul style="list-style-type: none"> <li>· Information technology security techniques</li> <li>· Information security management systems</li> <li>· Requirements</li> </ul>	<p><b>ISO 13500</b></p> <ul style="list-style-type: none"> <li>· Code of practice for delivering effective governance of organisations</li> </ul>




<p><b>ISO 30408</b></p> <ul style="list-style-type: none"> <li>· Human resource management</li> <li>· Guidelines on human governance</li> </ul>	<p><b>ISO 29993</b></p> <ul style="list-style-type: none"> <li>· Learning services outside formal education</li> <li>· Service requirements</li> </ul>
<p><b>ISO 10001</b></p> <ul style="list-style-type: none"> <li>· Quality management</li> <li>· Customer satisfaction</li> <li>· Guidelines for codes of conduct for organisations</li> </ul>	<p><b>ISO 20000 1</b></p> <ul style="list-style-type: none"> <li>· Information Technology</li> <li>· Service Management System Requirements</li> <li>· Part 1</li> </ul>
<p><b>ISO 10002</b></p> <ul style="list-style-type: none"> <li>· Quality management</li> <li>· Customer satisfaction</li> <li>· Guidelines for complaints handling in organisations</li> </ul>	<p><b>ISO 21500</b></p> <ul style="list-style-type: none"> <li>· Project, programme, and portfolio management</li> </ul>
<p><b>ISO 10003</b></p> <ul style="list-style-type: none"> <li>· Quality management</li> <li>· Customer satisfaction</li> <li>· Guidelines for dispute resolution external to organisations</li> </ul>	<p><b>ISO 24536</b></p> <ul style="list-style-type: none"> <li>· Service activities relating to drinking water supply, wastewater, and stormwater systems</li> </ul>
<p><b>ISO 10004</b></p> <ul style="list-style-type: none"> <li>· Quality management</li> <li>· Customer satisfaction</li> <li>· Guidelines for monitoring and measuring</li> </ul>	<p><b>ISO 24511</b></p> <ul style="list-style-type: none"> <li>· Activities relating to drinking water and wastewater service</li> </ul>
<p><b>ISO 37301</b></p> <ul style="list-style-type: none"> <li>· Compliance management systems</li> <li>· Requirements with guidance for use</li> </ul>	<p><b>ISO 21001</b></p> <ul style="list-style-type: none"> <li>· Educational organisations</li> <li>· Management systems for educational organisations</li> </ul>
<p><b>ISO 20400</b></p> <ul style="list-style-type: none"> <li>· Sustainable procurement</li> <li>· Guidance</li> </ul>	<p><b>ISO/IEC 17020:2012</b></p> <ul style="list-style-type: none"> <li>· Performing Inspection</li> </ul>
<p><b>ISO 17025</b></p> <ul style="list-style-type: none"> <li>· Testing and Calibration Laboratories</li> </ul>	<p><b>ICXS 2019:01</b></p> <ul style="list-style-type: none"> <li>· International Customer Experience Standard</li> </ul>

### Sustainable Partnerships

GRI 2-8

Dubai Municipality is one of the Emirate-level government entities, but it also extends its reach by collaborating with professional networks, peer cities, and organisations. Dubai Municipality places paramount importance on fostering collaboration with numerous

stakeholders and partners. This collaborative approach is a cornerstone of Dubai Municipality's commitment to shaping a more sustainable city for all.

 <b>Corporate Strategic Partners</b>	Roads and Transport Authority (RTA)	Dubai Customs	Emirates Telecommunications Group Company PJSC - etisalat by eā
	Dubai Electricity and Water Authority (DEWA)	Dubai Real Estate Corporation (DREC) – wasl	Emirates Integrated Telecommunications Company P.J.S.C. - du
	Department of Economy and Tourism	Dubai Digital Authority	
	Dubai Civil Defence	Dubai Health Authority (DHA)	
 <b>Strategic Partners</b>	Dubai Police	Islamic Affairs and Charitable Activities Department (IACAD)	Abu Dhabi Media Network
	Ministry of Industry and Advanced Technology	Department of Culture and Tourism - Abu Dhabi	Sharjah Media Office
	DP World	Dubai Culture and Arts Authority	Ministry of Climate Change and Environment
	Emirates Airline	Security Industry Regulatory Agency (SIRA)	Department of Human Resources
	Dnata	Ministry of Foreign Affairs and International Cooperation (MOFAIC)	Department of Finance
	Ethihad Rail	Dubai Media Incorporated	Digital Dubai
	Empower		General Directorate of Residency and Foreigners Affairs Dubai (GDRFAD)
	Dubai Supply Authority (DUSUP)		
	Awqaf and Minors Affairs Foundation		
	 <b>Key Partners</b>	Ministry of Health and Prevention	Mohammed Bin Rashid Space Centre (MBRSC)
Dubai Airports		Mohammed bin Rashid Housing Establishment	Emirates Foundation
Dubai Aviation City Corporation - Dubai South		General Directorate of Residency and Foreigners Affairs – Dubai	The General Authority of Islamic Affairs and Endowments (GAIAE) or (Awqaf)
Dubai Technologies		Dubai Civil Aviation Authority (DCAA)	Dubai Corporation for Ambulance Services
Dubai Development Authority		Federal Competitiveness and Statistics Centre (FCSC)	Nakheel
Ministry of Education		Ministry of Defence	Society of Engineers
Dubai Sports Council		Ministry of Human Resources and Emiratisation (MOHRE)	Dubai Statistics Center (DSC)
Dubai Film and TV Commission (DFTC)		Ministry of Energy and Infrastructure	Museum of the Future
Hamdan International Photography Award (HIPA)			Community Development Authority (CDA)
Dubai Land Department			

### SUCCESS STORY



### SUSTAINABLE PARTNERSHIPS IN PRACTICE

Dubai Municipality has entered into a collaboration with the Museum of the Future (MOTF) to offer futuristic sustainable solutions and technologies across sectors that will contribute to humanity's development. The sectors include sustainable construction, smart cities, and food security.

This collaboration is showcased at the museum's Tomorrow Today exhibition, unveiling cutting-edge technologies influencing urban planning, development, and sustainable construction materials. The exhibition is organised into distinct sections, each presenting prototypes and solutions addressing specific challenges in future cities and societies. Some featured innovations include:

- Autonomous Waste Collection Boat
- Carbon Capture System
- Plastic Alternative
- Modular Artificial Reef Structures (MARS)
- Vertical farming
- Unique building panels
- 3D-printed sand
- Recycled tiles
- Rammed earth tiles
- AR experience
- Diverse presentation tools



أعضاء الفريق

- 1- جابر أحمد آل ثاني
- 2- أحمد إبراهيم الزرعون
- 3- سلطان الظاهر
- 4- د. نديم رفيع

# 02

## Strategy and Governance

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# Strategy

“The new strategic plan of Dubai Municipality came as a continuation of the Municipality’s progress in successive strategic plans and its role in planning, operating and ensuring the sustainability of the city, in line with the government’s directions for the country and the emirate, and in order to achieve the quality of life and the welfare and happiness of the community.”

Eng. Dawood Abdul Rahman Al-Hajri, Director General of Dubai Municipality

In 2022, Dubai Municipality introduced a new strategic plan for the years 2022 to 2026. Simultaneously, it announced its ambitious 2030 vision to establish itself as a global leader in achieving the highest quality of life and sustainability, making Dubai the best place to visit, live, and work.

DM’s strategic plan was designed to ensure environmental, social, and economic sustainability by providing services that offer an exceptional experience to both customers and the community, enhancing their well-being and happiness. The strategic plan is based on local and international best practices and standards to attain global leadership and competitive positioning in municipal work. The responsibility for implementing DM’s strategic plan is shared by all its employees.

## DUBAI MUNICIPALITY’S STRATEGIC PILLARS



To learn more about the strategic plan and objectives, please refer to Dubai Municipality’s Strategic Plan 2022-2026.

As Dubai Municipality embarks on a transformative journey with its new Strategic Plan for 2022-2026, the strategic blueprint encompasses nine major initiatives, each designed to shape DM’s

future and contribute significantly to Dubai’s continued growth and development.



Fourth generation of inspection



Most advanced digital twinning in the world



Urban planning readiness for the future



Smart waste and sanitation system



Renovation and activation of public facilities



Champions/ambassadors of food security



New partnership model with the private sector



Optimal financial sustainability



Renewing talent, culture, and technology management files

# Governance

GRI 2-9, 2-10, 2-11, 2-12, 2-13, 2-15, 2-22, 2-23, 2-24, 2-25, 2-26, 2-27

Dubai Municipality promotes a culture of governance and applies governance principles and requirements across its operations, procedures, and practices, and follows a comprehensive governance framework. The framework delineates rights, duties, responsibilities, and relationships between different parties while providing an innovative procedural framework that improves the decision-making process.

The most recent update to the Governance policy was in accordance with the Administrative decision no. (360) of 2022, that outlines principles for governance in Dubai Municipality, guided by laws and best practices. It aims to promote effective governance, ensure compliance with relevant laws and government requirements, and support strategic objectives. It applies to all aspects of DM's work and undergoes periodic reviews, at least once every two years, to stay current with evolving practices and standards.



The framework and guide extend to external entities and stakeholders that interact with or provide services related to DM's duties and operations.

Dubai Municipality has also issued a governance guide in 2020 compliant with the British Standard 13500 (BSI 13500) which is a more detailed and practical document that offers specific guidance, instructions, and best practices on implementing and adhering to the principles outlined in the governance framework.

## PRINCIPLES OF CORPORATE GOVERNANCE IN DUBAI MUNICIPALITY



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



## Risk Management

DM undertakes comprehensive risk identification activities throughout the organisation by conducting risk assessments for all departments. Moreover, DM's Enterprise Risk Management (ERM) Department developed a dedicated ERM Policy and Framework Manual. The policy and framework outline the methodology for selecting risk response strategies and developing risk treatment plans. DM ensures the identification, study, and evaluation of institutional risks according to the best international practices. DM assesses these risks, develops appropriate methods to address them, and monitors and reports them to relevant parties. DM also established department-level risk registers, departmental KPIs, and an ERM training plan in place.

Reflecting its commitment to continuous improvement and adherence to global risk management standards, DM plans to assess its ERM practices and overall compliance with ISO 31000 - Risk Management and Committee of Sponsoring Organisations (COSO) framework standards in 2023.

## Compliance and Auditing

The Internal Audit Department at DM audits records, policies, and applications related to business continuity risks. Annual audits are also conducted to ensure organisational units' compliance with all relevant requirements. DM promptly responds to the needs of both internal and external stakeholders and maintains robust internal and external auditing mechanisms to oversee governance practices.

Additionally, Dubai Municipality has established a Compliance Management System which comprises a set of interconnected elements aimed at preparing and developing policies, goals, processes, procedures, legislation, and laws to meet compliance objectives and obligations. It encompasses components found within the Compliance Policy and has been designed to delineate administrative, technical, and supportive processes that undergo regular review and audit to ensure their proper execution and to yield desired operational outcomes. Furthermore, specific controls and monitoring mechanisms are established for each process.

The Compliance Management System guide has also been developed serving as a comprehensive resource outlining the policies, roles, responsibilities, guidelines, and procedures essential for establishing and sustaining the compliance management system within DM. This system is meticulously structured to align with applicable legislation, laws, and the international standard ISO 37301-2021.

## Board of Directors

The Board of Directors holds the ultimate responsibility for guiding and overseeing Dubai Municipality's long-term performance as well as providing support to achieve the highest levels of compliance and commitment to corporate governance principles. The Board is formed based on an approved administrative decision and comprises members with diverse experiences representing various sectors and activities. The Board continuously strives to enhance the knowledge and awareness of its members regarding the Dubai Municipality's tasks, opportunities, risks, and challenges. This positively impacts the functioning of the Board, overall business decision-making, and continuous improvement.

The Board supervises the implementation of the strategic plan, monitors strategic performance, and ensures compliance with guidelines, policies, legal and legislative requirements, and operational requirements.

Title
<b>Director General</b>
<b>CEO</b> - Planning & Governance Sector
<b>CEO</b> - Corporate Support Services Sector
<b>CEO</b> - Waste & Sewerage Agency
<b>CEO</b> - Public Facilities Agency
<b>CEO</b> - Buildings Regulation & Permits Agency
<b>CEO</b> - Environment, Health & Safety Agency
<b>Director</b> - Strategy and Corporate Excellence Department
<b>Director</b> - Legal Affairs Department
<b>Director</b> - Project Management Office

### Management Committees and Working Groups

The Board of Directors utilises committees and working groups to assist in managing and implementing specific tasks where appropriate. To support this, the Director General issues decisions regarding the formation of committees and working groups. These decisions specify the scope of the committee or working group's tasks, responsibilities, and work methods, following the approved procedures for managing committees and working groups within DM. The committees and groups, as defined in the Corporate Governance Policy of DM, undergo regular assessments and are held responsible based on the defined criteria.

Furthermore, these committees and working groups provide relevant data and information to facilitate the decision-making process. However, these committees and groups do not replace the Board and have no authority to make decisions unless formally delegated by the Board. The Board remains responsible for the decisions of the committees and groups in such cases.

### BUSINESS ETHICS AND COMPLIANCE

Framework	Purpose	Impact
<b>Principles of Professional Conduct and Ethics of Public Employees of the Government of Dubai</b>	Provide guidance to the Board of Directors and all employees of Dubai Municipality to ensure they follow professional conduct rules and avoid conflicts of interest	<ul style="list-style-type: none"> <li>DM adheres to a code of conduct and ethics that underlines core values such as ethical risk management, integrity, accountability, transparency, and prevention of personal gain by misusing job positions and authority</li> </ul>
<b>Anti-Bribery Management System</b>	Support DM in its dedication to continually improving this system to align with its business objectives	<ul style="list-style-type: none"> <li>DM regularly assesses the risk of bribery, thereafter, developing mitigation plans and assigning responsibilities to the Internal Control Department, ensuring its independence in overseeing compliance with the anti-bribery management system</li> </ul>
<b>Anti-Bribery Policy</b>	Officially disclose DM's standpoint on all forms of bribery to foster an environment marked by the highest standards of integrity and honesty. Foster transparency within Dubai Municipality about its Anti-Bribery Policy at all levels and makes it accessible to stakeholders, including partners, suppliers, customers, and the community	<ul style="list-style-type: none"> <li>The Anti-Bribery Policy and the components of the anti-bribery management system are periodically reviewed to ensure that they meet the goals they were set for. As a result of its established rigorous procedures, DM recorded zero incidents of corruption in 2022</li> </ul>
<b>Dubai Municipality's Reporting Violations System</b>	<p>Allow internal and external stakeholders to raise concerns confidentially and in good faith, and for these to be addressed</p> <p>The robust system is managed and supported by a dedicated committee, grievance committees as well as the Board of Directors which oversees the establishment and implementation of the reporting system</p>	<p>The reporting system includes multiple channels, such as:</p> <ul style="list-style-type: none"> <li>Reporting the issue to the immediate supervisor</li> <li>Directly reporting to the Internal Control Department</li> <li>Using the secure reporting channel provided by DM (Amana system)</li> </ul>

To learn more about the Anti-Bribery Policy, please refer to Dubai Municipality Anti-Bribery Policy.

### SUCCESS STORY

#### AMANA SYSTEM

Dubai Municipality implemented the Amana system, a smart reporting channel designed for reporting potential or actual violations, including issues related to governance, compliance, and legal matters. The channel is available through DM's website and is open to all employees, stakeholders, and interested parties. Additionally, it is accessible, user-friendly, and available

24/7 for convenience. The Amana reporting channel prioritises security and confidentiality; all reports are treated with complete confidentiality to safeguard the anonymity of the whistle-blower and relevant parties during the investigation. In 2022, all reports submitted through the Amana system were effectively addressed and resolved with a 100% success rate.

### Sustainability Governance

Dubai Municipality is committed to embedding sustainability principles and practices throughout its operations. It aims to integrate environmental, social, and economic sustainability considerations into its decision-making processes, risk management, strategic planning, and resource allocation. DM emphasises monitoring, measuring, analysing, and evaluating sustainability performance through audits, periodic assessments, and compliance checks to ensure alignment with sustainability objectives. There is a long list of sustainability linked KPIs to monitor the strategic performance, with some KPIs being tracked quarterly, semi-annually, and others annually.

Sustainability is central to DM's operations and spearheaded by the Sustainability Committee, an informal working group with representatives from multiple sectors and agencies of DM, as well as by the Sustainability Team. The Sustainability Team is chaired by the acting Director of Corporate Risk & Business Continuity Management and supported by sustainability officers from various agencies and sectors within DM, such as the Sustainability and Circular Economy section under the Planning and Governance

sector, and the Environmental Sustainability Department under the Environment, Health, and Safety Agency. The roles, responsibilities, and authorities for sustainability are clearly defined across various stakeholder groups and organisational units in the organisational chart.

### Approach to Sustainability

Through this report, DM presents its robust approach to sustainability management, affirming its commitment to enhancing a greener and more resilient future for the emirate. A comprehensive set of initiatives were implemented by DM aimed at reducing environmental impact and promoting sustainable development. Moreover, DM actively participated in community awareness programmes to raise awareness about sustainable practices and encourage public engagement. With the support of DM, Dubai continues to set the standard for sustainable urban development, embodying a steadfast commitment to the well-being of residents and the preservation of natural resources in the region.



## Alignment to National and International Mandates

### National Mandates

In the pursuit of sustainability, Dubai Municipality stands firmly aligned with a myriad of national strategies, mandates, and visionary drivers. The diverse range of national mandates DM aligns with includes the following, and each plays a pivotal role in shaping the sustainable future envisioned for Dubai and the UAE.

- ▶ 'We the UAE 2031' Vision
- ▶ The Fifty-Year Charter
- ▶ UAE Net Zero 2050
- ▶ UAE Centennial 2071
- ▶ National Strategy for Advanced Innovation
- ▶ The National Employment Strategy 2031
- ▶ The UAE Digital Government Strategy 2025
- ▶ Dubai Digital Strategy
- ▶ The UAE Strategy for Government Services
- ▶ The UAE's Fourth Industrial Revolution (4IR) Strategy
- ▶ Dubai Data Strategy
- ▶ Dubai Paperless Strategy
- ▶ Dubai 3D Printing Strategy
- ▶ National Hydrogen Strategy
- ▶ UAE Energy Strategy 2050
- ▶ The National Framework for Sustainable Development
- ▶ The National Air Quality Agenda 2031
- ▶ The UAE's Green Agenda 2030
- ▶ Dubai Integrated Waste Management Strategy 2021-2041
- ▶ Dubai Food Security Strategy
- ▶ Dubai Clean Energy Strategy
- ▶ National Food Security Strategy 2051
- ▶ National Climate Change Plan of the UAE 2017-2050
- ▶ Dubai Carbon Abatement Strategy
- ▶ The UAE Water Security Strategy 2036
- ▶ National Strategy for Well-being 2031
- ▶ Dubai 2040 Urban Master Plan
- ▶ The 'Services 360' Policy of Dubai



### Contributions to Sustainable Development Goals

Dubai Municipality aligns its sustainability endeavours with the United Nations' Sustainable Development Goals (SDGs) in its unwavering commitment to sustainable development. These 17 global goals encompass a spectrum of objectives aimed at enhancing well-being, eradicating poverty, and safeguarding the planet by combatting climate change. Dubai Municipality's proactive initiatives are pivotal in addressing these SDGs, exemplifying the DM's dedication to building a sustainable and thriving future for all. The following are examples that represent Dubai Municipality's contributions to achieving the SDGs:

**1 NO POVERTY**

Distributing meals to underprivileged, in cooperation with local and international institutions, through the UAE Food Bank.

10,989 tons food was donated and distributed locally.

10,989,000 meals were provided to beneficiaries locally.

**2 ZERO HUNGER**

Developing a strategy to achieve food security in the Emirate of Dubai with the aim of ensuring the availability of food under all circumstances and stages.

**3 GOOD HEALTH AND WELL-BEING**

DM is the first in the Arab world in providing Legionella bacteria inspection services. Moreover in 2022, DM conducted 43,000+ regulatory visits related to public health and safety and 1.8 million veterinary medical services delivered to prevent the transmission of diseases from animals to humans.

**4 QUALITY EDUCATION**

Won the Global CSR Excellence and Leadership Award for outstanding contribution to education. In addition, we achieved a 25% increase in land allocated for educational and healthcare facilities.

**5 GENDER EQUALITY**

Striving for gender balance within the leadership structure, DM has made significant strides, with 41.8% of leadership positions held by inspiring Emirati female leaders. This supports DM's commitment to foster an inclusive environment and empower female leaders in decision-making roles.

**6 CLEAN WATER AND SANITATION**

DM's Dubai Deep Tunnel Stormwater System serves the dual purpose of storing and conveying stormwater while efficiently managing excess groundwater. The tunnel covers a vast area of approximately 490 km<sup>2</sup>. With the support of DM efforts, Dubai is the cleanest city in the world for the third consecutive year.

**7 AFFORDABLE AND CLEAN ENERGY**

The Waste to Energy Centre is the largest and most efficient waste-to-energy conversion facility in the world. The centre has the capacity to treat around 2 million tonnes of solid waste annually to generate power that can meet the needs of more than 135,000 homes.

**8 DECENT WORK AND ECONOMIC GROWTH**

DM's institutional transformation includes more than 160 projects and 9 initiatives that efficiently support the transformation process.

Additionally, the financial and technical study project involves implementing various assessment initiatives within the Emirate of Dubai.

**9 INDUSTRY, INNOVATION AND INFRASTRUCTURE**

Winning the platinum category of the UAE Innovation Award for the innovation category, organised by the Dubai Quality Group.

Converting 1,556 buildings into 3D buildings.

The establishment of an innovation and incubation hub known as GeoHub.

**10 REDUCED INEQUALITIES**

Fostering a culture of diversity and inclusion within its workforce, with the workforce composition including individuals from 78 nationalities.

**11 SUSTAINABLE CITIES AND COMMUNITIES**

Developing standards and codes to contribute to sustainable infrastructure such as the Dubai Building Code (DBC), green building system, known as Al Sa'fat, and accessibility code known as Dubai Universal Design Code.

**12 RESPONSIBLE CONSUMPTION AND PRODUCTION**

Furthermore, DM was able to successfully convert 155 thousand tons of solid waste into organic fertilizer.

**13 CLIMATE ACTION**

The biogas into energy project contributes to achieving a reduction of 31 thousand tonnes of CO<sub>2</sub> emissions.

**14 LIFE BELOW WATER**

DM's Marine Environment Monitoring System conducted a total of 565 regulatory visits, contributing to the achievement of a Marine Water Quality Index of 89.13%.

**15 LIFE ON LAND**

The Ras Al Khor Wildlife Sanctuary Enhancement Project contributed to increasing wetland areas and mangrove vegetation. The project involves a 40-hectare increase in vegetation cover, resulting in a total wetland area of 222 hectares, and the creation of a 5.6 km long bicycle path.

**16 PEACE, JUSTICE AND STRONG INSTITUTIONS**

Establishing rigorous procedures that contributed to achieving zero incidents of corruption in 2022.

DM's Anti-Bribery Policy contributes to fostering an environment characterised by the highest standards of integrity.

**17 PARTNERSHIPS FOR THE GOALS**

Strengthening partnerships with 55 local and 22 international partners, yielding a substantial financial return of 3.6 billion AED, and realising savings and benefits amounting to 11 billion AED from these partnership relations.

### Stakeholder Engagement and Materiality Assessment

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

Dubai Municipality recognises the importance of involving and consulting relevant stakeholders due to their impact on and influences over DM's activities, operations, and performance. DM's objective is to focus on respecting stakeholders' rights, identifying stakeholder needs and expectations, and involving stakeholders in decisions that will affect them or are affected by them.



Dubai Municipality implemented a comprehensive approach to evaluate its stakeholder perspectives concerning sustainability. This process involved hosting a workshop featuring a Mentimeter presentation, where stakeholders were surveyed to assess the significance of specific topics. The topics were identified in line with reporting standards, such as GRI 2021 and SASB Standards. Additionally, material topics were determined through benchmarking exercises, which involved analysing publicly available data and reports from national and international peers.

exercise. During the assessment phase, stakeholders were tasked with rating a range of environmental, social, and economic topics. Subsequently, DM analysed the workshop responses and cross-referenced them with benchmarking results. Following this analysis, there was a consultation with management to validate and determine the material topics for DM. Through this rigorous process, DM identified and prioritised its material topics based on the topic's level of influence over DM's objectives and direction. These material topics were then categorised into three tiers of importance: critical, very important, and important, as demonstrated below. DM determined that the prioritised material topics fell under the following categories, critical and very important, ensuring that DM's sustainable development focus was streamlined and applicable to DM.

The workshop's primary goal was to actively engage key stakeholders in a materiality assessment exercise to identify sustainability-related concerns and opportunities for improvement. The participants in the workshop consisted of sustainability ambassadors from various internal departments. The workshop commenced with an introductory segment on sustainability, followed by the materiality assessment

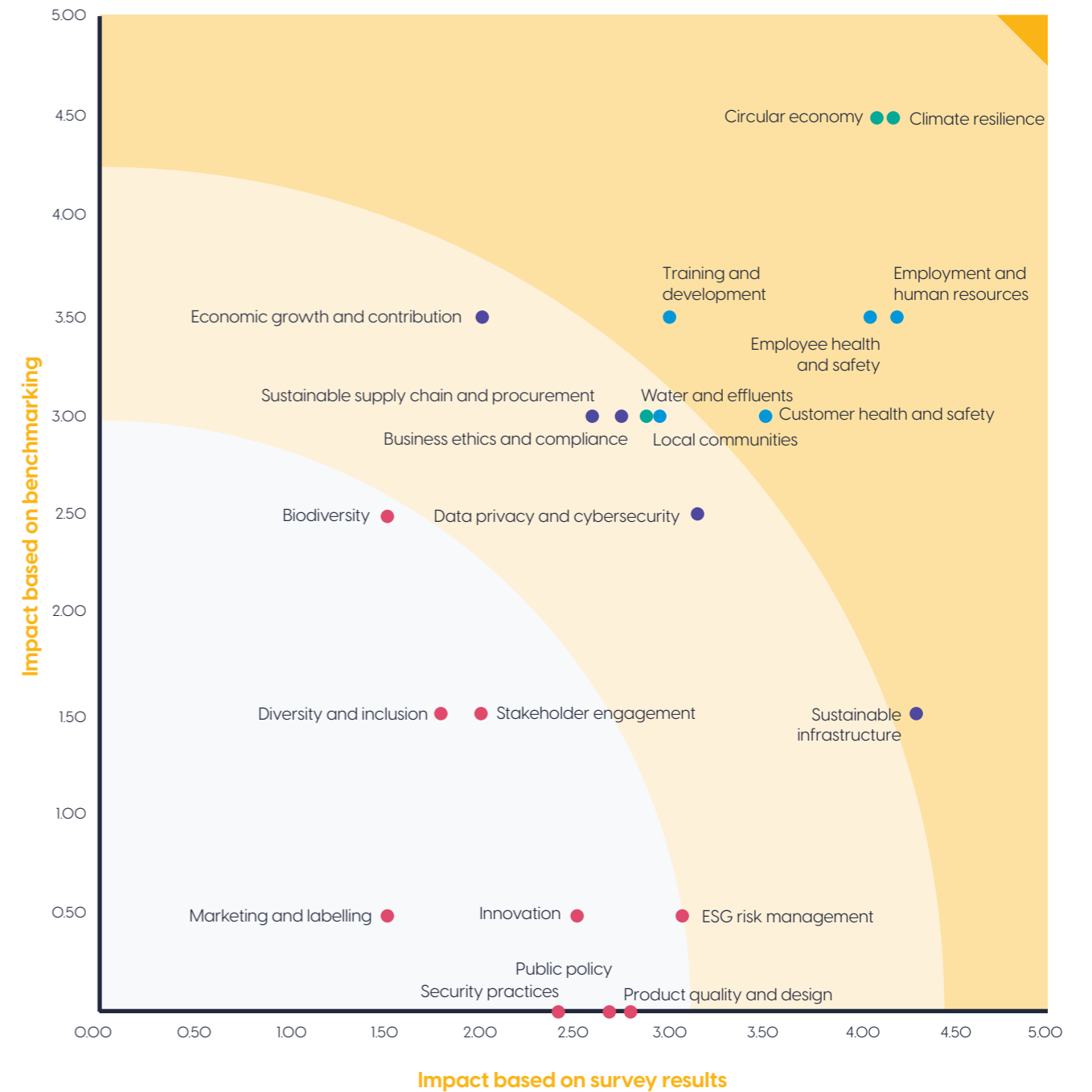
DM's list of categorised material topics per level of importance:

● Environment ● Social ● Economic ● Non-material

Level of Importance - Topic		
Critical	Very Important	Important
Climate resilience	Data privacy and cybersecurity	Biodiversity
Circular economy	Local communities	Security practices
Employment and human resources	Water and effluents	Marketing and labelling
Training and development	Business ethics and compliance	Diversity and inclusion
Customer health and safety	Sustainable supply chain and procurement	Innovation
Employee health and safety	Economic growth and contribution	Stakeholder engagement
Sustainable infrastructure		ESG risk management
		Product quality and design
		Public policy

These material topics were pivotal in shaping DM's sustainability framework, policy, data collection, and sustainability reporting. Furthermore, the topics will be continuously reviewed to ensure alignment with evolving business needs and sustainability trends.

There will be comprehensive materiality assessments conducted every two years or as required to maintain a focus on material aspects aligned with the organisation's growth and evolving sustainability landscape.





# 03

## Sustainability at DM

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# A Sustainable Environment



## MATERIAL TOPICS

- Climate Resilience
- Circular Economy
- Water and Effluents

## SDGS



## STRATEGIC PILLARS & OBJECTIVES

### Integrated Sanitation and Waste Management

- Planning, developing and managing an advanced sewage and irrigation system
- Promoting waste reduction at source and improving recycling and treatment rates

### Sustainable Environment, Health and Food Ecosystem

- Proactive protection of the environment and sustainability of natural resources



### Attractive City with Integrated Facilities

- Developing irrigation system, and expanding green areas

# Climate Resilience







GRI 3-3, 305-1, 305-2, 305-5, 305-7

DM recognises the profound significance of climate resilience. As a responsible entity committed to environmental sustainability, DM acknowledges the global imperative to combat climate change and safeguard the environment for future generations. DM is dedicated to implementing sustainable solutions to reduce emissions and foster a low-carbon economy. DM aims to minimise its environmental footprint and actively support the national agenda for climate resilience, aligning policies and procedures with local and global standards and regulations. DM is looking to adopt a hierarchical carbon management approach, a framework that prioritises carbon reduction measures based on effectiveness, moving from the most to the least effective strategies.

-  Emission Avoidance
-  Emission Reduction
-  Carbon Offsetting
-  Alternate Energy Sources
-  Carbon Capture and Storage

## Climate and Mitigating Climate Risks





DM places significant emphasis on proactively addressing the challenges and risks associated with climate change. DM identified and implemented adaptation measures to prepare for a range of climate-related risks, including extreme weather events such as:

-  Heavy Rain and Floods
-  Sandstorm
-  Dense Fog
-  Extreme Sea Waves
-  Earthquakes
-  Extreme Heat Waves

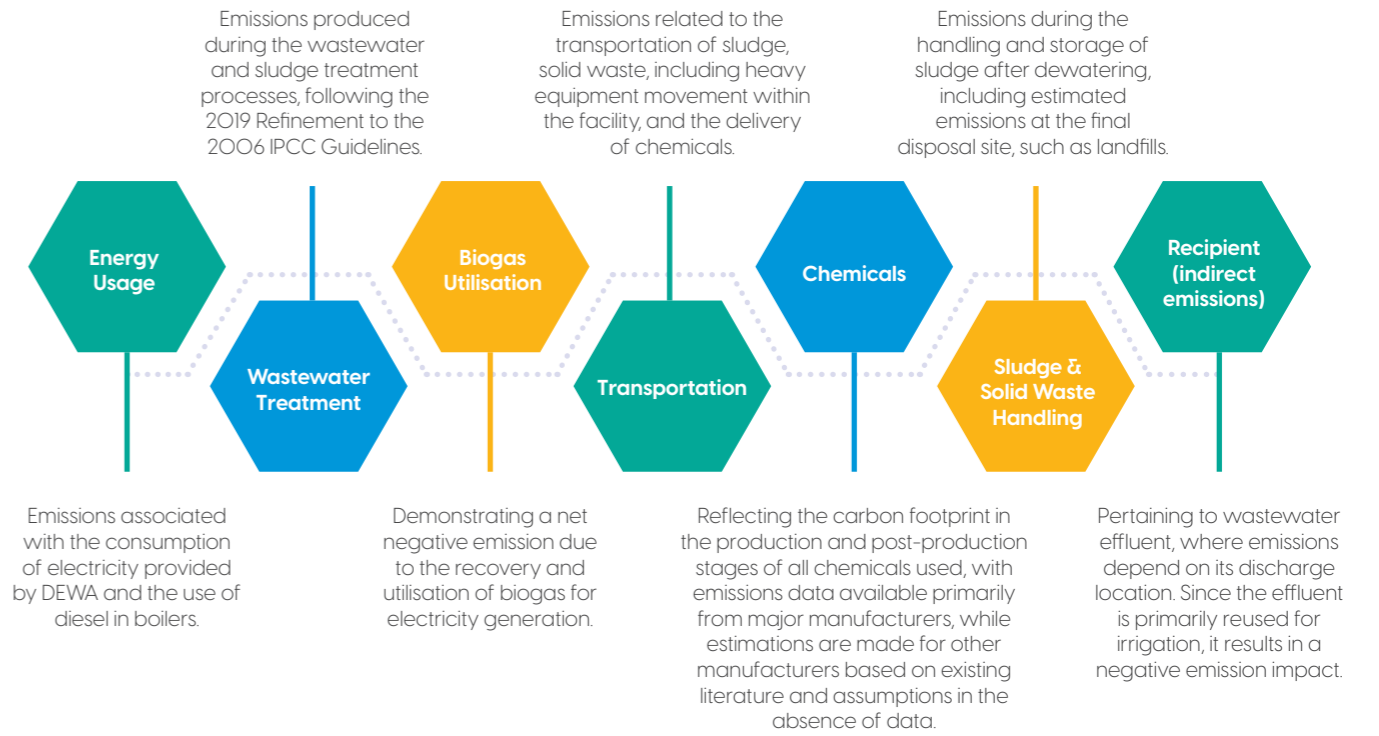
DM's approach to strategic planning and mitigation incorporates a thorough assessment of climate change-related threats, utilising scenarios, and mitigation strategies to harness opportunities and ultimately enhancing business resilience in the context of population change.

## Emissions

DM is actively aligning its efforts with Dubai's Carbon Abatement Strategy 2030, which aims to reduce CO<sub>2</sub> emissions by 30% by 2030, and ultimately striving for UAE's net zero emissions 2050 vision.

Emission Breakdown (tCO <sub>2</sub> e)		2021	2022	Change (%)
Scope 1 (Direct emissions)	 Solid waste disposal and treatment activities	3,080,000	3,072,000	-0.3
	 Wastewater and sludge treatment activities	164,740	174,290	6.0
	 Fuel	49,377	49,408	0.1
Scope 2 (Indirect emissions)	 Electricity	232,981	240,099	3.0
<b>Total</b>		<b>3,527,098</b>	<b>3,535,797</b>	<b>0.2</b>

Emissions resulting from wastewater and sludge treatment encompass seven distinct categories, which are as follows:



## SUCCESS STORY

### EMISSIONS REDUCTION

Throughout 2022, DM implemented several initiatives that led to the reduction of a cumulative emission totalling 8,699 tonnes of carbon dioxide equivalent across scope 1 and scope 2 emissions.

In line with previous years, DM also contributed greatly to a reduction of 42% in Dubai's waste-related emissions compared to the target set as part of the Dubai CAS 2030 strategy.



### Air Quality

The table summarises DM's performance in nitrogen oxide (NO<sub>x</sub>), sulphur oxide (SO<sub>x</sub>), Volatile Organic Compounds (VOC), and Particulate Matter (PM) emissions. It reflects DM's endeavours to manage and decrease these emissions, promoting environmental sustainability and improved air quality in the region.

Data Point (tonnes)	2021	2022	Change (%)
NO <sub>x</sub> emissions	89	90	1
SO <sub>x</sub> emissions	0.41	0.43	5
VOC emissions	6,065	6,322	4
PM emissions	20.7	21	1

### Green Spaces

The following graphs present key insights into DM's initiatives and achievements in green space coverage and nursery production. With a focus on sustainability, DM's nurseries play a pivotal role and achieved the following:

- The nurseries cover a total area of 40 hectares and produce 95% of the plants needed for agricultural projects and maintenance.
- The number of projects implemented in 2022 is 10 major projects and 145 small development projects.
- Smart irrigation technologies and systems contribute to efficient water management and identify leaks and malfunctions in irrigation networks, which contributes to preserving plant assets and rationalising the percentage of recycled water use.

The United Nations recommends a per capita share of 15 m<sup>2</sup>. In 2022, DM recorded 12.35 m<sup>2</sup>, covering only the areas under DM. However, there are plans to broaden the calculation to include green spaces under developers in the future, which is expected to significantly increase the per capita share to 25 m<sup>2</sup>, based on preliminary studies.

**477 million**  
Plants and seedling were produced

**5.81%**  
Green space coverage for developed land in Dubai (%)

**45 million**  
Flowers planted annually

**12.35 m<sup>2</sup>**  
Individual allocation of green areas

**180 thousand**  
Trees were planted

**94.30%**  
Utilisation of nursery production

The substantial increase in 2021 was a result of DM completing several landscaping projects across all the roads and main intersections leading to the Expo 2020 Dubai site.

### SUCCESS STORIES

#### PROTECTED AREAS

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

DM manages eight natural reserves which cover a total of 31% of Dubai's area. Collectively the protected areas encompass a variety of habitat types and a diverse range of wildlife, including globally threatened mammals, birds, corals, reptiles, and amphibians. Dubai Municipality's efforts towards conservation and habitat management place a strong emphasis on science and include conducting regular inspections and monitoring wildlife, environmental changes, and human activities, ensuring compliance with environmental protection laws.

Wildlife Monitoring is a critical aspect of DM's conservation initiatives, with several satellite tracking programmes being implemented to monitor and study the movement of wildlife, including birds, mammals, and critically endangered marine turtles.

Education is central to DM's mission, with a focus on nature-oriented activities, workshops, lectures, and events, aimed at raising awareness among the wider public. Two of the reserves, Ras Al Khor Wildlife Sanctuary and Al Marmoom Desert Conservation Reserve, are open for visitors to connect with nature.

Furthermore, DM launched an electronic platform for Dubai's natural reserves network, providing valuable information and services related to these reserves. This initiative supports environmental awareness, biodiversity education, and sustainable eco-tourism, aligning with Dubai's commitment to environmental sustainability.

#### ACHIEVING EXCELLENCE AND GLOBAL RECOGNITION IN THE FIELD OF ARCHITECTURAL PRESERVATION FOR HISTORICAL BUILDINGS

DM received the "Energy Globe Award" in the air category as a national winner for its innovative initiative to develop devices for reducing air pollution in the archaeological artifacts restoration laboratory. The initiative aims to minimise the spread of toxic metal dust during restoration operations and implement an energy management system in the DM's sustainable facilities in Al Twar and Al Manara centres.

#### INNOVATIONS

DM in collaboration with the Mohammed Bin Rashid Space Centre, launched DMSAT-1, the first environmental nanosatellite in the Arab region dedicated to environmental monitoring. This pioneering satellite equips Dubai with advanced capabilities for environmental research and data collection, enabling the monitoring of urban pollution and climate change. DMSAT-1 utilises cutting-edge technologies to capture diverse environmental data, contributing to environmental research and sustainability efforts while being powered by solar panels.



## Energy

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

DM's energy management practices are aligned with ISO 50001 standards. Recognising the global imperative to reduce energy consumption and emissions, DM is committed to rationalising energy usage and reducing its environmental impacts. The Energy Management Policy prioritises the identification and continuous improvement of processes with significant energy impact, fostering efficiency in energy management across DM's operations.

To drive energy efficiency, DM set two KPIs which are the percentage of renewable energy used in DM buildings and the percentage reduction in CO<sub>2</sub> emissions from these buildings. DM aims to reduce its carbon footprint, preserve natural resources, and enhance operational cost management by embracing energy-efficient technology and equipment.

DM employs a fleet of buses for staff transportation, promoting the use of public transport to mitigate its environmental footprint. The fleet is equipped with a tracking system that optimises fuel efficiency by monitoring driver behaviour.

DM updated bus fleet engine to Euro 5 standards, with 21% of the targeted vehicles successfully acquired, including Euro 4, Euro 5, Hybrid, and Tier 4 models. A total of 28 Euro 5 buses were incorporated to the fleet from 2017. DM plans to add 160 Euro 5-compliant Waste Compactor trucks to its fleet between December 2023 and March 2024. Moreover, it is set to acquire 52 Euro 5 compliant dump trucks, lorry loader cranes, cargo body trucks, low bed trucks, and tankers in 2023-2024.

Additionally, DM introduced AdBlue in its Euro 5 vehicles in 2020. The advantages of AdBlue usage include:

- Produced from renewable resources.
- Can be used in existing diesel engines.
- Less greenhouse gas emissions (e.g., B2O reduces CO<sub>2</sub> by 15%).
- Reduces air pollution as it reduces gas emissions.
- Grown, produced, and distributed locally.
- Cleaner biofuel refineries.
- Biodegradable and non-toxic.
- Better fuel economy.
- Positive economic impact.

Fuel Consumption (Type)	CO <sub>2</sub> Emissions (tCO <sub>2</sub> )	Total CO <sub>2</sub> Emissions (tCO <sub>2</sub> )
2022		
Petrol	12,545	49,408
Diesel	36,863	

### Electric Vehicles

In alignment with Dubai's Green Mobility Strategy 2030, which requires that 30% of public sector vehicles to be electric and hybrid by 2030. DM is dedicated to increasing its use of electric vehicles (EVs) and aims to have 20% of its fleet comprised of EVs

by 2023-2024. This plan includes converting 104 vehicles and golf carts from acid batteries to lithium batteries between 2023 and 2025. Additionally, 23 motorcycles will be replaced or converted to electric-powered models.

## Renewable Energy

DM is aligned with the Dubai Clean Energy Strategy 2050, which aims to position the emirate as a global hub for clean energy and a green economy. The strategy targets a 75% reduction in total energy consumption for the emirate. To contribute to the production of clean energy in Dubai, DM established partnerships with Etihad ESCO, signing contracts for solar energy generation projects and enhancing energy efficiency in its facilities. Etihad ESCO, an energy service company is a DEWA venture that was established to make Dubai built environment a leading example of energy efficiency for the region and the world.

DM is undertaking a comprehensive energy-saving project in over 1,000 buildings, in collaboration with its strategic partner, Etihad ESCO. This initiative is planned to be implemented in three phases from 2023 to 2030, and aims to optimise energy savings by 1%, 10%, and 20% in the respective phases.

### Results

- A total planned energy savings of 116,536,593 kWh-Annually.
- Approximately AED 220 million in savings from the solar panel installation project.
- Approximately AED 154 million in savings from the asset conversion project.
- 1,200 buildings and facilities.
- Generating 914,352,350 kWh of energy through solar panels.
- Reducing energy consumption by 511,634,554 kWh through asset replacement.
- An equivalent of 180,243 trees saved.
- Reducing 841,332,277 kgs of carbon dioxide emissions.

DM executed a project to generate electricity through the installation of solar systems at DM facilities:

	Al Twar Centre	Al Manara Centre	Al Kifaf Centre
Overall Savings	<b>Overall savings from July 2012 - July 2022</b> · 3,551.4 tonnes of CO <sub>2</sub> reduced. · Equivalent to planting 762 trees.  <b>Overall savings:</b> · 6,019,249 kWh · 2,648,469 AED · 30% energy saved	<b>Overall savings from Mar 2021 - July 2022</b> · 2821 tonnes of CO <sub>2</sub> reduced. · Equivalent to planting 61 trees.  <b>Overall savings:</b> · 478,147 kWh · 210,385 AED · 22% energy saved	<b>Overall savings from June 2021 - July 2022</b> · 145.7 tonnes of CO <sub>2</sub> reduced. · equivalent to planting 31 trees.  <b>Overall savings:</b> · 246,886 kWh · 108, 621 AED · 17% energy saved
	Number of parking		
Projects	230	188	172
	Number of solar panels		
	2,410	2,200	2,346

## FUTURE PLANS

### REDUCING THE CARBON FOOTPRINT

In a future initiative, DM is set to embark on an ambitious project, known as ABB Ability™ BE Sustainable with Efficiency AI. This project focuses on optimising HVAC efficiency through Autonomous AI, a cutting-edge technology that leverages artificial intelligence and cloud computing to transition HVAC systems from reactive to predictive. Efficiency AI offers a comprehensive solution for buildings, delivering remarkable benefits, including:

- Up to 25% reduction in carbon emissions.
- Up to 15% reduction in store OPEX/utility/maintenance costs.
- Up to 50% extension of equipment service life.
- Up to 60% improvement in customer comfort.

SUCCESS STORIES

TRANSFORMING HISTORICAL BUILDINGS INTO NEARLY ZERO ENERGY BUILDINGS (NZEB)



Dubai's rich cultural history is embodied in its historical buildings, which stand as symbols of the city's heritage. Despite their cultural significance, these structures exhibit high energy consumption due to architectural elements and building materials. In response, DM targeted a historical building with elevated energy consumption, striving to elevate its energy performance to the level of a nearly Zero Energy Building (nZEB). In the UAE, a building is considered nearly Zero Energy Building (nZEB) if it has high energy efficiency in energy management, with energy usage density less than 90 kWh/m<sup>2</sup>/year, and utilising a significant part of its annual energy use from on-site or off-site produced renewable energy sources.

Attaining the concept of a nearly Zero Energy Building (nZEB) requires a comprehensive understanding of energy demand and the external factors influencing energy consumption, which is facilitated by conducting an energy audit. Other key steps in this endeavour include selecting a high-energy-consuming building, and strategically employing on-site renewable energy sources to closely match the building's energy consumption.

Proposed Measures to Improve Building Energy Efficiency:

- Replacing old air conditioning units with inverter compressors.
- Installing heat-resistant glass on all windows from the inside.
- Changing lighting to LED type.

- Closing air conditioning units when not needed.
- Solar Energy Utilisation: Installing an on-grid solar system on the building's roof connected to Dubai Electricity and Water Authority (DEWA) network.

Benefits of Proposed Measures:

- Renewing and changing old air conditioning units with energy efficient ones, reducing energy consumption by up to 40% compared to traditional units.
- Installing heat-resistant glass on windows to increase thermal resistance and reduce energy consumption by up to 10%.
- Changing all lights to LED types, reducing energy consumption by up to 80% and adding motion sensors for automated lighting control.
- Programming modern air conditioning units to operate for a specified time, automatically shutting down after the predetermined duration.
- On-grid solar system benefits from not using batteries, feeding directly from generated power. Any surplus is stored as credit with DEWA for future use.

In conclusion, this initiative aims to significantly improve energy efficiency in historical buildings, making them more sustainable and aligned with modern energy standards.

PROTECTION OF SOIL SITES

Dubai Municipality is actively involved in safeguarding the soil in the emirate, employing comprehensive measures to ensure its protection and sustainability. DM systematically identifies and assesses agricultural soil sites, determining their potential uses. In the year 2022, DM conducted a thorough survey, covering a total amount of 226,621,289.6 m<sup>3</sup> of agricultural soil from an area of 234,819,411 m<sup>2</sup>.



SUSTAINABILITY IN AL MARMOOM DESERT CONSERVATION

Dubai Municipality's commitment to sustainability shines through in the Al Marmoom Desert Conservation, where the focus lies on reducing the environmental impact on wildlife animals, preventing disease spread, and fostering education and outreach. The multifaceted approach involves implementing a comprehensive vaccination programme for camels, cows, goats, and sheep on surrounded and nearby farms to prevent cross-disease transmission. Moreover, parasite control and deworming measures, along with robust biosecurity practices and routine diagnostic testing, contribute to disease prevention.

A notable initiative under this programme is the desert cleaning campaign to minimise waste in Al Marmoom Desert Conservation. Additionally, DM came up with an innovative design to reduce animal reactivity and decrease heart rate during restraint, demonstrating Dubai Municipality's commitment to sustainable and innovative practices in wildlife conservation.



# Circular Economy

GRI 3-3, 306-1, 306-2

## Waste Management

DM is aligned with the UAE Circular Economy Policy 2021 – 2031 that outlines the pathways in which the UAE can transition towards a circular economy. The policy promotes the efficient and sustainable utilisation of the country’s natural, physical, human and financial resources. As a result, DM is dedicated to sustainable waste management and is actively transitioning from a linear to a circular economy by supporting the Dubai Integrated Waste Management Strategy 2021-2041. DM’s strategic goals include:

- Divert 97% of Municipal Solid Waste (MSW) by 2041.
- Divert 98% of Construction and Demolition (C&D) waste by 2041.
- Treat 96% of hazardous waste by 2041.
- Achieve 1.76kg/capita/day of Municipal Solid Waste (MSW) and industrial non-hazardous Waste by 2041.
- New Engineered centre for General Waste Treatment.
- Medical Waste Incinerator Plant.
- It will efficiently collect, receive, and incinerate waste, transforming it into energy, processing approximately 5,666 tonnes of waste daily and generating 200MW of power, significantly reducing methane gas emissions from landfills.
- Divert 57% of MSW from landfills by 2024.
- Hazardous industrial liquid waste diverted from landfill (Percentage).

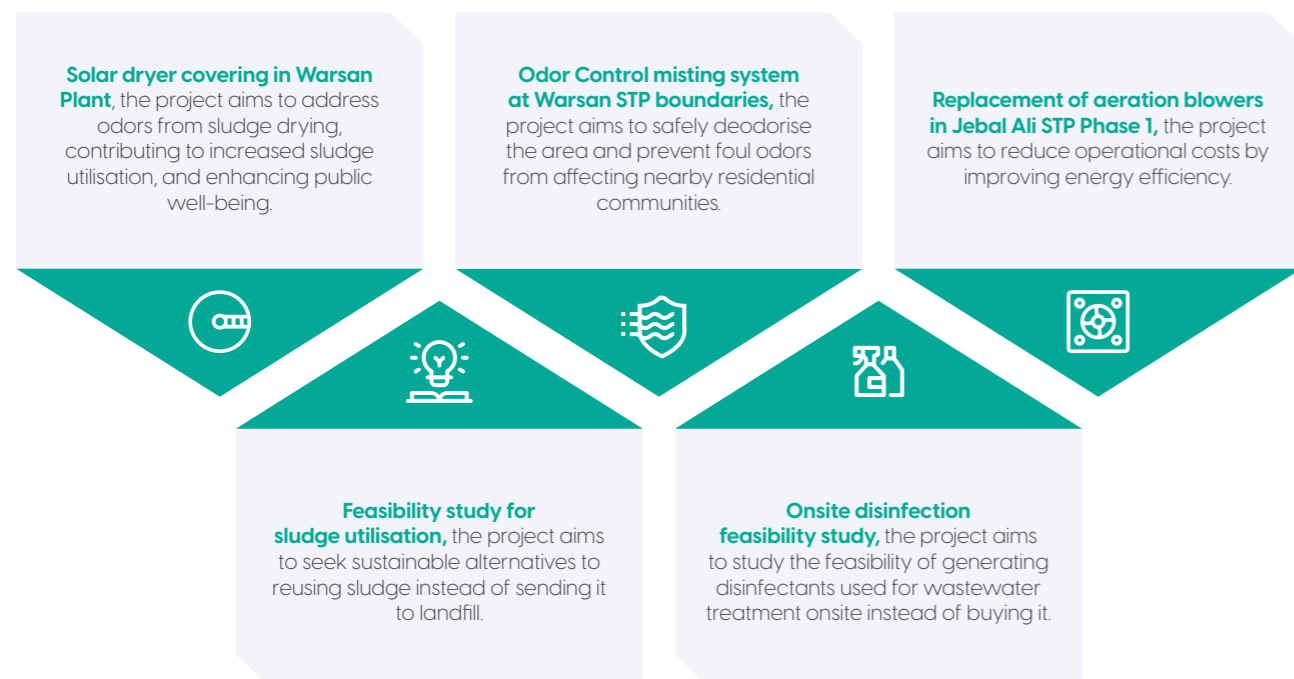
DM identified various enablers to achieve its targets, including:

- New Engineered centre for General Waste Treatment
- Engineered Center for Hazardous Waste Treatment in Jebel Ali
- Medical Waste Incinerator Plant
- Waste to Energy Project
- Plan for Landfill Closure
- Closure of Al Qusais landfill- Q4 2026
- Closure of Al Bayadha landfill – Q4 2026
- Closure of Warsan landfill – Q3 2026

In 2022, DM implemented various projects and initiatives to contribute to Dubai’s waste management and circular economy efforts, such as:

- Encouraging and spreading recycling principles through initiatives such as: My City My Environment.
- Producing biogas from anaerobic digestion to use it as a source of green energy instead of fossil fuels.
- Drying sludge and reusing it as a fertiliser.
- Biogas utilisation to operate Jebel Ali Sewage Treatment Plant (STP) thermal dryer.
- Implementing AI project in Jebel Ali STP which contributes to reduction in energy consumption and effective treatment.

DM has several projects and initiatives planned to further advance its waste management efforts:



DM employs various methods to reduce waste and enhance the sustainability of the city as a whole. It is in alignment with the UAE Vision through working with the Ministry of Climate Change and Environment (MOCCA) to enhance integrated waste management. This includes reducing waste generation, developing technical solutions for sorting, reuse, and recycling, and ensuring proper disposal systems. The following illustrates the waste reduction methods implemented:

- Reducing/limiting usage
- Recycling
- Reuse
- Establishing a resource recovery centre for the community

Technology and digitalisation play a crucial role in facilitating and overseeing circular economy initiatives. DM utilises initiatives such as RASID AND NAFITH. RASID is a tool used for overseeing waste transportation companies and managing waste from its source of generation to its ultimate destination, while NAFITH is a smart gate solution installed at waste disposal sites to prevent unauthorised waste transporting vehicles from accessing landfills. Moreover, real-time data monitoring enhances efficiency and identifies opportunities for improving processes. Additionally, systems like FOG Watch contribute to DM’s control over Fats, Oils, and Grease (FOG) waste and its recycling efforts.



Dubai Municipality collaborates with local businesses, industries, and innovators to promote circular economy innovation and practices by engaging in Public-Private Partnerships, supporting businesses in waste-to-resource initiatives, etc. DM also conducts workshops and open discussions with suppliers and contractors as part of its efforts to drive circular economy initiatives.

Incentives and support for circular economy practices, including waste reduction and recycling, are provided through federal and local regulations. Federal Law No. (12) of 2018 on Integrated Waste Management and Executive Council Resolution No. (58) of 2017 in Dubai establish a legal framework for waste management and recycling. These regulations also include provisions to minimise waste and promote recycling, as well as support the reuse of recycled water. DM is dedicated to promoting policies, legislation, programmes, and initiatives that support sustainability to change consumption patterns and better manage natural resources.

## SUCCESS STORIES

### DUBAI WASTE MANAGEMENT CENTRE

The Dubai Waste Management Centre (DWMC) is set to play a crucial role in reducing solid waste sent to landfills while simultaneously harnessing alternative energy sources. The centre is expected to commence operations in April 2023. It will efficiently collect, receive, and incinerate waste, transforming it into energy, processing approximately 5,666 tonnes of waste daily and generating 200MWh of power, significantly reducing methane gas emissions from landfills.

#### Strategic objectives:

- Divert 57% of MSW from landfills by 2024.
- Contribute to the landfill closure Plan.
- Generate 200MWh of power.
- Reduce methane gas generated from landfills.

This demonstrates the centre’s role in advancing sustainable energy solutions, reducing the carbon footprint, and mitigating climate change adverse effects, all while fostering a more sustainable and prosperous future for Dubai.

### DUBAI CAN

In 2022, His Highness Sheikh Hamdan bin Mohammed launched ‘Dubai Can’ – an innovative citywide sustainability initiative to empower communities to reduce the use of single-use plastic bottles. DM is a strategic partner in collaboration with Dubai Tourism, in the Dubai Can initiative. DM provided 12 locations in public facilities for the installation of water refill stations to reduce plastic bottle usage.

- Al Barsha Pond Park
- Al Fahidi District
- Al Seef
- Al Shindagha Historical District
- Godolphin, Business Bay Marine Stations
- Gold Souq - Dubai Creek
- Hatta Hills Park
- Jumeirah Beach 2
- Mushrif Park
- Quranic Park
- Safa Park
- Zabeel Park



### Spreading the Word

GRI 3-3, 413-1

Dubai is ranked number 1 globally in cleanliness and sterilisation index according to BCG 2022 and number 1 globally in urban cleanliness satisfaction according to the Institute for Urban Strategies 2022. This was made possible through various initiatives and campaigns conducted by DM. At DM, it is recognised that active involvement from all stakeholders is required. Thus, DM initiated campaigns to promote sustainable practices, emphasising waste reduction.

### Campaigns

#### My City, My Environment

DM's My City, My Environment campaign seeks to educate residents on waste management, promote source segregation, and foster responsible waste practices. By nurturing recycling habits, these endeavours contribute to a greener and more sustainable city.

#### Emaar Partnership

Emaar Entertainment hosted the #ChooseToReuse campaign at Dubai Aquarium and Underwater Zoo in Dubai Mall, attracting 100 sustainability advocates. In partnership with DM's #DoBetter Campaign, the event offered free access to the aquarium and provided each participant who contributed five plastic bags or bottles for recycling with a reusable bag, provided by DM.

#### Smart Sustainability Oasis

DM's Smart Sustainability Oasis Campaign aims to introduce a pioneering recycling material collection centre and promote sustainable waste disposal practices in line with international standards.

Additionally, DM's Smart Bins, encourages various segments of society to adopt responsible waste disposal practices. Another initiative educates Dubai residents on proper waste separation and disposal in designated collection facilities. These efforts seek to raise awareness and foster sustainable waste management habits.

#### Desert Areas Cleanliness Campaign

DM aims to raise awareness among desert area visitors about the importance of adhering to proper behaviours when dealing with waste and disposing of picnic waste.

#### Single-Use Plastic Bag Tariff

With the help of the single-use plastic bag tariff, DM aims to change the community's behaviour regarding single-use plastic bags and ensuring that companies and stores adhere to the 25 fils tariff set on July 1, 2022.

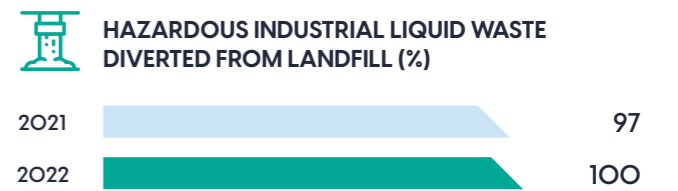
The tariff is related to the law issued in Dubai concerning single-use plastic bags, with a value of 25 fils, in line with the policy announced by The Executive Council of Dubai to limit the consumption of single-use bags. DM conducted campaigns primarily targeting food companies and establishments, as well as educating the public.

#### Related Workshops:

- A virtual workshop by the Nad'a Foundation had 17 attendees.
- Dubai Ambulance Services conducted a workshop with 50 employees (managers, department heads, and some staff), during which sustainability bags were distributed.

### Waste Management at Emirate Level

There has been a significant reduction in C&D waste, which is attributable to the Executive Council Resolution on Fees and Fines for Waste Disposal in the Emirate of Dubai. This was approved in 2021 and put into practice in 2022. Under this regulation, a fee of AED 20 per tonne is imposed if C&D waste is deposited in landfills, while a fee of AED 2 per tonne applies if it is directed to waste treatment plants. DM actively promotes the execution of C&D recycling regulations, plans, projects, and initiatives in line with Integrated Waste Management strategy, as well as circular economy policies and strategies.



### Waste Diverted from Disposal (%)

	Medical Waste	Agricultural Waste	Construction Waste	Electrical Waste	Hazardous Industrial Solid Waste	Hazardous Industrial Liquid Waste	MSW
2021	8,084.00	40,654.00	50,942,576.00	3,056.00	178,679.00	36,652.00	763,823.00
2022	4,911.12	38,063.20	583,936.10	2,852.20	198,169.65	36,954.80	691,987.80

\* 2021 data includes sand quantity, and 2022 data is without sand quantity.



All hazardous industrial liquid waste is recycled at the Innovative Hazardous Industrial Liquid Waste Treatment Plant.

FUTURE PLANS

**Engineered Centre for Hazardous Waste Treatment in Jebel Ali**

- Design and construct engineered double lined hazardous waste centre to treat industrial hazardous waste generated in Dubai.
- Treat 100% of solid and liquid industrial hazardous waste.

**Development of Al Qusais Landfill Gas Extraction and Treatment Network**

- Reduce GHG emission and improve odour control.
- Support COP26 pledge to reduce methane by 30%.
- Extract value from existing landfills.
- Diversify power generation profile.

- The plant will treat all organic and agricultural waste produced in Dubai.
- This waste will be treated to produce compost.
- Annual capacity: 700,000 tons/year



# Water and Effluents

GRI 3-3, 303-1, 303-2



In 2022, Dubai made efficient use of reclaimed water for various purposes, including central cooling and firefighting, leading to substantial cost savings and reductions in power consumption and carbon emissions. The city's advanced wastewater treatment plants employ triple and tertiary treatment technologies, ensuring the production of high-quality reclaimed water.

DM effectively transforms wastewater into a reusable resource using various treatment technologies while complying with regulatory standards. The conservation of freshwater for critical applications and the consideration of wastewater as a valuable resource is key to DM's sustainable practices. Apart from safeguarding vital groundwater resources for future generations, water recycling also substantially saves the electricity needed for energy-intensive desalination, thereby reducing greenhouse gas emissions.

To reduce carbon emissions resulting from the sewage treatment processes, DM implemented anaerobic digestion in central treatment plants. This minimises energy consumption and produces biogas, which facilitates significant reduction of carbon emissions from methane gas. Some of the biogas is also used for heating aerobic digestion tanks and drying sludge to produce thermally treated organic fertiliser.

Dubai initiated its water reclamation journey in the late 1960s with the construction of its first wastewater treatment plant in Al Khawaneej by DM. The subsequent establishment of the Warsan and Jebel Ali plants in 1981 and 2006, respectively, expanded the city's water recycling capacity. DM plays a critical role in converting wastewater into treated water for restricted irrigation, with two main STPs, Warsan and Jebel Ali, and several decentralised STPs serving the emirate.

DM's achievements advance UAE's sustainability goals, establishing the emirate as a global leader in water recycling and contributing to its sustainability vision.

**100%**

Recycled water use targeted by 2030

**8 Billion m<sup>3</sup>**

Volume of recycled water targeted by 2030

**30%**

Targeted cut in desalinated water and related power use by 2030

**88.48%**

Current rate of recycled water use

**AED 2 Billion**

Annual savings from water reuse

**4.5 Billion m<sup>3</sup>**

Water recycled from 1980 to 2022

**265 Million m<sup>3</sup>**

Recycled water used annually for green spaces

**314 Million m<sup>3</sup>**

Recycled water used in 2022

**100%**

Treated wastewater maintained

"Dubai's leadership recognised at an early stage that water conservation is key to ensuring sustainable development. Today, the recycling of water resources has evolved to form a key part of DM's efforts to realise the leadership's vision to turn the emirate into a green economy hub. Our city's success in water reclamation demonstrates that harmonising rapid economic growth with environmental conservation is not only achievable but also provides a strong impetus for further progress. As Dubai sets its sights on becoming one of the most sustainable cities in the world, we continue to launch new initiatives to raise water reuse rates and progressively diminish the city's reliance on desalination and precious groundwater."

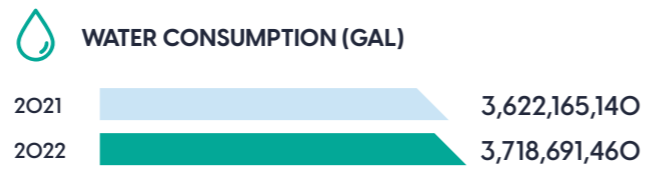
Eng. Dawood Abdul Rahman Al-Hajri, Director General of DM

DM's commitment to sustainable water recycling earned it global recognition, as it won the first place in the International Water Reuse and Recycling Award, organised by the International Desalination Association (IDA).

Moreover, in 2016, DM transitioned from chemical treatment to biotreatment, yielding substantial daily savings of over AED 7,500. The integration of automation, specifically the Createch system, incorporates Artificial Intelligence (AI) to oversee the biological treatment process, thereby improving treatment efficiency, curbing energy consumption, mitigating human error, and fostering collaboration with the private sector. Createch provides water and wastewater facilities with an operational intelligence platform that supports real-time control and decision making to reduce operational costs, improve sustainability, and enhance reliability. The implementation of this system resulted in the following outcomes:

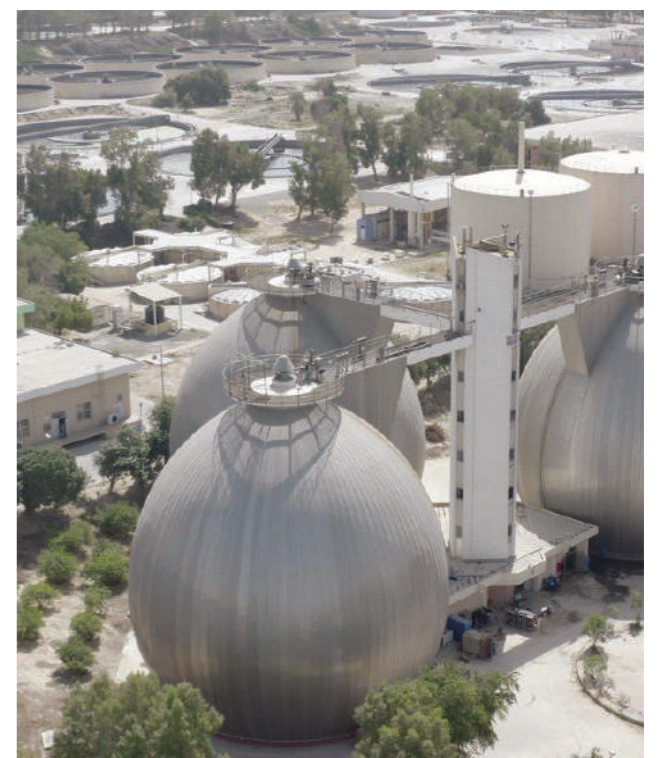
- Power savings: 6,026,360 Kwh/year
- Percentage of savings in power: 25%
- Power cost savings: 2,289,594.40 AED/year

**At DM Level**



To enhance its water conservation efforts, DM implemented the following measures:

- DM adopted multiple technologies to minimise water consumption, which has led to a 60% reduction in water consumption.
- Future plans for 2024 include utilising AC condensate water as a valuable resource for maintaining greenery around the DM facilities and planting trees as part of a carbon sequestration initiative.
- Upcoming initiatives involve procuring industrial nozzles promptly for the washing bay, aimed at reducing water consumption and decreasing the frequency of washing for waste trucks.



**SUCCESS STORIES**

**FIRST GREEN STP**



The average running energy load of Warsan STP is approximately 10 MW. DM launched a project to use biogas as fuel in power generation stations at the treatment plant in Warsan. About 39.18% of the plant's needs is met by biogas, accelerating the transition to a green treatment facility. In the coming years, the plant is expected to receive the remaining power from the waste-to-energy project.

**31 THOUSAND TONNES**  
of CO<sub>2</sub> emissions reduced annually.

**320 MILLION AED**  
reduction in operational costs over the next 25 years.

**WATER CONSERVATION AWARENESS CAMPAIGN**



DM launched a programme to conserve the use of groundwater and increase awareness among factory and farm owners to curb the depletion of water due to unsustainable consumption. DM developed procedures to protect groundwater from unsustainable use by employing technological tools to control and monitor groundwater consumption rates, such as the installation of metres for monitoring groundwater consumption.

**Wastewater Treatment**

DM ensures wastewater treatment aligns with local quality standards and conducts quality tests to confirm compliance.

There are two categories for the total water discharged. The first category is represented by the creek outfall, where water is released into seawater. The second category involves third party organisation reusing the water for irrigation and district cooling

purposes, aligning with principles of sustainability and circular economy.

In line with DM's circular economy practices, the wastewater treatment process produces multiple useful by-products such as sludge and biogas.



Data Point (Nm <sup>3</sup> )	2021	2022
Total biogas production	33,122,345	37,882,309

DM has several actions related to efficiency such as:

1. The automation of the biological process in Jebel Ali STP.
2. Replacement of aeration blowers into turbo-blowers (expected to reduce power consumption and consequently the carbon footprint).
3. Solar dryers project in Warsan STP.
4. Reduced of empower bills for chilled water.

DM manages its performance related to the operation and maintenance of STPs through its strategic and operational KPIs such as:

- Biogas utilisation in treatment processes
- Sludge utilisation
- Treated wastewater in WWTP
- Running cost of treatment/m<sup>3</sup>
- Recycled water quality
- Reduction in the CO<sub>2</sub> emissions of WWT operations

**Dubai Coast Monitoring and Forecasting Programme**

DM embraced the following practices, yielding the following benefits:

- A comprehensive marine database.
- A deep understanding of the Dubai coastal area.
- Provide data for coastal studies and projects in Dubai.
- Analyse data to study the impacts of large coastal development.
- Calibrate numerical models to improve their performance.
- Provide marine forecasts to support decision making.
- Support entities in emergencies and crises.



**Dubai Coast Digital Platform**

The Dubai Coast platform displays the most important elements of the marine monitoring and forecasting programme for the Dubai coastal region, in an easy way that enables the user to review the information smoothly and quickly. It displays periodical real-time marine data that is collected and sent automatically from marine monitoring stations. The displayed data includes the latest marine conditions, information related to public beaches in the emirate, live images from beach cameras, marine forecasted data, and any related news. It also provides an interactive map that enables the user to browse data by geographic region and to view it as graphs or spatial animated maps.

**Coastal Monitoring Database**

Data is automatically sent to the Dubai coast system marine database from 21 marine monitoring stations and live images from 36 beach cameras.

**Marine Forecasting and Early Warning System**

Provides marine forecasts and warnings from the marine forecasting system and is updated every 12 hours.

**ENVIRONMENTAL AWARENESS INITIATIVES**

GRI 3-3, 413-1

**Work for the Climate**



Introducing the wetlands in the Emirate of Dubai.

Raising awareness about the natural reserves in the Emirate.

Hosting a virtual seminar on the environmental satellite and explaining its objectives and applications.

Number of attendees	1,131
Satisfaction rate (%)	98.7
Impact measurement (%)	93

**Earth Hour**



Presentation about the protected areas in the Emirate of Dubai to increase awareness.

Hosting a discussion session on the topic of protected areas and the "Green Heart" project.

Planting a green heart structure, designed in the shape of a heart, in which the public can plant to feel connected to nature.

Organising a march to raise public awareness about land conservation.

Number of attendees	500
Satisfaction rate (%)	96.6
Impact measurement (%)	90

**Earth Day**



An environmental competition for DM employees, where a question was posted every week during Ramadan, and the answers are submitted through a Google Form.

An awareness lecture and sharing of the most significant accomplishments.

Number of attendees	530
Satisfaction rate (%)	93

**World Environment Day**



Raising public awareness about climate-related issues.

Encouraging community members to participate in a competition that involves creating a one-minute video that can help others learn and be a source of inspiration for protecting the planet.

Increasing awareness about what individuals and communities can do to make a difference by using bicycles on Jumeirah Beach to promote carbon emissions reduction from vehicle exhaust.

Number of attendees	304
Satisfaction rate (%)	97.5

### International Day of Clean Air



Giving a presentation about air quality in the Emirate of Dubai and highlighting the role of DM in this field.

Number of attendees	50
Satisfaction rate (%)	100

### World Migratory Bird Day



Raising public awareness about the most important migratory bird species in Dubai.

Explaining some of the threats facing these key species.

Increasing awareness and informing the audience about ways to assist these species and reduce the risks to their survival.

Educating the public about bird migration locally and globally and the significance of this phenomenon.

Number of attendees	25
Satisfaction rate (%)	100

### Environmental Education Programme (Summer and Winter)



Raising environmental awareness about the most important local and global environmental issues.

Building and promoting positive environmental behaviors.

Familiarising the audience with the local environment and reserves in the Emirate of Dubai.

Summer & winter attendees	24 (S), 17 (W)
Satisfaction rate (%)	100
Impact measurement (%)	98.3

### Discover the Protected Areas Programme



Spreading awareness about natural reserves.

Increasing community awareness about the importance of conserving natural resources through competitions like "Into Dubai's Wilderness," "Discover the Reserves in Hatta" platform, and awareness lectures for government and private sector employees in the Emirate of Dubai.

Emphasising the importance of preserving the wildlife and plants in reserves through adherence to the regulations within the reserves.

Number of attendees	1,605
Satisfaction rate (%)	100
Impact measurement (%)	100

### Groundwater Conservation Programme



Participation in Expo 2020 on World Water Day.

Conducting informative workshops for government, private entities, and schools.

Screening informative films and delivering scientific workshops to educate attendees on how to conserve and sustain groundwater.

Number of attendees	1,542
Satisfaction rate (%)	99
Impact measurement (%)	99

### Environmental Academics Programme



Delivering informative lectures to government entities, private organisations, and schools.

Introducing environmental topics, including information about reserves, groundwater, wildlife, plants within reserves, how to preserve them, and sustain natural resources.

Running environmental awareness films, such as reserve-focused movies and films about groundwater in the Emirate of Dubai, as a virtual tour to explore Dubai's reserves and the regulations of the groundwater conservation programme.

Number of attendees	2,800
Satisfaction rate (%)	100
Impact measurement (%)	100

# A Sustainable Economy



## MATERIAL TOPICS

- Sustainable Infrastructure
- Data Privacy and Cybersecurity
- Business Ethics and Compliance
- Sustainable Supply Chain and Procurement
- Economic Growth and Contribution

## SDGS



## STRATEGIC PILLARS & OBJECTIVES

### Digital & Competitive Organisation Systems

- Foster an agile and resilient organisation
- Developing an advanced digital ecosystem
- Developing pioneering innovation system and raising future readiness
- Advancement in competitiveness and excellence
- Strengthening compliance and governance effectiveness

### Sustainable Human, Financial and Knowledge Assets & Resources

- Effective management of financial resources to achieve sustainability
- Sustainable management of Dubai Municipality assets
- Developing and implementing an integrated partnership ecosystem

### Attractive City with Integrated Facilities

- Developing attractive parks, recreational and public facilities

### Sustainable Urban Planning and Advanced Building Ecosystem

- Sustainable urban planning for the best quality of life
- Developing smart, sustainable, and globally advanced construction sector
- Developing of a leading geospatial ecosystem to reach Dubai digital twin
- Enhancement of an advanced survey network

# Sustainable Infrastructure

GRI 3-3, 203-1

## Dubai Building Code

DM takes a comprehensive approach to sustainable infrastructure, with the application of Dubai Building Code (DBC) that was issued in 2021. The objective of DBC is to unify building design across Dubai, and to create a building code that is easy to use and clearly mandates the minimum requirements for:

- Health, safety, welfare, and convenience of people in and around buildings.
- Health, safety, welfare, and convenience of people who might be affected by buildings.
- Reduce the impact on the surrounding environment.
- Sustainable development of buildings.

Currently, the DBC is undergoing an update and the updated code is set to be put into practice during the second quarter of 2024. The regulations stipulated in the DBC are the minimum requirements. Nevertheless, the DBC allows for the possibility of surpassing these minimum requirements in pursuit of higher standards beyond what it prescribes.



In addition to the DBC, DM's sustainable infrastructure practices focuses on two key elements:

## Green Building – Al Sa'fat

The green building system, known as Al Sa'fat, is designed to enhance the sustainability of urban environments and improve infrastructure efficiency. It classifies green buildings into three categories: Platinum, Gold, and Silver, with Silver being the minimum requirement for all new buildings. As part of ongoing

efforts, a new guideline is being developed to apply sustainable and green building standards to existing structures. There was a study conducted to determine the impacts resulting from the application of the requirements of the Al Sa'fat system on the Emirate of Dubai, the following summarises the outcome.

↓ 19% Electricity consumption	A saving of 17% for the Silver Sa'fat category in "Villas and Industrial Buildings." This primarily applies to private residential villas and industrial buildings. Moreover, the Silver Sa'fat for other building types also achieves a 19% reduction in electricity consumption. If the Golden or Platinum Sa'fat category is applied voluntarily, the savings percentages would increase to 32% and 35%, respectively.
↓ 20% Water consumption	A saving of 20% for the Silver Sa'fat category in all building types. If the Golden or Platinum Sa'fat category is applied voluntarily, the savings percentage would increase to 25% and 27%, respectively.
↓ 22% CO <sub>2</sub> emissions	A 15% decrease for the Silver Sa'fat category in "Villas and Industrial Buildings." Furthermore, the Silver Sa'fat for other building types achieves 22% reduction in CO <sub>2</sub> emissions. If the Golden or Platinum Sa'fat category is applied voluntarily, the savings percentages would increase to 32% and 36%, respectively.
↓ 50% Waste management	Ensures that 60% of municipal solid waste can be recycled in buildings and private facilities which has also led to a 50% reduction in construction waste.
↑ 56% Indoor air quality	Improvement in indoor air quality within buildings.

## Accessibility – Dubai Universal Design Code

On the accessibility front, DM developed the Dubai Universal Design Code, promoting inclusivity and accessibility to achieve sustainable infrastructure. All areas of newly designed and newly constructed buildings and facilities in the emirate are mandated to conform to these requirements. In 2018, DM launched the Wosool platform service, which assesses existing buildings for compliance with the Dubai Universal Design Code. There are specialised engineers from the Building Permits Department who conduct on-site evaluations and issue certificates based on the building's compliance.

Certificates issued by Wosool include:

**Accessible Building**

Certificate for buildings meeting the requirements and scoring 75% or higher in accessibility criteria.

**Accessible UNI**

Certificate for buildings meeting the requirements and scoring 90% or higher in accessibility criteria.

The objectives of this platform include :

- Contributing to achieving the DM policy that aims to rehabilitate existing buildings for POD.
- Ensuring the implementation of Dubai Universal Design Codes and Accessibility Criteria on existing Buildings, thus, contributing to achieving the Dubai vision of being a friendly city for POD.
- Raising the level of happiness in Dubai for all segments of society, including residents, visitors, families, and individuals.



## 3D Printing

Dubai Municipality has launched the world's first system for Certification and conformity marks in the field of 3D printing in construction industry, which will serve as a proactive measure to streamline procedures and improve the quality of concrete mixes used in factories licensed and operating in Dubai. The step plays a pivotal role in advancing Dubai's leading position as the world's first city to adopt a conformity marking strategy for 3D printers used for construction and regulate this cutting-edge and sustainable construction technology.

Furthermore, DM's commitment to sustainability extends to digitalisation initiatives, which encompass the Dubai Building Permit System (DBPS). This unified portal for building permit applications has effectively eliminated the need for paper-based processes. For instance, customers may engage in a video conference session with a DM engineer for customer evaluations to address any concerns pertaining to the permit application. The transition to digital processes reduced DM's carbon footprint by minimising in-person visits.

In collaboration with the American University of Sharjah (AUS), a specialised diploma programme has been established, with a primary focus on 3D printing technology. A total of 12 engineers from DM have successfully completed this diploma. This initiative has been implemented with the purpose of equipping engineers with the necessary skills to assess permit applications involving 3D printing technology. Additionally, it aims to enhance awareness and understanding of 3D printing technology.

These various initiatives exemplify DM's dedication to sustainable infrastructure. Their holistic approach ensures that the principles of sustainability are embedded across Dubai's infrastructure. As a testament to its commitment and achievements, DM has received several prestigious awards and recognitions for outstanding efforts in the field of sustainable development. These include the Construction Technology Award, Edison Award, Middle East Smart Government and Cities Excellence Award, UAE Innovates, SDS+ Data Award, among others.

**The increase in compliance with Sa'fat Green Building Regulations in 2022 has led to an increase in reduction in CO<sub>2</sub> emissions from new buildings.**

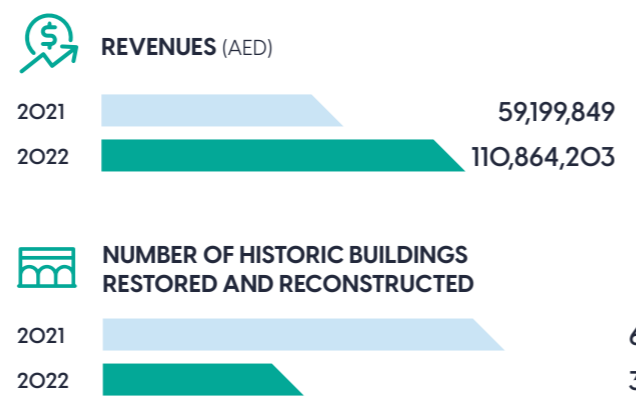
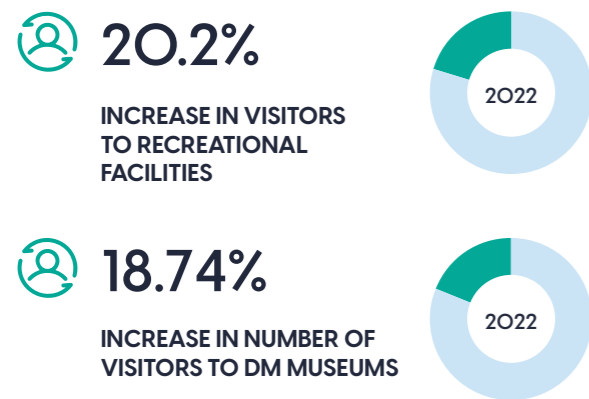
	2021	2022
Reduction in CO <sub>2</sub> emissions from new buildings (Ton)	649k	909k

### City Beautification and Public Projects

DM is tasked with a variety of important responsibilities such as the beautification of the Emirate of Dubai. These include identifying and assessing the needs of building and park projects, as well as overseeing the design and execution of projects. Furthermore, DM plays a crucial role in ensuring the comprehensive implementation of strategies and regulations related to city beautification, in accordance with the Dubai 2040 Urban Master Plan. It actively evaluates and analyses the aesthetic and beautification aspects of public parks and other locations, monitoring challenges and gaps, and proposing solutions for sustainable development. The total number of public parks (major and residential parks) is 195, with some parks demonstrated in the following. In addition, DM formulates comprehensive and specialised design guidelines and standards for city beautification, both for internal and external use, following international best practices.



DM's efforts in beautifying the city have yielded notable results, as evidenced by the following figures.



### PARKS

▶ Mushrif Park	▶ Umm Suqeim Park	▶ Al Tawar Park 1	▶ Al Barsha Second Park 2
▶ Zabeel Park	▶ Satwa Park	▶ Muhaisnah Park 2	▶ Al Barsha Second Park 3
▶ Mamzar Park	▶ Al Khazzan Park	▶ Al Hamriya Park	▶ Al Quoz Park
▶ Creek Park	▶ Al Rashidiya Park	▶ Naif Park	▶ Al Barsha Second Park 1
▶ Safa Park	▶ Nad Shamma Park	▶ Abu Hail Park	▶ Al Twar Park 3
▶ Al Barsha Pond Park	▶ Uptown Mirdif Park	▶ Oud Mateena Park 1	▶ Al Qusais Park 2
▶ Al Qusais Lake Park	▶ Al Warqaa Park 3	▶ Hill Park in Hatta	▶ Mirdif Park
▶ Al Quoz Pond Park	▶ Nad Al Hamar Park	▶ Pure Valley Park	▶ Al Mizhar First Park 1
▶ Al Nahda Pond Park	▶ Garhoud Park	▶ Rose Garden Nad Al Sheba District 4	

### SUCCESS STORIES



#### MULTISTORY CAR PARKING BUILDING AT AL GARHOUD

DM's sustainable infrastructure practices are embedded in the innovative multistory car parking building constructed by DM. The building powers itself with the electricity that is generated from the solar panels that are installed on the rooftop of the building. This building is a testament to DM's efforts in driving sustainable urban development in the emirate and beyond. It is considered the world's first environment-friendly parking accommodation. In addition to renewable energy generation, the building incorporates a range of eco-friendly features, including amenities like bicycle parking.

- The solar energy system of the building covers an area of around 2,494 m<sup>2</sup> and consists of around 1,530 solar panels. The total installed capacity of the solar system is 500 kW.
- The avoided emissions from this project is around 143.7 tons of CO<sub>2</sub> yearly.

#### MOHAMMED BIN RASHID LIBRARY

The Mohammed bin Rashid Library is the first LEED-certified platinum library in the region and complies with the requirements of the Al Safat system for green buildings in Dubai, where the latest sustainable technologies have been applied to rationalize energy consumption, including parking management, ventilation systems, LED lighting, and smart glass materials, in addition to installing 1 MW of solar panels with the aim of reducing energy consumption by 40%. The Mohammed Bin Rashid Library (MBRL) is a representation of Dubai's cultural essence as it serves as a melting pot of diverse cultures and civilisation. The library is a cultural landmark where education, culture, and tourism converge. It offers unique offerings such as specialised libraries, along with modern amenities as listed below.

- Digitalisation Laboratory
- Information Centre
- Periodicals Library
- Children's Library
- Atlas and Map Library
- Media and Arts Library
- Young Adults Library
- Study Rooms
- Special Collection Library
- Theatre
- Temporary and Permanent Exhibit



#### GEOHUB FROM AN IDEA TO A REALITY

The Geographical Information Systems (GIS) Centre established an innovation and incubation hub known as GeoHub as part of its efforts to support innovation in the geospatial field. This initiative aims to bring together geospatial enthusiasts to discover and generate innovative technology solutions.

The GeoHub offers essential resources such as office space, mentorship, smart processing environment, data accessibility, training, and specialised equipment for a variety of stakeholders.

Within a short period, since its inception, GeoHub was able to build up a growing community involving



A wide spectrum of activities has been carried out in the GeoHub ranging from awareness campaigns, informative tours, networking events, university project assessments, and participation in global events like GITEX Technology Week 2022. Moreover, GeoHub holds accreditation as a Certified Incubator, marking it as the first applied business incubator specialising in geospatial research, development, and innovation. The certification process involved an assessment by a team of experts from Dubai Economy who visited the GeoHub premises to assess its credibility as a certified incubator.

Through its multifaceted approach, the GeoHub encourages collaboration, innovation, and practical learning, breaking down barriers for students, corporations, government entities, and start-ups. With the GeoHub, DM was able to transform its vision of innovation, incubation, and tech support from a mere idea into a tangible reality. In an era where collaboration, amalgamation, communication, and innovation are paramount for competitiveness, the GeoHub contributes to the elevation of the GIS culture and the enhancement of geospatial awareness within the Emirate.

# Data Privacy and Cybersecurity

GRI 3-3, 418

DM is at the forefront of transparency and accessibility in the digital age, all while upholding the utmost commitment to data privacy and security. Dedicated to nurturing an open and collaborative data-sharing ecosystem, DM ensures that valuable datasets are readily accessible to researchers, businesses, and the general public, while simultaneously safeguarding data privacy. This approach empowers stakeholders to leverage data-driven insights for informed decision-making, enhancing the efficiency of public services and fostering innovation within the community. This commitment to open data not only enhances the overall efficiency of public services but also fosters innovation and creativity within the community. DM's dedication to sharing open data is demonstrated through sharing 100% of Open Data sets on Dubai Pulse registers in 2022.

In regards to data privacy and cybersecurity, DM is taking substantial measures to enhance its Information Technology (IT) performance while maintaining a strong focus on information security. With over 40 comprehensive policies covering aspects like access control, antivirus, application security, information security, and more. Together, they support DM establish a robust framework to safeguard data and IT systems.

Moreover, DM is actively contributing to Dubai Cyber Security Strategy with the vision to establish Dubai as a global leader in innovation, safety, and security. The Dubai Electronic Security Centre (DESC) developed several KPIs and a unique comprehensive assessment methodology that was reviewed by internal and external cybersecurity experts to guarantee the accomplishment of the strategic objectives of Dubai Cyber Security Strategy.

Additionally, DM is at the forefront of incorporating Internet of Things (IoT) technologies into its operations, particularly in construction. One key initiative involves the integration of Building Information Modeling (BIM) with Artificial Intelligence (AI) to optimise designs, streamline construction processes, and improve resource management. DM continues to harness the power of IT and digitalisation to actively advance its sustainability objectives, driving innovation and efficiency in its sustainability efforts and initiatives.



The overall cybersecurity KPI assessment score for Dubai Municipality is 100%.

As part of its commitment to information security, DM holds an ISO/IEC 27001:2013 certification. In 2022, DM further strengthened its workforce by conducting various IT training programmes, including:

- IIBA Endorsed Certificate in Key Performance Indicators
- Certified Information Systems Auditor (CISA)
- Project Management Professional (PMP)
- Digital Twin & Metaverse
- ChatGPT
- Drones & Indoor Mapping
- ISO 27001 Lead Auditor
- ITIL Strategic Leader: Digital and IT Strategy
- ISO 27001 Implementer
- Cisco CCNA
- CGEIT - Governance of Enterprise IT CEH: Certified Ethical Hacker

This investment in employee development aligns with DM's digital strategy, which aims to successfully transform DM. Thus, DM outlined a digital roadmap to implement its digital strategy, aligning initiatives with its short and long-term goals. This roadmap serves as a blueprint for action and facilitates reporting to leadership on strategies that are enabled by digital advancements.

### Digital Strategy Mission:

To build a digital-first Dubai Municipality by leveraging technology-driven innovation to enable the development of a happy and sustainable city.

### Digital Strategic Objectives:

- Improve customer happiness
- Drive operational efficiency of business processes
- Embed emerging technology in the pursuit of innovation
- Drive efficiency, security, and sustainability to optimise enterprise back-office
- Become a data driven organisation
- Foster a digital mindset

Finally, DM's IT department conducts assessments and tracks several KPIs, both strategic and operational, on a periodic basis, including quarterly, bi-annually, and annually. There is also a designated champion responsible for measuring the KPIs and have defined the calculation method. Through these initiatives, DM is actively working to improve its sustainability, security, and digital capabilities, ultimately contributing to the advancement of Dubai as a modern and efficient city.





# Sustainable Supply Chain and Procurement

GRI 3-3, 204, 308, 414

Recognising the pivotal role of sustainable procurement in achieving sustainable development goals, DM created a Sustainable Procurement Policy. All external suppliers, partners, and anyone dealing with DM or providing services or operations on its behalf are expected to comply with the approved sustainable procurement policy, as well as all related laws, regulations, and requirements. This policy is grounded in DM's dedication to complying with all laws and regulations in the UAE related to procurement as well as respect international conventions and practices relevant to DM in its dealings outside the country. Accordingly, DM worked to establish and implement a specialised management system for sustainable procurement in compliance with relevant laws and regulations in the UAE and in accordance with the ISO 20400 standard for sustainable procurement.

As part of its ongoing efforts to enhance procurement processes, DM is in the midst of revising the technical criteria used to evaluate contractors and consultants. Currently, DM is actively seeking input and feedback internally on the proposed criteria as part of this update process. This revision entails the inclusion of set new criteria, in addition to the existing evaluation factors. These include but not limited to:

- Sustainability, environmental, health, and occupational safety requirements.
- Quality certifications in accordance with international standards.

Moreover, within its contracts, DM incorporates a sustainability clause that emphasises the importance of environmental responsibility. This clause underscores the necessity for "all materials, plant, equipment, supplies goods to be environmentally friendly/sustainable, in support of the sustainable development strategy of the UAE, and the wise directions of the Government of the Emirate of Dubai". Furthermore, as part of the supplier registration process, suppliers are asked to accept and comply with the DM sustainability purchases charter.



**From the total 630 DM suppliers, 44 are SMEs and 17 are sustainable materials suppliers.**

DM implemented a robust system to evaluate suppliers' commitment to sustainability across various criteria, including environmental protection and social responsibility. These criteria cover various aspects, including:



To drive DM's sustainable procurement practices, DM established a dedicated Sustainable Procurement Team entrusted with several essential responsibilities. These include conducting awareness and training sessions on sustainable procurement. Additionally, the team is responsible for establishing a channel for reporting any violations related to sustainable procurement.

# Economic Growth and Contribution

GRI 3-3, 201

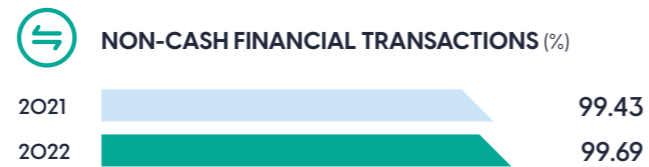


## Programmes Implemented in 2022 to Rationalise Expenses

In 2022, the count of rationalisation initiatives more than doubled in comparison to the previous year, 2021.



## Non-Cash Financial Transactions and Digital Transformation



DM recognises the significant role of economic growth and contribution in fostering a balanced, prosperous, and responsible development. As a result, DM has carried out various endeavours to drive economic growth, stimulate innovation, and enhance the quality of life within the Emirate of Dubai, contributing to the following achievements.



In terms of financial planning and strategy, DM embarked on a comprehensive journey spanning from 2020 to 2023, featuring an array of strategic initiatives that collectively aim to propel the organisation forward. These initiatives can be broadly categorised into five distinct groups.

An essential metric, referred to as the non-cash financial transactions ratio, has a government-level target set at 85%. In the year 2022, DM achieved an outstanding feat by surpassing this target, establishing itself as a pioneer in the realm of payment method diversity with a rate exceeding 99%. Of particular significance is the fact that DM stands out as the government entity offering the most extensive array of payment options.

## FINANCIAL STRATEGIC INITIATIVES (2020-2023)



## SUCCESS STORY

### CHILDREN'S CITY

Childrens City is the UAE's inaugural educational hub dedicated to children aged between two and fifteen years. Here, young minds can engage in investigative, exploratory, and playful learning, fostering their capacity to discover valuable information in an engaging educational format. This space is thoughtfully crafted to encourage children to interact and explore together, whether with their families or school groups. The subsequent section highlights the significant milestones achieved over the past two years.



	Visitors	Educational Workshops	Attendees for Educational Workshops	Educational Events	Entertainment Events
2021	59,310	182	16,407	6	76
2022	118,201	336	64,008	6	107




### A Journey to a World Class PMO

DM's project management achievements have been recognised through global awards, including the 2022 PMO of the Year Award from PMI. The keys factors to this success encompass:


- Leadership support
- Clear operating model integrated with all relevant parties
- Applying quick wins with technology to raise the maturity
- Courage to change and understanding the culture
- A close bridge between strategy and project implementation
- Successful project delivery
- Simplifying and enriching the project management experience
- Consistent compliance using smart pm system
- Optimal use of resources
- Developing a qualified PMO team

Moreover, there are over 24 dedicated members that are part of the Champions Network. They have been individually selected by DM leadership to collaborate with stakeholders in order to facilitate a smooth and successful development of the PMO.

In terms of knowledge development, the PMO is aligned with international best practices, and relies on the PMO knowledge centre and PMO centre of excellence for knowledge transfer. These efforts had to led to impressive achievement such as:



**180**  
Average Projects Yearly



**26**  
Professional Certification

Furthermore, DM, in its unwavering commitment to Project Management Office (PMO) excellence, is not only fostering internal progress but also exerting a positive influence on the larger project management community. For instance, DM has actively contributed to the establishment of the inaugural PMO Global Alliance UAE Community Hub, orchestrated collaborative gatherings like "PMO Connection Day," taken part in benchmarking and knowledge exchange initiatives, and actively participated in international conferences to advocate for best practices, share published case studies, and disseminate valuable industry insights.

The PMO's primary goals include improving the following key points:



### SUCCESS STORY



### DUBAI INTERNATIONAL BEST PRACTICES AWARD FOR SUSTAINABLE DEVELOPMENT

In collaboration with the United Nations Human Settlements Program, UN-Habitat, Dubai Municipality organised the Dubai International Best Practices Award for Sustainable Development. It is an annual prestigious award aimed at improving the quality of life and the living environment, by supporting global best practices, in line with the sustainable development goals.

The Dubai International Best Practices Award for Sustainable Development was established in 1995 under the directive of late Sheikh Maktoum Bin Rashid Al Maktoum, during the United Nations International Conference on Human Settlements that was convened in Dubai.

Over a period of 25 years, it has evaluated and selected 8,000 exemplary practices, fostering direct exchanges between cities and communities to enhance living standards. In its 12th edition in 2022, the award achieved unprecedented success:

- **3,000 applications**
- **90% increase from the previous edition**
- **145 countries participated worldwide**

The Dubai International Best Practices Award for Sustainable Development symbolises the UAE's leadership and global standing in implementing and supporting sustainable practices and supporting the sustainable development of human settlements and the protection of the environment.

# A Sustainable Society



## MATERIAL TOPICS

- Employment and Human Resources
- Training and Development
- Customer Health and Safety
- Employee Health and Safety
- Local Communities

## SDGS



## STRATEGIC PILLARS & OBJECTIVES

### Sustainable Human, Financial and Knowledge Assets and Resources

- Attracting and retaining the best talent for a future-ready municipality

### Sustainable Public and Animal Health, Zoonotic Disease Prevention and Vector Control

- Ensuring animal health and controlling of emerging infectious diseases to sustain animal production, reduce environmental impact and enhance public health

### Sustainable Environment, Health, and Food Ecosystem

- Proactive protection of public health
- Proactive protection of the community from food-related risks
- Developing and implementing the best public and occupational health and safety standards
- Developing and implementing globally recognised standards for laboratory tests and calibration certificates
- Ensuring providence of flexible food supply chains

### Attractive City with Integrated Facilities

- Preservation of Dubai historical architectural identity and strengthening its position on the World Heritage Map

### People Happiness

- Developing proactive services that excel customer expectations
- Strengthening Dubai Municipality corporate image

# People Happiness

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

Dubai Municipality takes a proactive and integrated approach to exceed customer expectations, leading to notable achievements. These include the DM contact centre being recognised among the top three contact centres within the Dubai government during the 2022 cycle. Additionally, DM achieved an impressive score of 96.90% in the International Customer Experience Standard (ICXS) by the British Standards Institute. This underscores DM's success in delivering exceptional customer-centric services and attaining the highest levels of customer satisfaction. Moreover, DM opens the door for direct communication between the leaders of DM and customers, whereby a total of 461 certificates of thanks were received by DM during 2022.

## Customer Health and Safety

In its continuous pursuit of enhancing the quality of life for the Emirate's residents and visitors, DM places utmost importance on their health and safety. This commitment is reflected in DM's comprehensive efforts to assess and improve health and safety impacts associated with various activities and services. In 2021, DM's Dubai Central Laboratory initiated assessments across

four significant product and service categories, with a thorough evaluation from both internal and external perspectives. In 2022, the commitment to this process remained strong, with an internal and external assessment to ensure the highest standards are met.

Furthermore, the completion of the programme to develop a service for detecting lard in foods, standard comparison of diagnostic kits for detecting porcine contamination in food products and testing for ammonia in environmental water samples demonstrates the organisation's dedication to health and safety.

Another key responsibility of DM is to take a multifaceted approach to ensure the safety of food circulating in Dubai. Thus, it actively contributes to food safety policies, laws, and regulations, working in collaboration with relevant authorities. The monitoring control of DM's Food Safety Department extends to imported foods through the Emirate's ports of entry and all permanent and temporary food establishments licensed within Dubai. Their mandate also includes investigating foodborne diseases and conducting routine and specialised sampling programmes. The emphasis on education and awareness further illustrates their commitment to promoting the health and safety of the public.

The focus on food safety extends to DM's Green Path initiative, which expedites the release of imported food shipments while maintaining high standards of safety. By reducing operational expenses on food merchants and enhancing food security, this initiative contributes to the overall health and safety of Dubai's residents.

## Food Security

In the Emirate of Dubai, a comprehensive approach to managing food security is in place, with a strong focus on collaboration with local and federal authorities. Current local food security challenges include the fact that the UAE imports 90% of its food, and with the population expected to reach 11 million by 2050, ensuring a stable and resilient food supply becomes increasingly critical.



DM carries out various roles including overseeing the governance of food security and ensuring coordination among relevant stakeholders as well as the development of the strategy for food security in consultation with all concerned parties.

### The electronic Import and Export Food Control System (IRS) plays a crucial role in ensuring food safety:

- Provides services related to food product registration and evaluation, release of imported food shipments, transfer of food shipments, and issuance of food health export certificates.
- Allows for a rapid release of food shipments, saving time and costs for inspection and clearance.
- The system's effectiveness is evident in the massive volume of food shipments that it inspects and releases for import and re-export.

Finally, DM's Food Inspection Department is equipped with advanced technology and maintains a robust inspection system. The system is complemented by detailed reports on inspections, advanced search capabilities, and instant communication channels with food establishments.

As a result, the UAE was ranked 23<sup>rd</sup> in the food security index.

This was an improvement from its position as 35<sup>th</sup> in the previous year.

DM's tireless efforts and advancements in digitalisation are not only streamlining processes but also reducing costs, improving compliance, and enhancing overall public safety. Through a multifaceted approach that engages the entire community, DM is actively working to secure the happiness and well-being of Dubai residents.

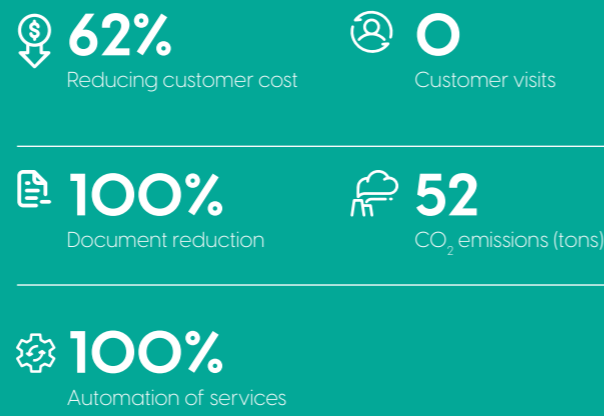


## SUCCESS STORIES

### MY FOOD INITIATIVE AND I PLEDGE TO FOOD SAFETY

DM's digital transformation initiatives, such as the "My Food" and "Ipledge to food safety" mark a significant leap forward in ensuring food safety. The "My Food" initiative represents a government-based digitalisation of major services, reducing the burden on food businesses and improving data-driven decision-making. This not only streamlines processes but also significantly reduces costs for food-related permits and training, while enhancing overall safety.

The "Million Voices Food Safety Campaign" is another testament to the organisations dedication to public well-being. It aims to enhance awareness of food safety behaviours in homes and instill the importance of choosing healthy food. The campaign, initiated on World Food Day, has reached consumers, educational institutions, and health organisations in the Emirate. This collective approach ensures that the entire community is engaged in the pursuit of food safety.



Public Health



DM works to increase the level of community awareness in the field of public health. Its efforts led to the following achievements.

**94.5%**

The satisfaction rate of customers with services increased from 93.8% to 94.5%.

Achieving the best results in terms of the average incidence rate of zoonotic diseases (Brucellosis) per 100,000 people compared to the European Union.



**SATISFACTION RATE OF CUSTOMERS WITH EXPRESS SERVICES (%)**



“The Expo 2020 logo represents our message to the world that our civilisation has deep roots. We were and will always be a pot that gathers civilisations and a centre for innovation.”

His Highness Sheikh Mohammed bin Rashid Al Maktoum

Quality of Life



**Unveiling Heritage: The Cultural Tapestry of Expo 2020 Dubai's Logo**

DM engages in the restoration and rehabilitation of historical buildings to preserve the urban heritage of the community. Subsequently, the Expo 2020 Dubai logo draws inspiration from a gold piece discovered at the archaeological site of Saruq Al Hadid, a significant archaeological site in the UAE. Saruq Al Hadid has a history spanning thousands of years, starting from the Stone Age, and passing through the Bronze Age and ending at the Iron Age. The excavations revealed that the site was a major industrial and commercial centre during the first millennium BC. Showcasing artifacts like metal weapons, pottery, jewellery, and seals, reflecting its interaction with civilisations across Dilmun, Egypt, Mesopotamia, Sindh, India, and the east of the Mediterranean Sea over more than 4,000 years, making it one of the largest archaeological sites ever discovered in the Arabian Peninsula.



**Breaking Boundaries: Beach rehabilitation and 24-Hour Beach Access**

Rehabilitation of public beaches in Al Mamzar Corniche, Jumeirah 1 and 3, and Umm Suqeim 1 was undertaken with the aim of revitalising and safeguarding the natural coastal ecosystems while simultaneously enhancing recreational spaces for the public.

The inauguration of three new beaches for night swimming from sunset to sunrise, at the beaches of Jumeirah 2, Jumeirah 3 and Umm Suqeim 1 has allowed for increased access to recreational services. DM is the first in the world and has set a precedent in the government and public utilities sector, where services are available around the clock to ensure entertainment and safety of the community. Rescue teams, public services and utilities continue with the same efficiency 24 hours a day.

# DM Employees

GRI 3-3, 202-2, 401-1, 401-2, 404-1, 404-2, 404-3, 405-1



At DM, the dedicated and diverse workforce stands as the bedrock of its commitment to social sustainability.

There are 19 policies and manuals at DM serving to support and foster employees including Emiratization policy, conflict of interest policy, Charter of Business Ethics and Conduct in Dubai Municipality, new employee experience guide, and many more.



With employees hailing from 81 different nationalities, DM embodies the international essence of Dubai. As of 2022, DM is proud to employ a total of 11,484 individuals.

## Diversity and Inclusion



DM is firmly committed to fostering a culture of diversity and inclusion within its workforce. It recognises that a global workforce is a reflection of the cosmopolitan nature of Dubai, hence, it continuously seeks to create an environment that values and celebrates these differences.

 **Total Employees** **11,378**

### Total Nationalities

 **78**  
Total Nationalities

### Gender Breakdown

 **64%** Male Employees  
 **36%** Female Employees

### Emiratization in supervisory positions

 **99%**  
Achieved

### Proportion of senior management hired from the local community

 **99%**  
Achieved



## Local Talent Development

As part of DM's commitment to the Emiratization policy, there have been various initiatives implemented to attract and develop local talent.

This is a result of the dedicated programmes to support the career growth and development of local employees.



**Emiratization percentage in supervisory positions is 99%**

## Our Staff is Our Pride



In support of the Emiratization policy and to enhance the future vision of the Emirate of Dubai.

Employing approximately 150 young citizens within its cadres from various engineering and scientific specialisations to attract the best national talents.

## Talent Attraction and Retention

DM actively seeks top talent and invests in the retention of employees. The recruitment success and retention rates are indicative of DM's commitment to nurturing its workforce. During 2022, the initiatives undertaken by DM's HR department have yielded an impressive employee retention rate of 96.60%, reflecting DM's strategies' success.

Employee turnover is meticulously monitored to ensure stability, and retention strategies are designed to retain top talent. In 2022, the turnover rate was 2.19%.



### Future Competencies



The initiative aims to prepare and qualify national cadres to be ready for the future by attracting university students, recent graduates, and national employees and qualifying them in future technical fields.

DM understands the importance of nurturing talent within the local community. The "Future Competencies" initiative is a testament to DM's dedication to attracting and training the best Emirati talents

during the summer vacation period. This programme not only provides opportunities for young talents to grow but also aims to sponsor and appoint them to specialised jobs within DM. It targets university students, recent graduates, and national employees. These initiatives are designed to ensure that the local community is equipped with the skills needed to thrive in a rapidly evolving world.

Name of Professional Diploma	Number of Members
Big data analysis in food safety 3D printing	15
Artificial intelligence and data science	13
3D printing	13

Total trainees	61
Summer training	13
Field training	48

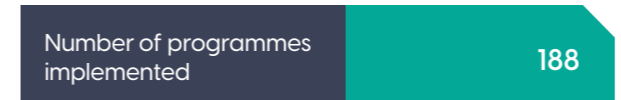
### Career Advancement

DM empowers its employees to pursue meaningful career advancement opportunities. There is a robust system in place for promotions and internal advancement, fostering a culture of growth and development.

Throughout, DM supports its employees in their pursuit of professional growth, providing opportunities for continuing education, certifications, and degrees.

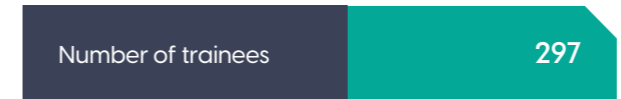
#### We Learn from Your Experiences

An initiative through which knowledge is transferred internally in the department by experts and specialists with the aim of raising the quality of work.



#### Good Role Model

The Good Role Model initiative is presented by leaders by sharing their practical experiences and lessons learned with employees.



#### Professional Diplomas

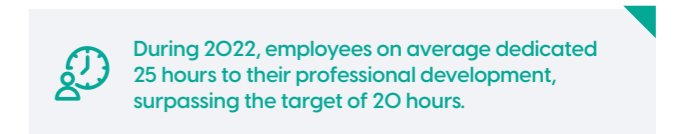
The goal of the professional diploma is to qualify the employees in their professional specialty and focus on the practical, applied aspect.

Total diplomas	12
Total male participants	32
Total female participants	39
Total organisational units	19

### Compensation and Benefits



DM believes in fair and equitable compensation practices. The compensation structures, including salaries, bonuses, and benefits packages, are designed to reflect the commitment to all employees. Specific compensation data indicates that DM employees receive competitive compensation packages, including comprehensive health insurance and retirement benefits.



### Training and Development

Employee growth and development are integral to DM's vision. Accordingly, DM offers a wide array of training and development programmes, ensuring that employees have ample opportunities to enhance their skills and knowledge.

Furthermore, DM also uses LinkedIn Learning to serve its employees. In 2022, 5,392 hours of trainings were completed by 493 employees.

Hours viewed	5,392
People viewed content	488
Average time per view	11h 4m

SUCCESS STORIES

TALENTS DEVELOPMENT CENTRE DMX

Dubai Municipality launched its new Talents Development Centre (DMX) with a unique design, dedicated to qualifying and developing the performance of human cadres working in Dubai Municipality to support the vision of a "pioneering municipality for a global city."

Features of the DMX are:

 <p>Providing a stimulating environment for learning and training municipal employees using the best international practices and modern technologies, including VR, smart training, and training games.</p>	 <p>Strengthening the partnership with strategic partners in the public and private sectors to participate in the training programmes provided by the centre.</p>
<p>Enhancing the department's competitiveness and leadership, as the centre is accredited by a number of local and international educational and training institutions, including the Knowledge and Community Development Authority in Dubai, the National Qualifications Centre at the Ministry of Education, and Esri company in the field of geographic information systems.</p>	 <p>Increasing the department's revenues by renting halls to entities and institutions that wish to do so.</p>



LIFEGUARDS TRAINING

The lifeguards at DM undergo training in accordance with international standards through a collaborative effort with an external entity. The training is offered by Safety Training Skills (SST), a Dubai-based international company known for offering globally recognised safety training programmes and the certification is obtained from Ellis & Associates (E&A). Through this training, lifeguards acquire essential skills, including rescue techniques, first aid, and customer service. Internal training programmes are implemented daily and weekly, covering fitness activities such as running and swimming, first aid including CPR and injury management, rescue training for conscious and unconscious casualty recovery using various techniques, and customer service focusing on complaint handling, attentive communication with beachgoers, and effective problem-solving. This comprehensive training regimen ensures that lifeguards are well-equipped to handle a range of situations in their critical role.



Moreover, DM developed the Knowledge and Innovation Strategic Plan in accordance with global best practices and local priorities. It includes a comprehensive assessment of DM's current internal knowledge and innovation practices, identifying areas for improvement based on local and global benchmarks. Accordingly, the following initiatives have been devised:

- ▶ Innovation Labs
- ▶ Smart Office
- ▶ Knowledge Connect Great Rethink Café
- ▶ Knowledge Hub

Additionally, the importance of reading is highly emphasised within the DM community. The reading month events witnessed active participation with a total of 13 initiatives contributing to 64 activities across organisational units, engaging 475 attendees. Notably, 244 employees benefitted from a complimentary subscription package at the Dubai Public Library. The other initiatives included a 'used books' exhibition, a reading retreat at Expo 2020, cognitive dialogue sessions, cognitive illuminations, intellectual highlights, the voice of knowledge, and mindfulness quizzes were organised to promote a culture of continuous learning. These multifaceted efforts underscore the organisations commitment to fostering a knowledge-centric environment.

KNOWLEDGE CONNECT GREAT RETHINK CAFÉ

The Knowledge Café is a simple process to bring people together to talk about a topic of mutual interest. It is designed to help people think and reason together, better understand a topic, make better sense of the issues, and be exposed to different perspectives. It also helps build relationships. Unlike a conventional presentation and Q&A, participants are actively engaged in thinking and conversing about the topic. It served as the perfect tool for raising global awareness and inspiring people to think differently.

Excellence and Knowledge

With the leadership of the Excellence and Knowledge department, DM has inaugurated the Knowledge, Research, and Innovation unit. This unit helps drive DM's Knowledge and Innovation Strategy 2022-2026, seamlessly building upon the foundation laid by the Knowledge and Innovation Strategy 2018-2022. The strategy underscores a steadfast commitment to cultivating robust knowledge and innovation endeavours that aligns seamlessly with DM's overarching objectives. As a result, a set of strategic objectives for knowledge and innovation management, initiatives, and KPIs were defined to serve DM's vision, resulting in the following results for 2022.

2022 KPIs	
Financial innovation impact (AED)	41,769,539
Number of intellectual properties/ patents registered	48
Percentage employee participation in innovation and knowledge activities (%)	98
Percentage of employee participation in submitting ideas (%)	94.8
Partner happiness	92
Percentage of implementing feasible ideas (%)	93
Number of innovations	40
Number of accomplished research and studies	67
Percentage of customer happiness about innovations (intangible return from innovations) - (%)	95



### Health and Safety

GRI 3-3, 401-2, 403-1, 403-2, 403-3, 403-4, 403-5, 403-6 403-7, 403-8

Safety is paramount at DM, therefore there are extensive measures taken to ensure the well-being of all employees. Comprehensive occupational health and safety programmes, including regular training and stringent safety measures, are in place to minimise risks and accidents. DM's commitment to health and safety is reflected in its policy commitments which are a testament to the unwavering dedication to employee safety.

In alignment with Dubai's strategic vision and as part of DM commitment, effective health and safety protocols are embraced to safeguard both human and material resources from the numerous risks that may arise due to the diversity of tasks and activities DM engages to serve the community. These tasks necessitate adopting varied approaches within diverse working conditions and utilising tools and equipment in a safe, intelligent, and efficient manner.

DM has placed significant importance on protecting the health and safety of its workforce and its Health, Safety and Environment (HSE) comprehensive guide serves as a reference for employees, highlighting safe work practices on preventing accidents and mitigating their impact. The design of the HSE guide is aligned with international best practices, providing a comprehensive framework that incorporates these practices into DM's operations, guided by the ISO 45001:2018 standard for Occupational Health and Safety Management Systems.

The HSE guide applies to all organisational units, services, processes, and procedures endorsed by DM. It encompasses all employees and relevant organisational units involved in implementing and sustaining DM's services, processes, and procedures. It also extends to any external parties that interact with or utilise DM's operations or services, either by conducting operations or providing services related to DM's work at its various locations.

The guide sheds light on emphasising the minimum requirements of the Health and Safety Management System. It addresses safe work practices, major hazards, and potential causes of accidents across various departments within DM.

#### HSE Policy

DM's health and safety policy includes a commitment to comply with legal requirements, seek continuous improvement, and ensure alignment with key considerations from the Occupational Health and Safety Management System.

#### Risk Prevention and Control

There are many risks present in the work environment, and due to the diversity of hazards in the workplace. Therefore, DM ensures to take steps to reduce the likelihood of their occurrence and minimise their resulting effects.

Hazards are identified by taking a tour of the work site, observing ongoing activities, and identifying potential risks associated with these activities. This can be done through surveys, obtaining input from employees, and reviewing accident records and job descriptions.

The results of the risk assessment are recorded, reviewed, documented, and shared with all employees.

There are five main types of hazards:



It is essential to identify individuals who might be exposed to each hazard and how they might be exposed. This step is crucial for determining the best risk management strategies.

#### Hierarchical Sequence of Hazard Control

When controlling hazards, the following rules are applied in the following order whenever possible:

01	Eliminate the hazard.	
02	Substitute the hazard with a safer alternative.	
03	Use engineering controls to reduce the hazards.	
04	Use administrative controls to reduce the hazards.	
05	Use personal protective equipment (PPE) to reduce the hazards.	

#### Training and Awareness in the Field of Health and Safety

DM provides appropriate training aimed at raising awareness in the field of health and safety in the following situations:

- When a new employee joins the department.
- When an employee uses new work equipment or changes existing equipment.
- When applying new techniques in work sites that have an impact on employee work activities.
- When modifying or adopting a new work system.
- In the case of accidents, to prevent their recurrence.

### TRAINING AND AWARENESS INITIATIVES



Additionally, health and safety instructional boards must be provided according to approved specifications to ensure that workers are reminded of the risks and hazards at work sites.

### Employee Well-Being Initiatives

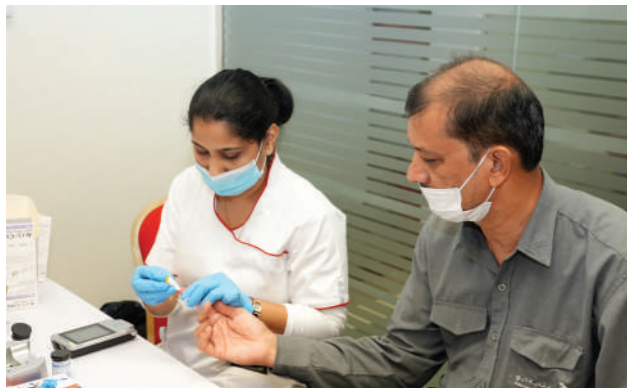
Employee well-being is a top priority at DM; therefore, it offers a range of wellness programmes, including mental health support and initiatives to promote work-life balance. The wellness programmes have contributed to an overall sense of well-being among employees.

#### Visit Expo 2020



- Organising a trip for DM employees.
- Organising a trip for female employees to visit the women's pavilion at Expo 2020 on the occasion of International Women's Day.

#### Health Insurance



Health insurance benefit has been expanded to employees appointed on temporary work contracts.

#### Esaad Electronic Card



Successfully renewed the Esaad electronic card for 4,744 employees. Known as the happiness card, the Esaad Card provides users with exclusive discounts, offers and promotions that can be used at various facilities across the UAE.

#### Launching the Sanad Service



Sanad service is a service related to responding to employee inquiries related to human resources through two channels (phone calls - electronic inquiry system).



### Employee Feedback and Grievance Mechanisms

DM values employee feedback and has established mechanisms for employees to provide input and raise concerns. Moreover, DM has the legal clinic in place where employees have the opportunity to book appointment for consultation. Employees receive individual legal advice which is related to issues such as: labour rights, pensions, social insurance, criminal cases, rent, companies' law, etc. The clinic provides free legal advice to employees as required.

### Employee Engagement and Satisfaction Metrics

A highly engaged and satisfied workforce is the driving force behind an organisation's success. Thus, DM proactively invests in strategies that enhance employee engagement and job satisfaction. DM regularly assesses employee engagement and satisfaction through surveys and other metrics. These insights help adapt and improve current strategies.

At DM, employees are not just the most valuable asset; they are the driving force behind DM's continued growth and success. Accordingly, DM is dedicated to ensuring their well-being, professional development, and overall satisfaction.

### Worker Happiness Initiatives



Providing the opportunity to watch World Cup matches in residential complexes for 4,450 workers.

Watering Initiative (Placing water coolers in various locations - 8 coolers)

Ifar initiative, distributing meals to workers during the month of Ramadan, reaching a total 7,500 meals per day.

# Local Communities

GRI 3-3, 413-1

DM's commitment to its local communities is reflected in a myriad of initiatives and activities aimed at creating a positive and lasting impact. Through these endeavours, DM strengthens its bonds with the local community, contributes to its well-being, and supports its growth and development.

## Promising



Strengthening the on-the-job training process through cooperation with DM's strategic partners in the private sector, especially those working in fields that are consistent with the specialisations of municipal work. This initiative aims to provide graduates with basic skills in their fields of specialisation in a manner consistent with DM's plans.

Total number of trainees	61
Number of male students	13
Number of female students	48

## My Rights



DM is dedicated to inclusivity with initiatives like "My Rights" designed for people of determination. These initiatives include visits to the Museum of the Future and the Dubai Frame, as well as the "Sanad" service, which facilitates procedures and provides priority responses to inquiries for people of determination. The success of these initiatives is evident in the high satisfaction rates, with 100% of participants expressing their contentment.

Total participants	27
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## Our Schools are Healthy and Safe



"Our Schools Are Healthy and Safe" initiative underscores DM's dedication to the safety and well-being of school students. The initiative ensures that schools and nurseries comply with approved health and safety controls and requirements. In addition, the "Junior Health & Safety Ambassador Initiative" works to build a generation conscious of health and safety, training students to become ambassadors for safety within their schools.

The level of student's awareness increased from 74% to 90% after the completion of the initiative.

Number of student H&S ambassadors	270
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## SUCCESS STORY

### OUR FOOD FROM OUR FARMS

Our Food from Our Farms programme is a pioneering initiative with the primary goal of transforming traditional animal farms to production-oriented farming units. The programme strategically aims to enhance and sustain local animal farm production, increase the local production of animal products, and strengthen the food security system in the Emirate of Dubai.

Farmers play a pivotal role in creating a vibrant and sustainable livestock production system in Dubai. The involvement of the farming community in livestock sector policies and projects is key to the transformation of family-oriented, hobby-style animal farming to economically viable small-scale production farms. The system is compliance with the tenets of 'Halal', gaining greater social acceptance among consumers.



### Summer Safety Initiative



An awareness campaign aimed at raising awareness of the risks associated with the summer season for all groups, focusing on potential risks in homes, communities, and work sites.

- Mai Dubai participated in providing drinking water bottles to enhance hydration and protection against heat stress risks.
- Awareness was raised through radio programmes for different groups of society.

Number of participants	191
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### Beach Dedicated for POD



Equipping a full Beach to serve POD in order to enable them to swim within a designated area with the application of the highest safety standards. It is characterised by containing:

- A 73-metre-long offshore platform includes three tracks
- The beach has been equipped with sunbeds and umbrella to serve POD and elderly people
- Providing toilets and showers dedicated to serve POD for both genders
- Access to the beach
- Car parking dedicated to POD
- Providing Floating wheelchairs to enable the POD swim journey
- Trained professional lifeguards to assist POD


### Farmers Market


An integrated programme to support productive local farmers and owners of agricultural and small home farming projects, and provide them with all necessary facilities, including providing multiple services.

Examples of the activities, incentives and continuous support provided are as follows:

The strategic goals of the programme are to:

-  Enhance and sustain local production.
-  Increase local production of plant products.
-  Strengthen the food security system in the Emirate of Dubai.

 Grow your food: home farming promotion programme for amateur individuals and households through training, educational and periodic workshops.

 Learn and produce: rehabilitation and education programme for amateur farmers and those wishing to learn agriculture, its methods, and techniques.

 Grow and compete: launch a competition for the best productive Home Garden in the Emirate of Dubai.

Examples of the activities, incentives and continuous support provided are as follows:

 Farmers Festival	 Local Dates Day	 Dubai Modern Agriculture Exhibition	 Best Farm Competition	 Professional Farmer	 Community Support	 Farmers Group
It includes events and workshops and serves as a vital link to connect farmers.	A day of the year to celebrate dates, educate the community, and support local production.	Organising exhibitions to display the latest technologies, studies, and solutions in the field of agriculture (in cooperation with the private sector).	Awarding the best productive farm in the Emirate of Dubai.	An integrated and specialised training programme to qualify farmers.	Encouraging governmental and semi-governmental agencies to purchase from local farms.	A farmers' group with the Dubai Chamber.



### SUCCESS STORIES

#### UAE FOOD BANK



The UAE Food Bank was established under the umbrella of the Mohammed bin Rashid Al Maktoum Global Initiatives and is dedicated to distributing surplus and donated food to those in need. As the first food bank in the UAE, its primary goals include managing food surpluses, reducing wastage, and distributing consumable food to a wide range of beneficiaries locally and internationally.


With a focus on activating social responsibility and volunteer work, the UAE Food Bank aims to instil values of social responsibility and volunteerism in both institutions and individuals. The organisation seeks to minimise food waste, positioning Dubai as the first city in the region to achieve zero food waste and eventually expanding this initiative to other Emirates.

#### LABOUR COMMUNITY MARKET




In collaboration with Dubai Police, DM launched the 'Labourers Community Market' in Al Qouz in 2022 aiming to regulate the markets around labourer accommodations and turn them into recreational facilities. This is part of an integrated plan to limit the spread of unlicensed flea markets, especially in labour accommodation areas, in order to ensure the progress of work per international standards. It also aims to raise labourers' awareness of food preservation methods and protect their health. Apart from a place to buy a meal, the

#### MOST IMPORTANT ACHIEVEMENTS OF UAE FOOD BANK 2017-2022

 **+50M** Meals collected through surplus food was distributed to the beneficiaries

 **200** Strategic partners The number of companies partnering with UAE Food Bank - food establishments, hotels and restaurants

 **4** MoUs Signed by UAE Food Bank with international food banks Saudi Arabia, Egypt, Sudan and Kuwait.


#### TOTAL FOOD DONATIONS (TONS)



market also serves as a spot for workers to unwind after work. The Labourers Community Market offers low-cost food, discounted groceries and Sunday gaming tournaments take centre stage at this neighbourhood hub.

The move comes in line with DM's goal to reinforce its social responsibility towards the labourers and enhance their quality of life and well-being by delivering integrated services and all necessities within the same location.

 **5,000** **7,000** Daily visitors  **97%** Worker satisfaction rate

 First-of-its-kind initiative locally and regionally, earning acclaim from government entities.

 A total of 29 entertainment, sports, and medical events were organised, with over 100,000 people that benefited.

### Community Engagement

Emphasising the importance of involving and empowering the community in the decision-making processes, DM is keen to foster collaboration, active participation, and co-creation between residents, stakeholders, and DM. By seeking input, feedback, and

involvement from the community, DM can ensure that its initiatives are responsive to local needs and aspirations. Consequently, the DM General was involved in various community engagements as listed in the following:

 <p>The first virtual meeting of the UAE Council for Climate Change and Environment</p>	 <p>ZERO to landfill initiative</p>	 <p>Presentation of the re-evaluation of the My City My Environment Initiative</p>	 <p>Humaid Bin Rashid International Award for Environmental Sustainability</p>
 <p>Electric Power Generation Project from Biogas Extracted from Landfills in Al-Muhaisna</p>	 <p>A project to study the causes and solutions of odours from wastewater networks in the Emirate of Dubai</p>	 <p>Presentation of the Environmental Sustainability Profile</p>	 <p>Closing ceremony of the Dubai Sustainable Transport Award-twelfth session</p>
 <p>World Green Economy Summit 2022</p>	 <p>The signing ceremony of the building rehabilitation and solar energy contract</p>	 <p>Closing ceremony of the XI World Congress "Urban Environment" 2022</p>	

### EXHIBITIONS IN 2022

- ▶ GulfFood Exhibition
- ▶ Careers UAE
- ▶ GITEX 2022
- ▶ Accessibilities Expo
- ▶ Bookfair Exhibition
- ▶ Wetex 2022
- ▶ Beautyworld ME
- ▶ Hatta Honey Festival



### SUCCESS STORY

#### DUBAI MUNICIPALITY'S CONTRIBUTION TO EXPO 2020 DUBAI

Dubai Municipality played a pivotal role in the resounding success of Expo 2020 Dubai, ensuring the happiness and safety of visitors. The following is an overview of key accomplishments during the mega event:

 <h4>Inspection and Monitoring of Expo 2020 Venues and Facilities</h4> <ul style="list-style-type: none"> <li>Executed 4,984 inspection visits conducted by 35 inspectors.</li> <li>Covered multiple areas, including 795 in entertainment zones, 3,583 in food establishments, 484 for environmental health, and 122 for public safety.</li> </ul>	 <h4>Safety of Consumer Products</h4> <ul style="list-style-type: none"> <li>Conducted 5,734 laboratory tests on cosmetics, personal care products, perfumes, and sanitisers.</li> <li>Examined 73 shipments totaling 3,802.56 kg.</li> <li>Inspected 250 products as part of the sample withdrawal management.</li> <li>Evaluated and registered 3,293 products.</li> </ul>
 <h4>Proactive Preventative Inspection Measures</h4> <ul style="list-style-type: none"> <li>Conducted 95 preventive inspections on the sewage system.</li> <li>Executed 7,254 operations to pests.</li> </ul>	 <h4>Active Participation in Events</h4> <ul style="list-style-type: none"> <li>Engaged in Expo 2020 events, organising brainstorming sessions and workshops on various topics related to service quality, health, and safety in Dubai.</li> </ul>
 <h4>Mobile Laboratory</h4> <ul style="list-style-type: none"> <li>Utilised a mobile laboratory for on-site food testing, employing advanced technologies to ensure compliance with local and international standards.</li> </ul>	 <h4>Volunteers</h4> <ul style="list-style-type: none"> <li>Provided volunteer support with 146 DM participants</li> </ul>
 <h4>Food Safety Assurance</h4> <ul style="list-style-type: none"> <li>Conducted 6,193 laboratory tests on imported and traded food items.</li> <li>Inspected 147 shipments totaling 927,339 tons.</li> <li>Examined 2,734 products.</li> <li>Registered 2,449 products.</li> <li>Reviewed 3,711 products from participating countries.</li> </ul>	 <h4>Irrigation and Agriculture Project</h4> <ul style="list-style-type: none"> <li>Completed landscaping and beautification projects in preparation for Expo 2020, covering approximately two million square metres. This included over 20,000 trees and 65,000 shrubs, along with 1,541,710 m<sup>2</sup> of soil coverings, 50,107 m<sup>2</sup> of succulents, and 2,707,912 m<sup>2</sup> of coverings with various plant species. Additionally, there were more than 5,000 metres of fences, about 77,000 m<sup>2</sup> of green areas, around 847,000 m<sup>2</sup> of gravel, and 3,118 metres of climbers.</li> <li>Extended 58 km of main irrigation lines and 234 km of subsidiary lines. Three main pumping stations were also established.</li> </ul>
 <h4>Training Initiatives</h4> <ul style="list-style-type: none"> <li>Provided training for 143 individuals on food shipments and food establishments for international participants.</li> <li>Provided training for 54 individuals on the food import and export system (IRS).</li> <li>Trained 108 health supervisors from international participants.</li> </ul>	 <h4>Emergency, Crisis, and Disaster Management</h4> <ul style="list-style-type: none"> <li>Conducted 7 simulated exercises, including scenarios like food poisoning and sewage line breakage.</li> </ul>
 <h4>Ensuring Health and Safety</h4> <ul style="list-style-type: none"> <li>Issued 444 permits for activities related to food safety, health, and public safety.</li> <li>Evaluated 134 interior design plans for food trading areas (local and international participants).</li> <li>Granted permits to 179 local establishments participating in Expo 2020.</li> <li>Conducted field audits on 110 sites permitted for food activities.</li> </ul>	 <h4>Food Bank</h4> <ul style="list-style-type: none"> <li>Distributed 86,457 meals during the event period in collaboration with the UAE Food Bank.</li> </ul>
 <h4>Forums</h4> <ul style="list-style-type: none"> <li>Attended four specialised forums, addressing the future of the food industry, travel and communication, global goals, and health and fitness.</li> </ul>	 <h4>Responsive Handling of Reports and Inquiries</h4> <ul style="list-style-type: none"> <li>Received and registered a total of 114 reports related to health, safety, food safety, and sewer networks.</li> </ul>



# 04

## Appendices

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# GRI Content Index

**Statement of use** Dubai Municipality has reported the information cited in this GRI content index for the period between 1 January 2022 until 31 December 2022 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
<b>GRI 2: General Disclosures 2021</b>	2-1 Organisational details	15
	2-2 Entities included in the organisation's sustainability reporting	6
	2-3 Reporting period, frequency and contact point	6
	2-4 Restatements of information	NA
	2-5 External assurance	6
	2-6 Activities, value chain and other business relationships	16-17
	2-7 Employees	15
	2-9 Governance structure and composition	30
	2-10 Nomination and selection of the highest governance body	29
	2-11 Chair of the highest governance body	32
	2-12 Role of the highest governance body in overseeing the management of impacts	29-30
	2-13 Delegation of responsibility for managing impacts	29-30
	2-15 Conflicts of interest	31
	2-17 Collective knowledge of the highest governance body	Governance Report 2022, page 9
	2-22 Statement on sustainable development strategy	32
	2-23 Policy commitments	32
	2-24 Embedding policy commitments	32
	2-25 Processes to remediate negative impacts	29
	2-26 Mechanisms for seeking advice and raising concerns	31
	2-27 Compliance with laws and regulations	During the reporting period, DM has complied with all relevant laws and regulations.
2-28 Membership associations	22	
2-29 Approach to stakeholder engagement	36	
<b>GRI 3: Material Topics 2021</b>	3-1 Process to determine material topics	36
	3-2 List of material topics	37
<b>Material Topics</b>		
<b>GRI 200 Economic Standard Series</b>		
<b>Economic Performance</b>		
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	72-73
<b>GRI 201: Economic Performance 2016</b>	201-1 Direct economic value generated and distributed	72
<b>Market Presence</b>		
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	82-83
<b>GRI 202: Market Presence 2016</b>	202-2 Proportion of senior management hired from the local community	82

GRI Standard	Disclosure	Page number(s), direct answers, and reasons for omissions, if applicable
<b>Indirect Economic Impacts</b>		
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	64-67
<b>GRI 203: Indirect Economic Impacts 2016</b>	203-1 Infrastructure investments and services supported	64-67
<b>Procurement Practices</b>		
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	70-71
<b>GRI 204: Procurement Practices 2016</b>	204-1 Proportion of spending on local suppliers	70-71
<b>Anti-corruption</b>		
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	31
<b>GRI 205: Anti-corruption 2016</b>	205-3 Confirmed incidents of corruption and actions taken	31
<b>GRI 300 Environmental Standards Series</b>		
<b>Energy</b>		
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	46-47
<b>GRI 302: Energy 2016</b>	302-1 Energy consumption within the organisation	46
	302-4 Reduction of energy consumption	47
<b>Water and Effluents</b>		
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	55-58
<b>GRI 303: Water and Effluents 2018</b>	303-1 Interactions with water as a shared resource	55
	303-2 Management of water discharge-related impacts	57
	303-4 Water discharge	57
	303-5 Water consumption	56
<b>Biodiversity</b>		
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	45
<b>GRI 304: Biodiversity 2016</b>	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	45
	304-3 Habitats protected or restored	45
	304-4 IUCN Red List species and national conservation list species with habitats in areas affected by operations	DM Protected Areas
<b>Emissions</b>		
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	42
<b>GRI 305: Emissions 2016</b>	305-1 Direct (Scope 1) GHG emissions	42
	305-2 Energy indirect (Scope 2) GHG emissions	42
	305-5 Reduction of GHG emissions	43
	305-7 Nitrogen oxides (NO <sub>x</sub> ), sulfur oxides (SO <sub>x</sub> ), and other significant air emissions	44

GRI Standard	Disclosure	Page number(s), direct answers, and reasons for omissions, if applicable
<b>Waste</b>		
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	50-54
<b>GRI 306: Waste 2020</b>	306-1 Waste generation and significant waste-related impacts	50-54
	306-2 Management of significant waste-related impacts	50-54
	306-4 Waste diverted from disposal*	53
<b>Supplier Environmental Assessment</b>		
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	70-71
<b>GRI 308: Supplier Environmental Assessment 2016</b>	308-1 New suppliers that were screened using environmental criteria	70-71
<b>GRI 400 Social Standards Series</b>		
<b>Employment</b>		
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	82-85
<b>GRI 401: Employment 2016</b>	401-1 New employee hires and employee turnover	83
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	85
<b>Occupational Health and Safety</b>		
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	88-90
<b>GRI 403: Occupational Health and Safety 2018</b>	403-1 Occupational health and safety management system	88-90
	403-2 Hazard identification, risk assessment, and incident investigation	88-90
	403-3 Occupational health services	88-90
	403-4 Worker participation, consultation, and communication on occupational health and safety	88-90
	403-5 Worker training on occupational health and safety	88-90
	403-6 Promotion of worker health	88-90
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	88-90
	403-8 Workers covered by an occupational health and safety management system	88-90
<b>Training and Education</b>		
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	85-87
<b>GRI 404: Training and Education 2016</b>	404-1 Average hours of training per year per employee	85-87
	404-2 Programmes for upgrading employee skills and transition assistance programmes	85-87
	404-3 Percentage of employees receiving regular performance and career development reviews	85-87

\*GRI 306-4 incorporate information specific to the emirate level, as DM is responsible for waste management at that level. The data pertaining to DM's waste from its internal operations is encompassed within this dataset.

GRI Standard	Disclosure	Page number(s), direct answers, and reasons for omissions, if applicable
<b>Diversity and Equal Opportunity</b>		
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	82
<b>GRI 405: Diversity and Equal Opportunity 2016</b>	405-1 Diversity of governance bodies and employees	35, 82
<b>Local Communities</b>		
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	92-97
<b>GRI 413: Local Communities 2016</b>	413-1 Operations with local community engagement, impact assessments, and development programmes	92-97
<b>Supplier Social Assessment</b>		
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	70-71
<b>GRI 414: Supplier Social Assessment 2016</b>	414-1 New suppliers that were screened using social criteria	70-71
<b>Customer Health and Safety</b>		
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	78-81
<b>GRI 416: Customer Health and Safety 2016</b>	416-1 Assessment of the health and safety impacts of product and service categories	78-81
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	78-81
<b>Customer Privacy</b>		
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	68-69
<b>GRI 418: Customer Privacy 2016</b>	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	68-69

# Glossary

Acronym/ Abbreviation	Expansion
<b>3D</b>	Three-dimensional
<b>AED</b>	Arab Emirates Dirham
<b>AI</b>	Artificial Intelligence
<b>BIM</b>	Building Information Modeling
<b>C&amp;D</b>	Construction and Demolition
<b>CEO</b>	Chief Executive Officer
<b>CO<sub>2</sub></b>	Carbon Dioxide
<b>COP</b>	Conference of the Parties
<b>CPR</b>	Cardiopulmonary Resuscitation
<b>CSR</b>	Corporate Social Responsibility
<b>DBC</b>	Dubai Building Code
<b>DBPS</b>	Dubai Building Permit System
<b>DESC</b>	Dubai Electronic Security Centre
<b>DG</b>	Director General
<b>DM</b>	Dubai Municipality
<b>DMX</b>	Dubai Municipality Development Centre
<b>DWMC</b>	Dubai Waste Management Centre
<b>ERM</b>	Enterprise Risk Management
<b>EV</b>	Electric Vehicle
<b>FOG</b>	Fats, Oils, and Grease
<b>GIS</b>	Geographic Information System
<b>GITEX</b>	Gulf Information Technology Exhibition
<b>GRI</b>	Global Reporting Initiative
<b>HR</b>	Human Resources
<b>HSE</b>	Health, Safety and Environment
<b>HVAC</b>	Heating, Ventilation and Air Conditioning

Acronym/ Abbreviation	Expansion
<b>ICXS</b>	International Customer Experience Standard
<b>IDA</b>	International Desalination Association
<b>IoT</b>	Internet of Things
<b>IPCC</b>	Intergovernmental Panel on Climate Change
<b>ISO</b>	International Organisation for Standardisation
<b>IT</b>	Information Technology
<b>KPI</b>	Key Performance Indicator
<b>MOCCA</b>	Ministry of Climate Change and Environment
<b>MSW</b>	Municipal Solid Waste
<b>NO<sub>x</sub></b>	Nitrogen Oxide
<b>OPEX</b>	Operational Expenditure
<b>PM</b>	Particulate Matter
<b>PMO</b>	Project Management Office
<b>POD</b>	People of Determination
<b>PPE</b>	Personal Protective Equipment
<b>SASB</b>	Sustainable Accounting Standards Board
<b>SDGs</b>	Sustainable Development Goals
<b>SME</b>	Small And Medium Enterprise
<b>SO<sub>x</sub></b>	Sulphur Oxide
<b>STP</b>	Sewage Treatment Plant
<b>tCO<sub>2</sub>e</b>	Tonnes of carbon dioxide equivalent
<b>UAE</b>	United Arab Emirates
<b>UN</b>	United Nations
<b>UNDP</b>	United Nations Development Programme
<b>VOC</b>	Volatile Organic Compounds

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