بلدية دبي
Dubai Municipality

SUSTAINABILITY REPORT 2025





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



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



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

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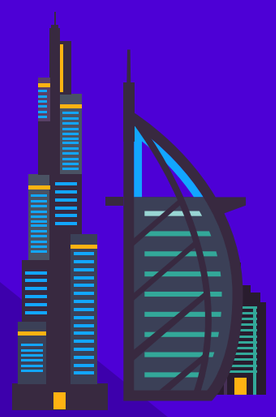
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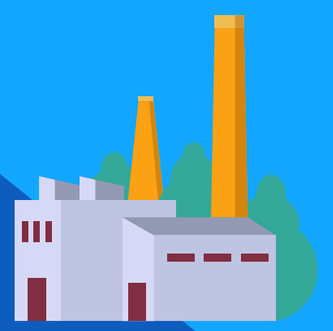
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01

OUR SUSTAINABILITY JOURNEY

About this Report

Leadership Message

Sustainability Performance Highlights in 2025

About Dubai Municipality

Dubai Municipality Organizational Structure

Pioneering Awards



ABOUT THIS REPORT

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

The Dubai Municipality (hereafter referred to as "DM") Report 2025 marks the fourth edition in an ongoing series that highlights the organization's continued sustainability progress and evolving priorities. This report provides an overview of the Municipality's efforts to embed sustainability principles across its operations, demonstrating how environmental, social, economic, and governance considerations are integrated into decision-making and service delivery. It outlines key initiatives, achievements, and performance outcomes, reflecting a structured approach to managing priorities that matter most to both the organization and its stakeholders.

The report also emphasizes how sustainability considerations are shaping long-term planning, service excellence, and contributing to positive outcomes across the Emirate.

FEEDBACK

We highly value stakeholder feedback as an essential driver of continuous improvement and organizational development. Your perspectives and insights contribute to enhancing our performance, transparency, and impact.

We welcome your comments and suggestions, which can be shared with us through the following contact channels:

- info@dm.gov.ae
- 800900
- www.dm.gov.ae
- Dubai Municipality
- 04 Platform

Our previous Sustainability Report

SCOPE AND BOUNDARIES

This report presents Dubai Municipality's sustainability performance across its operations within the Emirate of Dubai. It covers the period from 1 January to 31 December 2025, with selected information from previous years included where useful for reference. Unless otherwise stated, the data does not extend to external parties.

REPORTING FRAMEWORKS

This report has been developed in line with the GRI 2021 Sustainability Reporting Standards (refer to the GRI content index for further details) and is aligned with the United Nations Sustainable Development Goals (SDGs). It also reflects key national priorities, including UAE Vision 2030, the UAE Green Agenda 2030, and the UAE Net Zero 2050 initiative, among others.

DATA VALIDATION AND ASSURANCE

All data and information presented have been reviewed and verified internally by relevant experts and departments. The content reflects the latest available and validated information for the reporting period, unless stated otherwise. Statements included in the report, aside from those based on historical facts, may be considered forward-looking and are subject to uncertainties that could affect Dubai Municipality's operations, as they relate to future events and evolving circumstances.



LEADERSHIP STATEMENT

As cities continue to evolve in response to global environmental, technological, and social challenges, Dubai Municipality remains committed to shaping an urban future where economic growth, environmental stewardship, and community wellbeing progress together. This 2025 Sustainability Report marks Dubai Municipality's fourth Sustainability Report and reflects our constant commitment to translating ambition into measurable progress while strengthening Dubai's position as one of the world's most sustainable, livable, and future-ready cities.

The year 2025, designated by the UAE as the Year of Community, reaffirmed that sustainable development begins with people. Guided by the vision of His Highness Sheikh Mohammed bin Rashid Al Maktoum, we continued to place community wellbeing, environmental stewardship, innovation, and inclusive growth at the heart of our work.

Our journey continues to be guided by an integrated national vision that aligns local priorities with global aspirations. Dubai Municipality remains committed to advancing the objectives of the Strategic Plan 2022–2026 while supporting the UAE Vision 2030, We the UAE 2031, UAE Green Agenda 2030, UAE Net Zero 2050 Strategic Initiative, UAE Centennial 2071, the UAE Digital Government Strategy 2025, the Dubai Carbon Abatement Strategy 2030, Dubai 2040 Urban Master Plan, Dubai Clean Energy Strategy 2050, Dubai Economic Agenda (D33), Dubai Social Agenda 33, Dubai Quality of Life Strategy 2033, Dubai Resilience Strategy and The Fifty-Year Charter. These frameworks collectively provide the foundation for creating a resilient city that balances economic competitiveness with environmental responsibility and social wellbeing.

Environmental sustainability remained one of our defining priorities throughout the year. We accelerated the transition toward a circular and resource-efficient economy by expanding the capacity of the Warsan Waste Management Centre. We also reached a significant milestone by powering the Warsan Sewage Treatment Plant entirely through renewable energy generated from biogas recovery and the Waste Management Centre, reducing approximately 17,000 tons of carbon emissions annually. Continued investments in renewable energy, greater use of recycled water, improved waste diversion, and initiatives such as Circle Dubai and the Emirate's transition away from single-use plastics demonstrate our commitment to embedding circular economy principles across municipal operations and the wider community. As well as securing ISO 14064 certification, a testament to our sustainability progress.

Equally important is our commitment to building a municipality that is digitally enabled, resilient, and prepared for the future. Throughout 2025, we further advanced digital transformation by redesigning 68 government services in accordance with the Dubai Government Services 360 Policy, strengthening enterprise digital governance, expanding trusted data ecosystems, and maintaining 100% compliance with the Dubai Data Law. Innovation continues to serve as a key driver of operational excellence, reflected in a significant increase in innovation-generated financial value and the continued implementation of digital initiatives that enhance decision-making, customer experience, and organizational performance. These achievements were further recognized through international awards celebrating excellence in digital transformation, innovation, and technology.

As a municipality, however, we recognize that sustainability extends beyond infrastructure and technology, it is ultimately measured by the strength, inclusiveness, and wellbeing of the communities we serve. During the Year of Community, we continued investing in initiatives that promote accessibility, inclusion, lifelong learning, and employee wellbeing. We were honored to become the first organization globally to achieve ISO 53800 certification for Gender Equality and Women's Empowerment, while our people development initiatives earned regional recognition for youth empowerment, leadership development, and workplace excellence. Female representation in senior management continued to grow, opportunities for People of Determination expanded, and inclusive initiatives, including the Certified Autism Center accreditation for eight parks and recreational destinations, reinforced our commitment to ensuring that every member of society can participate fully in Dubai's future.

Our commitment to creating value extends equally to the economy and the communities that drive it. Throughout 2025, we strengthened collaboration with the private sector, expanded opportunities for small and medium-sized enterprises, and advanced strategic infrastructure investments that support Dubai's long-term competitiveness. This balanced approach to development has continued to earn international recognition. Dubai Municipality's achievements in 2025 earned more than 100 international and regional awards, underscoring its excellence across sustainability, innovation, digital transformation, infrastructure, quality of life, and institutional excellence. While these recognitions are a source of pride, they are even more importantly a testament to the dedication of our employees, the strength of our partnerships, and our shared commitment to continuous improvement.

Looking ahead, we remain steadfast in our belief that the cities that thrive will be those that embrace change, anticipate future challenges, and place people, innovation, and sustainability at the center of every decision. We will continue investing in resilient infrastructure, accelerating climate action, advancing digital government, protecting our natural environment, and strengthening partnerships across government, the private sector, academia, and the wider community.

H.E. Eng. Marwan Ahmed Bin Ghalita
Director General of Dubai Municipality



> "Dubai Municipality remains committed to enhancing quality of life across the Emirate by developing a balanced urban environment founded on an integrated, human-centric approach that aligns economic development with environmental stewardship and community wellbeing."
>
> **H.E. Eng. Marwan Ahmed Bin Ghalita**
> Director General of Dubai Municipality



SUSTAINABILITY PERFORMANCE HIGHLIGHTS IN 2025

AWARDS & GLOBAL RECOGNITION

100+ international and regional awards.

1st entity worldwide to achieve ISO 53800 certification for gender equality and women's empowerment.

1st integrated Recreational Vehicle (RV) tourism route in the region.

INNOVATION, SERVICE QUALITY & CUSTOMER SERVICE

10 intellectual properties registered.

91.34% achieved for GIS transformation of digital twins.

100% compliance rate with Dubai Data Law and cybersecurity protection of critical operations.

97% customer happiness index.

99.50% mystery shopper evaluations score.

1.18M customer interactions via contact center channels.

SUSTAINABLE SUPPLY CHAIN AND PROCUREMENT

100% inventory management efficiency.

49% of procurement budget spent on local suppliers.

88% supplier satisfaction.

GREEN BUILDING & URBAN INFRASTRUCTURE

61% of buildings meet Sa'fat Green Building Regulations.

96.20% of existing buildings comply with approved building and planning regulations and legislation.

13% of public buildings meet the Wosool code for PoD.

Obtained an intellectual property right for the Dubai Municipality Foresight Guide.

COMMUNITY & SOCIAL RESPONSIBILITY

238 public parks across Dubai and 3 parks obtained the Green Flag Award.

8 parks and recreational facilities accredited as Certified Autism Centers.

31M+ visitors to parks.

52 different nationalities for employees.

104 people of determination in the workforce.

3,370 health and safety inspections conducted in labor cities.

96.50% of food establishments compliant with food safety regulations.

7 public beaches hold the blue flag certificate

TALENT DEVELOPMENT & FUTURE SKILLS

1,200+ youth empowered through 48 specialized programs.

4.95 out of 5 satisfaction score in DM's latest youth engagement evaluation.

164% increase in youth participation, with a 210% rise in youth focused initiatives.

4,650 training hours.

obtained an intellectual property right for the Dubai Municipality Talent Management Guide.

ENVIRONMENT & SUSTAINABLE DEVELOPMENT

58M+ flowers planted and 48+ million plants and seedings grown.

100% of sewage water treated and safe water sanitization.

100% reduction in paper consumption at DM level.

14.28% CO_2 reduction achieved.

22,466MWh of total solar energy generated.

single-use products regulated across dubai through phased implementation in 2025.

CIRCULAR ECONOMY & RESOURCE MANAGEMENT

90.39% recycled water usage.

56% waste recycling rate; targeting zero landfill by 2041.

31.2M+ gallons of Fat, Oil and Grease (FOG) waste collected and treated.

62.20% non-inert waste diversion rate.

ABOUT DUBAI MUNICIPALITY

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

Dubai Municipality is the oldest and most established government entity in the Emirate. Founded in 1954 under the leadership of His Highness Sheikh Rashed Al-Maktoom, the visionary behind modern Dubai.

Today, DM oversees 14 functional areas, delivers more than 150 services, and manages over 800 daily operations through its integrated structure of 2 sectors, 4 agencies, and 40+ departments.

Its responsibilities extend across the entire Emirate, as DM oversees a range of services including urban planning, waste management, public health and safety, construction oversight, architectural heritage preservation, and environmental protection and maintenance across parks and beaches.

Additionally, DM enforces strict compliance with international-level health, safety and quality standards for food, consumer goods, laboratory services and construction. Through its forward-looking approach and commitment to excellence, DM continues to drive sustainable urban development and supports Dubai's vision of becoming a resilient, innovative, and livable city for future generations.

VISION

a pioneering municipality for a global city.

By 2030, Dubai Municipality will be a globally pioneering municipality that provides the best quality of life for Dubai citizens, residents, and visitors.

MISSION

Plan, implement, and ensure the city's sustainability through providing pioneering municipal services to support people's happiness and achieve Dubai's vision.

VALUES

- **Competitiveness**
- **Collaboration**
- **Positivity**
- **Proactivity**

OUR IMPACT PILLARS

BEAUTIFUL

A beautiful city with world-class urban planning, delightful resident experiences and a healthy environment.

SUSTAINABLE

A sustainable city preserving our natural resources and managing valuable municipal assets for future generations.

LIVABLE

A livable city providing exceptional municipal services to make Dubai the best city to live and thrive in.

PIONEERING

A pioneering city with 50 years as a global benchmark of innovation and achievement in municipal services.



DUBAI MUNICIPALITY ORGANIZATIONAL STRUCTURE

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

DIRECTOR GENERAL

- Director General Office Department
- Internal Audit Department
- Legal Affairs Department
- Project Management Office
- Corporate Security Office
- Corporate Support Services Sector
  - Customer Happiness Department
  - Transportation & Administrative Services Department
  - Human Resources Department
  - Contracts & Purchasing Department
  - Corporate Marketing Department
  - Financial Affairs and Revenue Department
  - Information Technology Department
  - Digital Transformation Department
- Planning and Governance Sector
  - Corporate Risk and Business Continuity Department
  - Commercial Affairs and Investment Department
  - Excellence and Knowledge Department
  - Strategy and Corporate Development Department
  - Assets and Property Management Department
  - Urban Planning and QOL Department
- Waste and Sewerage Agency
  - Sewerage and Recycled Water Projects Department
  - Sewerage Treatment Plants Department
  - Sewerage and Recycled Water Network Department
  - Waste Operations Department
  - Waste Strategy and Projects Department
- Environment, Health and Safety Agency
  - Public Health Services Department
  - Dubai Central Laboratory Department
  - Health and Safety Department
  - Food Safety Department
- Public Facilities Agency
  - Agriculture Department
  - Markets Department
  - Public Parks and Recreational Facilities Department
  - Architectural Heritage and Antiquities Department
  - Public Beaches and Waterways Management Department
  - General Maintenance Department
  - City Beautification & Public Projects Department
- Buildings Regulation and Permits Agency
  - Survey Department
  - Executive Planning Department
  - Building Permit Department
  - Geographical Information Systems Center Department
  - Building Activities Control Department

- Quality and Excellence Office



PIONEERING AWARDS[1]

This section presents an overview of the awards and nominations received by DM in 2025, along with its certifications and accreditations, highlighting its continued advancement, sustainability achievements, regulatory adherence, and commitment to excellence.

INNOVATION & DIGITAL TRANSFORMATION AWARDS

GLOBAL DISTINGUISHED INNOVATOR AWARD (GDI)
The Global Innovation Institute, honoring the "Montaji" initiative for digital innovation and improving regulatory efficiency and product safety.

BIG INNOVATION AWARDS 2025
Robotic Process Automation (RPA) initiative that streamlined procurement processes and improved operational efficiency.

BEST IN BIZ AWARDS 2025
Robotic Process Automation (RPA) powered procurement automation initiative, enhancing efficiency, accuracy, and decision-making.

CUSTOMER CENTRICITY WORLD SERIES 2025
Digital transformation through the automation of procurement processes, enhancing efficiency and service delivery.

GLOBEE AWARDS FOR TECHNOLOGY
Technology and digital transformation through the automation of procurement operations.

HARVARD BUSINESS COUNCIL INTERNATIONAL AWARDS 2025
Business resilience and agility by procurement processes automation.

BIG 5 GLOBAL IMPACT AWARDS 2025
Leadership in BIM and digital transformation within the construction sector.

CONSTRUCTION TECHNOLOGY AWARDS 2025
BIM Organization of the Year for advancing construction through i nnovative standards and smart approvals.

BRANDON HALL GROUP EXCELLENCE AWARD 2025
Automation of engineering contract management, enhancing project delivery through advanced digital solutions.

UAE INNOVATES AWARD
Innovation and digital transformation through the "Montaji" initiative for consumer product safety.

EXCELLENCE IN CUSTOMER SERVICE AWARD
Customer service through innovative solutions for enhanced customer satisfaction.

AGILE BUSINESS AWARDS
Agile practices, organizational flexibility, and innovation across operations.

ORGANIZATION-WIDE INNOVATION AWARD – 6 STARS
Recognition for embedding innovation across the organization and fostering a culture of institutional excellence and continuous improvement.

HEALTH, SAFETY & PUBLIC PROTECTION AWARDS

BRITISH SAFETY COUNCIL
Occupational health and safety for a safe and healthy workplace aligned with best practices.

INTERSEC AWARDS
Health and safety contributions to risk management standards and preventive practices to enhance community well-being.

RISING FEMALE STAR AWARD
An individual award presented to women for excellence in occupational health and safety.

ROSPA HEALTH AND SAFETY AWARDS 2025
Occupational health and safety and workplace safety standards.

INTERNATIONAL ASSOCIATION FOR FOOD PROTECTION (IAFP)
Dubai Central Laboratory enhances food safety through innovative laboratory technologies that improve testing accuracy and efficiency.

SEOUL SMART CITY PRIZE AWARD 2025
Food safety through AI-driven innovation, proactive risk management and smarter regulatory decisions.

RISK EXCELLENCE AWARDS
Consumer product safety for the Hair Dye Safety Assessment initiative.

HCM EXCELLENCE AWARD 2025
Public health and environmental safety through the Public Health and Pest Control Certification Program.

ROSPA INSPIRING WOMEN IN SAFETY AWARD
An individual award presented to women in health and safety management, recognizing their contribution and impact in advancing the profession.

NATIONAL SAFETY COUNCIL (NSC) - RISING STAR AWARD
Recognition of outstanding leadership and achievements in advancing occupational safety and health.

BRITISH SAFETY COUNCIL - SEIZE THE OPPORTUNITY AWARD
Recognition for the effective crisis and disaster response that protected the Dubai community.

BRITISH SAFETY COUNCIL - THE JAMES TYE AWARD
Recognition of the initiatives implemented by the Masarrah Team to enhance employee happiness and well-being within the Health and Safety Department.

THE BIZZ AWARDS 2025
Recognition of the Health & Safety Department's "Basmat Tamayoz" initiative for its outstanding achievements and excellence.

BEST IN BIZ AWARD - CORPORATE SOCIAL RESPONSIBILITY PROGRAM OF THE YEAR
Recognition of initiatives that enhance employee wellbeing and workplace engagement.



[1] For further information, please visit our website: Pioneering Awards

SUSTAINABILITY & ENVIRONMENTAL EXCELLENCE AWARDS

ICHEME GLOBAL AWARDS
Excellence in renewable energy, innovation, and advanced training solutions.

INTERNATIONAL BRILLIANCE AWARD
Renewable energy innovation, with first-place recognition and additional commendation for advanced training solutions.

LANDSCAPE MIDDLE EAST AWARDS
Environmental sustainability through biodiversity.

MENA PROJECT CONTROLS EXPO AWARDS
Environmental sustainability through the expansion of green spaces and urban greening initiatives.

SUSTAINABILITY AWARDS BY BUSINESS INTELLIGENCE 2025
Environmental sustainability for the "3 million Plastic Bottles Collection Challenge" initiative.

UAE ENERGY MANAGEMENT AWARD 2025
Sustainable heritage conservation by integrating energy efficiency and net-zero building practices.

ARABIA CORPORATE SOCIAL RESPONSIBILITY AWARDS 2025
Partnership with Dubai South to deliver sustainable drainage infrastructure and enhance flood resilience.

THE EL BAZ AWARD 2025
Organizational sustainability through Dubai Parks' sustainable community programs.

IDEAS ARABIA INTERNATIONAL AWARD
Wastewater Treatment Plants ranked first globally, and UAE Food Bank Foundation distributed 28.9 million meals.



PEOPLE, COMMUNITY & GOVERNANCE AWARDS

GCC GOV HR AWARD 2025
The Best Government Entity in Youth Empowerment through 48+ specialized programs benefitting over 1,200 youth.

GLOBAL MOST INNOVATIVE KNOWLEDGE ENTERPRISE (MIKE) AWARD 2025
Innovation and knowledge management through global leadership achievements and international certifications.

INTERNATIONAL BEST PRACTICE AWARD
Governance through leadership in internal audit, governance, and ESG practices.

UAE IDEAS AWARD
Impactful humanitarian and volunteer initiatives to reduce food waste, expand beneficiary reach, and promote community engagement.

SHARJAH AWARD FOR VOLUNTARY WORK 2025
Community engagement and environmental sustainability for the "An Hour with a Cleaning Engineer" initiative.

URBAN DEVELOPMENT & INFRASTRUCTURE AWARDS

GLOBAL FORUM ON HUMAN SETTLEMENTS AWARD 2025
Sustainable urban planning and contribution to building smarter, more sustainable cities.

LIVCOM AWARDS 2025
Urban planning through innovative government land allocation.

LUXURY LIFESTYLE AWARDS
Beach management services to enhance visitor experience with inclusive, customer-focused, and world-class service standards.

THE BIZZ AWARDS 2025
Business management, innovation, and service delivery as the Best Municipality in the World.

UAE ENERGY MANAGEMENT AWARD 2025
Recognizes excellence in energy management, energy efficiency, and sustainability.

[1] For further information, please visit our website: Pioneering Awards

CERTIFICATION AND ACCREDITATIONS[2]

BUSINESS EXCELLENCE AND QUALITY MANAGEMENT

ISO 55001
Asset management

ISO 21500
Project, program and portfolio management

ISO 10845-1
Construction procurement

ISO 20000-1
Service management system requirements

PAS 7070
Benchmarking process management

ISO 10013
Quality management systems — guidance for documented information

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

ISO 9001
Quality management systems – requirements

ISO 27001
Information security management systems

ISO 37000
Governance of organizations

ISO 37001
Anti-bribery management systems

ISO 37301
Compliance management systems

ISO 30408
Guidelines on human governance

ISO 31000
Risk management

ISO 22301
Business continuity management systems

ISO 19011
Auditing management systems

ISO 44001
Collaborative business relationship management systems

ISO 17025
General requirements for the competence of testing and calibration laboratories

ISO 17020
Conformity assessment requirements for the operation of inspection bodies

ISO 37003
Fraud control management systems

ISO 41001
Facility management systems

BS EN 17948
Maintenance management

ISO 10009
Quality management and quality tools guidance

CUSTOMER HAPPINESS & STAKEHOLDER MANAGEMENT

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

ISO 10002
Customer satisfaction – guidelines for complaints handling in organizations

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

ISO 10004
Customer satisfaction – guidelines for monitoring and measuring

[2] For further information, please visit our website: International Standards Certifications

ENVIRONMENT & SUSTAINABLE DEVELOPMENT

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

ISO 24536
Stormwater management in urban areas

ISO 14001
Environmental management systems

ISO 50001
Energy management systems

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

ISO 37101
Management system for sustainable development in communities

ISO 24566
Guidance on adapting drinking water, wastewater and stormwater services to climate change

ISO 14064-1:2018
Organization-level quantification and reporting of greenhouse gas emissions and removals

PEOPLE PROSPERITY & SOCIAL RESPONSIBILITY

ISO 30405
Guidelines on recruitment

ISO 21001
Management systems for educational organizations

ISO 45001
Occupational health and safety management systems

ISO 26000
Guidance on social responsibility

ISO 53800
Guidelines for the promotion and implementation of gender equality and women's empowerment

SUSTAINABLE SUPPLY CHAIN & PROCUREMENT

ISO 20400
Sustainable procurement

ISO 37500
Guidance on outsourcing

BS 59009
Public Sector procurement

INNOVATION & DIGITIZATION

ISO 56001
Innovation management

ISO 30401
Knowledge management systems

ISO 38500
Governance of IT for the organization

ISO 27701
Privacy information management systems

ISO 42001
Artificial intelligence management systems

02

OUR PATH TO SUSTAINABLE GOVERNANCE

Material Topic

Business ethics & compliance
Partnership for the goals



Dubai Municipality's Strategic Vision

- Dubai Municipality's Strategic Plan

Governance with Accountability

- Leadership Team
- Management Committees and Teams
- Risk Management Standards and Frameworks

Resilience in Action: Control, Risk, and Growth

- Internal Controls and Continual Improvement

Sustainability at the Core

- Dubai Municipality Sustainability and Circular Economy Framework
- Our Sustainability Priorities
- Overview of Materiality Assessment Process
- Key Sustainability Impacts

Alignment with National and Global Agendas

Our Alignment with SDGs

Sustainability Partnerships and Collaborations



DUBAI MUNICIPALITY'S STRATEGIC VISION

DUBAI MUNICIPALITY'S STRATEGIC PLAN

Dubai Municipality's Strategic Plan (2022–2026)[3] provides the strategic framework for delivering the Municipality's vision of "A pioneering municipality for a global city." The strategy aligns with Dubai's long-term ambitions by integrating sustainability, innovation, operational excellence, and digital transformation into municipal planning and service delivery. Through its strategic priorities, DM continues to enhance quality of life, protect natural resources, and support the Emirate's sustainable development agenda.

The strategy is built around a set of interconnected strategic pillars, supported by organizational enablers that strengthen governance, institutional capability, and resource management. Together, they drive the Municipality's contribution towards creating a resilient, sustainable, and people-centric city while delivering long-term value for residents, businesses, visitors, and future generations.



STRATEGIC ENABLERS

Digital and Competitive Organizational Systems

Strengthen organizational excellence through digital transformation, innovation, governance, compliance, and operational efficiency.

Sustainable Human, Financial and Knowledge Assets and Resources

Build institutional capability through effective talent, financial, knowledge, and partnership management to support long-term organizational sustainability.

STRATEGIC PROCESS

Sustainable Health and Food Ecosystem

Protect public health through effective food safety, laboratory services, occupational health, and preventive health programs.

Sustainable Urban Planning and Advanced Building Ecosystem

Enable sustainable urban development through advanced planning, digital technologies, and an integrated construction ecosystem.

Attractive City with Integrated Facilities

Develop and maintain high-quality public spaces, parks, recreational facilities, irrigation systems, and heritage assets that enhance Dubai's urban environment.

Integrated Sanitation and Waste Management

Deliver advanced sanitation, wastewater, and waste management services while promoting resource efficiency and circular economy practices.

STRATEGIC IMPACT

People's Happiness

Deliver proactive municipal services that exceed customer expectations while strengthening DM's corporate image.

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

GOVERNANCE WITH ACCOUNTABILITY

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

Dubai Municipality adopts an integrated governance approach that promotes transparency, accountability, integrity, and effective decision-making across all aspects of its operations. Governance is embedded through a comprehensive framework of strategies, policies, regulations, organizational structures, and operating procedures that define responsibilities, strengthen institutional performance, and support the Municipality in achieving its strategic objectives while maintaining public trust.

The Municipality continuously enhances its governance framework to ensure alignment with applicable legislation, Government of Dubai directives, and internationally recognized standards and leading practices.

This approach promotes ethical conduct, responsible resource management, effective stakeholder engagement, and sound oversight across all organizational levels, reinforcing DM's commitment to sustainable institutional excellence.

DM further strengthens its governance practices through a comprehensive system of policies and controls, including its Anti-Bribery Management System, Corporate Governance Policy, Reporting Violations System, and internal audit processes.

These mechanisms support compliance, risk management, transparency, and accountability while fostering a culture of integrity throughout the organization.



> "Dubai Municipality adopts an integrated governance approach that promotes transparency, accountability, integrity, and effective decision-making across all aspects of its operations."
>
> **CEO - Planning and Governance Sector**



[4] For more information on DM's governance approach, please refer to the Governance Report on DM's website as well as the previous Sustainability Reports.

GOVERNANCE FRAMEWORK[4]

DM's governance framework is built around five interconnected principles that collectively strengthen institutional governance and support effective decision-making:

Governance Framework

PURPOSE & DIRECTION CLARITY

Dubai Municipality's leadership defines the Municipality's vision, mission, values, and strategic objectives to ensure alignment across activities and services, providing clear direction for all stakeholders.

RISK MANAGEMENT

Dubai Municipality identifies, assesses, and manages risks in line with international best practices to support resilience and the achievement of strategic objectives.

OVERSIGHT & ACCOUNTABILITY

Dubai Municipality's leadership oversees strategy implementation, monitors performance, and ensures compliance with governance and regulatory requirements, promoting accountability and transparency.

DISCLOSURE, TRANSPARENCY & JUSTICE

Dubai Municipality promotes transparency, integrity, and fairness through the timely disclosure of information and equitable treatment of stakeholders.

STAKEHOLDER ENGAGEMENT

Dubai Municipality actively engages stakeholders to understand their needs and expectations, build strong partnerships, and support informed decision-making.

SUSTAINABILITY

Dubai Municipality integrates sustainability into its governance framework to support responsible resource management and long-term social, economic, and environmental value creation.

LEADERSHIP TEAM

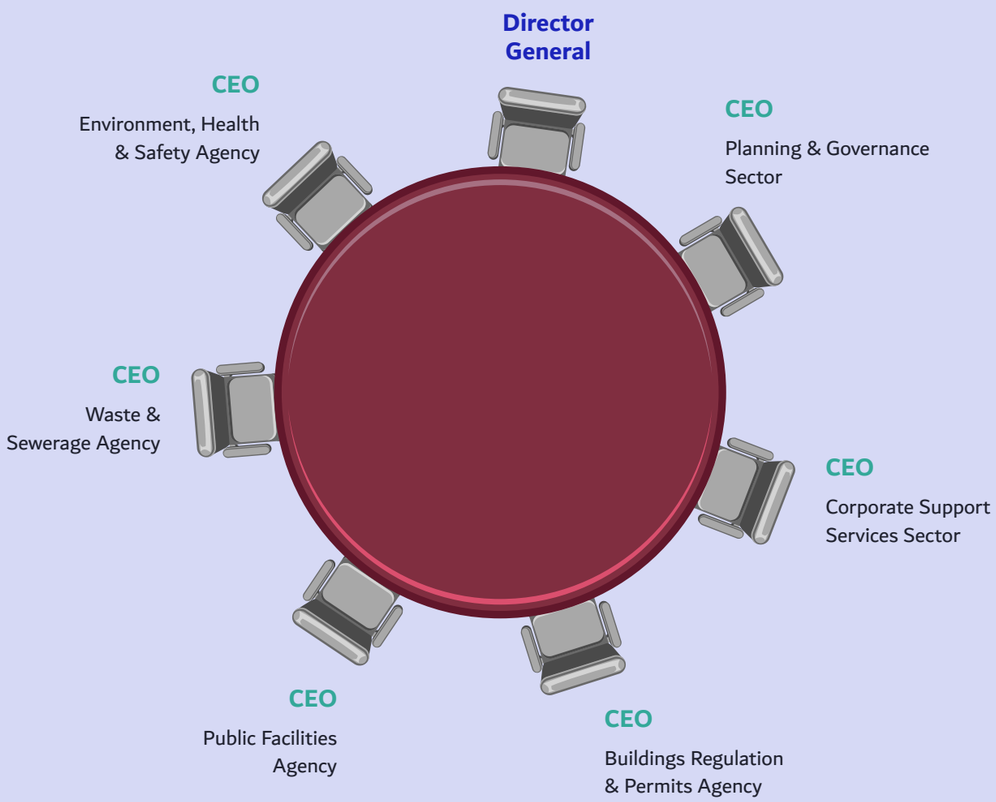
GRI 2-9, 2-10, 2-11, 2-12, 2-13, 2-17

Dubai Municipality's leadership team provides the strategic leadership and governance oversight required to advance the Municipality's long-term vision and institutional objectives. Operating within the Municipality's governance framework as the highest governing body, the team guides strategic decision-making, reinforces accountability, and ensures that organizational priorities remain aligned with the Government of Dubai's vision and the Municipality's Strategic Plan.

Established through an official administrative decree, the team comprises senior leaders with diverse expertise across the Municipality's key sectors, enabling integrated decision-making and effective institutional governance.

The team oversees the implementation of DM's strategic objectives by reviewing major operational and financial matters, monitoring organizational performance, and reinforcing compliance with applicable legislation, governance policies, and ethical standards. Through collective leadership, clear accountability, and effective oversight, the team strengthens organizational resilience, supports informed decision-making, and drives sustainable value creation in line with Dubai's long-term vision.

DUBAI MUNICIPALITY'S LEADERSHIP TEAM



MANAGEMENT COMMITTEES AND TEAMS

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

Dubai Municipality maintains a structured governance framework supported by specialized committees and cross-functional teams established through formal administrative resolutions issued by the Director General. These governance bodies strengthen oversight, enhance collaboration across organizational units, and provide strategic and technical recommendations to support informed decision-making.

While committees and teams play an important advisory and coordination role, decision-making authority remains with the Board of Directors unless formally delegated. Their mandates, responsibilities, and performance are governed by DM's Corporate Governance Policy, with periodic evaluations and audits conducted to ensure effectiveness, accountability, and alignment with organizational priorities.

RISK MANAGEMENT STANDARDS AND FRAMEWORKS

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

Dubai Municipality continues to strengthen its Enterprise Risk Management (ERM) framework to proactively identify, assess, monitor, and manage risks across all organizational levels. The framework supports informed decision-making by integrating risk management into strategic planning, operational activities, and performance management while ensuring alignment with the Municipality's risk appetite and tolerance levels. The Municipality's ERM framework enhances organizational resilience, supports business continuity, and reinforces DM's ability to deliver sustainable public services in an evolving risk landscape.

THE 7 ELEMENTS OF THE ENTERPRISE RISK MANAGEMENT FRAMEWORK

THE RISK STRATEGY & APPETITE
- Linkage to corporate strategy
- Risk strategy
- Risk appetite & tolerance

RISK GOVERNANCE
- Board oversight & Committee
- Company Risk Operating Structure
- Policies
- Roles & Responsibilities
- Decision Support

RISK CULTURE
- Training & Awareness
- Belief & Commitment
- Competencies & Context
- Action & Determination

RISK ASSESSMENT & GOVERNANCE
- Risk Definition & Taxonomy
- Risk Identification
- Assessment & Prioritization
- Quantitative Methods & Modeling
- Risk Aggregation, Correlation & Concentration

RISK MANAGEMENT & MONITORING
- Risk Mitigation, Response & Action Plans
- Testing Validation & Management's Assurance
- Monitoring
- Risk in Projects / Initiatives

RISK REPORTING & INSIGHTS
- Risk Reporting
- Business / Operational Requirements
- Top Management & Stakeholder Requirement
- External Requirements

DATA & TECHNOLOGY
- Data Quality & Governance
- Risk Analytics
- Technology Enablement

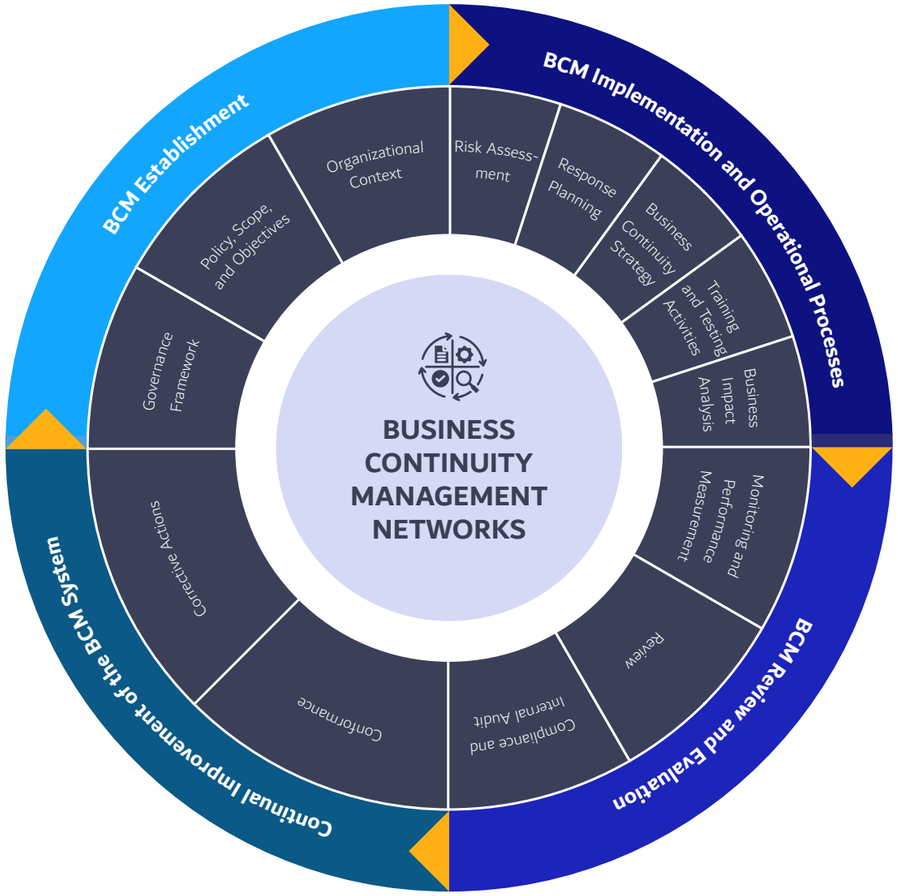
RESILIENCE IN ACTION: CONTROL, RISK, AND GROWTH

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

As one of Dubai's primary public service providers, DM maintains a comprehensive Business Continuity Management (BCM) framework to ensure the uninterrupted delivery of critical services during emergencies, disruptions, and crisis situations. The framework strengthens organizational resilience by enabling timely response, recovery, and continuity of essential municipal operations.

The BCM framework remains aligned with internationally recognized standards, including ISO 22301:2019 for Business Continuity Management Systems, ISO 22317 for Business Impact Analysis, and the NCEMA 7000:2021 standard. Through regular testing, review, and continual improvement, DM enhances its preparedness to respond effectively to emerging risks while safeguarding public trust and service continuity.

COMPONENTS OF THE BUSINESS CONTINUITY MANAGEMENT FRAMEWORK



INTERNAL CONTROLS AND CONTINUAL IMPROVEMENT

GRI 3-3, 205-1

Effective internal controls are fundamental to DM's governance framework, to support in managing risk, strengthening accountability, and informing decision-making across operations to ensure DM is ready to face the unpredictability of the future. The Compliance Management System integrates internal control mechanisms to safeguard operational integrity while adapting to regulatory changes and organizational needs.

The Internal Control Department drives a culture of continual improvement by conducting risk-based internal audits, evaluating the effectiveness of internal controls, reviewing policies and procedures, and monitoring compliance. Insights drive stronger governance practices, ensuring transparency, resilience, and long-term organizational excellence.



SUSTAINABILITY AT THE CORE

GRI 2-23, 2-24

Dubai Municipality continues to embed sustainability across its governance, planning, and operational activities through its Sustainability and Circular Economy Framework. The Framework provides a structured approach for integrating environmental, social, and economic considerations into strategic planning, decision-making, risk management, and service delivery, ensuring sustainability remains central to achieving the Municipality's long-term vision for a resilient, inclusive, and globally leading city.

Implementation of the Framework is led by the Sustainability and Circular Economy Section in collaboration with business units across the Municipality. Sustainability objectives are translated into measurable initiatives, supported through governance mechanisms, performance monitoring, stakeholder engagement, and cross-functional collaboration. This integrated approach enables DM to continuously strengthen sustainability performance while advancing circular economy principles across its operations.

The Sustainability and Circular Economy Framework enable DM to align sustainability initiatives across the organization, monitor performance consistently, and create long-term value for the environment, society, employees, customers, and the wider community.



DUBAI MUNICIPALITY SUSTAINABILITY AND CIRCULAR ECONOMY FRAMEWORK

DM Sustainability and Circular Economy Framework strategic pillars

GREEN CITY
- Climate action and clean energy
- Green buildings and sustainable design
- Sustainable resource and waste management

EMPLOYEE DEVELOPMENT AND PROSPERITY
- Employee engagement and wellbeing
- Inclusive and healthy workplace
- Workforce development and Emiratization

COMMUNITY DEVELOPMENT
- Community engagement
- National identity
- Societal wellbeing and quality of life

RESPONSIBLE & INNOVATIVE OPERATIONS
- Good governance & compliance
- Sustainable supply chain
- Digital innovation and data security
- Responsible investment & economic performance

DM Sustainability and Circular Economy Framework Enablers

- Monitoring & Reporting
- Communication
- Partnerships & Collaborations
- Capacity Building
- Digitalization

OUR SUSTAINABILITY PRIORITIES

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

OVERVIEW OF MATERIALITY ASSESSMENT PROCESS

DM recognizes the importance of engaging relevant stakeholders who influence and are impacted by the Municipality's operations in shaping its sustainability priorities. Through ongoing stakeholder engagement and transparent sustainability reporting, DM seeks to understand stakeholder expectations and incorporate them into strategic decision-making, ensuring that sustainability efforts remain responsive to evolving environmental, social, and governance priorities.

DM conducted its first comprehensive internal and external materiality assessment in 2023 to identify the sustainability impacts most significant to both the Municipality and its stakeholders. Building on this foundation, the 2025 materiality assessment[5] further strengthened the process by expanding stakeholder engagement to external stakeholders, validating priority topics against the Municipality's evolving strategic objectives, considering emerging sustainability trends, regulatory developments, and reporting requirements, and reviewing the results of organizational maturity assessments, including the American Productivity & Quality Center (APQC) Knowledge Management Capability Assessment, which achieved Level 5 maturity, and the Innovation Maturity Assessment, which recorded an overall maturity score of 95% in 2025. These additional inputs further enhanced the robustness, transparency, and strategic alignment of the materiality determination process.

As part of the 2025 materiality assessment, 18 external stakeholder responses were gathered from a diverse group of organization, including DEWA, DP World and Dubai Airports. Participants represented a broad range of stakeholder groups and sectors, including government and public-sector entities, utilities, aviation and logistics, telecommunications, industrial companies, academia, professional associations and community organization. Their input helped validate and prioritize the sustainability topics most relevant to DM and its wider stakeholder ecosystem.



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

MATERIAL TOPICS

ENVIRONMENTAL



SOCIAL



GOVERNANCE



ALIGNMENT WITH NATIONAL AND GLOBAL AGENDAS

NATIONAL MANDATES

As part of its commitment to sustainable development, DM aligns its strategies, initiatives, and operations with the UAE's national priorities and long-term development agendas.

These national frameworks guide the Municipality's approach to environmental stewardship, economic growth, social wellbeing, and innovation, ensuring that its sustainability efforts directly contribute to the realization of the UAE's strategic vision.

UAE STRATEGIES

- Future Foresight Strategy
- National Program to Transform Technology
- Insurance Against Defaulting & Non-compliant Employers
- National Program to Strengthen Supply Chain Resilience
- Insurance Against Job Loss
- National Strategy for Advanced Innovation
- Make it in the Emirates
- National Cyber Security Accreditation Program
- National Air Quality Agenda 2031
- National Cyber Security Governance Framework
- Advanced Skills Strategy
- National Climate Change Plan of the UAE 2017–2050
- National Sports Strategy – 2031
- Central Bank Digital Currency Strategy - the Digital Dirham
- National Food Security Strategy 2051
- National Program for Advanced Skills
- Cyber Incident Response Framework and Plan
- National Program and UAE Strategy for Artificial Intelligence
- National Strategy for Wellbeing 2031
- Cyber Security Information Sharing Framework
- National Program for Happiness and Wellbeing
- National Employment Strategy 2031
- National Hydrogen Strategy
- The UAE Strategy for Domestic Tourism
- 'We the UAE 2031' Vision
- National Advanced Sciences Agenda 2031
- The UAE Strategy for Government Services
- Zero Government Bureaucracy Program
- National R&D Leadership Program
- The UAE Strategy for Talent Attraction and Retention
- UAE Wind Program
- National Literacy Strategy
- The UAE's Fourth Industrial Revolution (4IR) Strategy
- Ministry of Finance Strategic Plan 2023-2026
- National Strategy for Higher Education 2030
- The UAE's Green Agenda 2030
- The National Agenda for Entrepreneurship and SMEs
- Security and Safety Strategy – 2026
- The UAE Water Security Strategy 2036
- National Strategy for the Cultural and Creative Industries
- Strategy of the Ministry of Foreign Affairs 2023-2026
- UAE Centennial 2071
- Digital Economy Strategy
- Strategic Plan for Justice-2026
- UAE Energy Strategy 2050
- National Nutrition Strategy 2030
- The General Framework for Adopting Sustainable Digital Transformation
- UAE Net Zero 2050
- National Youth Agenda and Strategy
- The Government Experience Exchange Program
- UAE Tourism Strategy 2031
- The UAE Digital Government Strategy 2025
- United Global Emirates Campaign

DUBAI STRATEGIES

- Dubai 2040 Urban Master Plan
- Dubai Food Security Strategy
- The ‘Services 360’ Policy of Dubai
- Dubai 3D Printing Strategy
- Dubai Integrated Waste Management 2041
- Dubai Industrial Strategy 2030
- Dubai Blockchain Strategy
- Dubai Metaverse Strategy
- Dubai eCommerce Strategy
- Dubai Carbon Abatement Strategy 2030
- Dubai Paperless Strategy
- Dubai Commercial Transport Strategy 2030
- Dubai Clean Energy Strategy 2050
- Dubai Quality of Life Strategy 2033
- Dubai Economic Leadership Program
- Dubai Cyber Security Strategy
- Dubai Resilience Strategy
- The Fifty-Year Charter
- Dubai Data Strategy
- Dubai Social Agenda 33
- Sewerage Strategy 2040
- Dubai Digital Strategy
- Dubai Universal Blueprint for Artificial Intelligence
- Dubai Plan 2021
- Dubai Economic Agenda D33

INTERNATIONAL MANDATES

- C40 Global City Initiative for Climate Action
- UN SDGs
- Paris Agreement



OUR ALIGNMENT WITH SDGS

Dubai Municipality is committed to advancing the SDGs by embedding sustainability principles across its strategies, operations, and services. Through integrated environmental, social, and governance initiatives, the Municipality contributes to sustainable urban development, environmental stewardship, economic prosperity, and enhanced quality of life. The following highlights provide a snapshot of DM's key contributions toward achieving the SDGs[6] and supporting the UAE's broader sustainable development agenda.

1 NO POVERTY

- Supported 5,160 families and provided Eid festive essentials to 50 orphans, People of Determination (PoD), and low-income individuals.

2 ZERO HUNGER

- Engaged 4,950 volunteers through the UAE Food Bank to redistribute over 32 million meals.
- Supported 800 workers through humanitarian assistance, medical check-ups, and recreational activities.

3 GOOD HEALTH AND WELL-BEING

- Enhanced employee safety by introducing the Safety Kit with PPE and QR-enabled safety guidance.
- Deployed 250 inspectors during Eid Al-Adha to strengthen food safety compliance.
- Conducted 68,462 food safety inspections and inspected more than 1.9 million food items.

4 QUALITY EDUCATION

- Launched the 2025 Future Skills Summer Training Program and strengthened lifelong learning through the DM-Pro program and the 3 G's mentoring initiative.
- Engaged 6,000+ children through environmental awareness workshops on health, safety, recycling, and sustainability.
- Achieved NEBOSH accreditation for Dubai Municipality Academy.

5 GENDER EQUALITY

- Increased female representation in senior management by 32% and promoted wellbeing through the Women's Sports Club.
- DM has obtained ISO 53800 certification for Gender Equality and Women's Empowerment.

6 CLEAN WATER AND SANITATION

- Achieved 100% sewage treatment and 100% safe sanitation for the fifth consecutive year.
- Enhanced wastewater network resilience through the Sewage Blockage Prediction System, maintaining sewer network performance at 33.39 blockages per 100 km and supporting efficient, uninterrupted wastewater services.

7 AFFORDABLE AND CLEAN ENERGY

- Generated 22,466 MWh of solar energy, a 91.70% increase from 2024.
- Powered the Warsan STP entirely with renewable energy, reducing approximately 17,000 tonnes of CO_2e annually.

8 DECENT WORK AND ECONOMIC GROWTH

- Advanced 91 investment opportunities and 44 city beautification and public projects.
- Supported local entrepreneurs through the Souq Al Freej marketplace, attracting more than 300,000 visitors.

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

- Managed 358,879 municipal assets to strengthen infrastructure planning and service delivery.
- Advanced approximately AED 5.47 million in infrastructure investments.

10 REDUCED INEQUALITIES

- Achieved 16% increase in People of Determination (PoD) and 52 nationalities across the workforce.
- Increased accessible buildings and facilities for PoD to more than 16,000, a 13% increase from 2024.
- Launched the Middle East's first emergency evacuation system for PoD at Al Mamzar Beach.

11 SUSTAINABLE CITIES AND COMMUNITIES

- Achieved 61% compliance with the Sa'fat Green Building Regulations while preserving 68 heritage and antique assets.
- Launched the 20-Minute City Dashboard to support data-driven urban planning.
- Increased the share of eco-friendly vehicles purchased or leased to 32.13%.
- Implement health and safety strategy in labor accommodations.

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

- Increased municipal waste diversion by 9.53%, C&D waste diversion by 55.93%, and liquid hazardous waste diversion by 2.42%, while achieving 90.39% recycled water usage.

13 CLIMATE ACTION

- Advanced the implementation of the Dubai Carbon Abatement Strategy, the Demand Side Management Strategy, and the Federal Decree-Law No. (11) of 2024.

14 LIFE BELOW WATER

- Conserved coastal ecosystems through ongoing mangrove planting, marine monitoring and environmental assessments across wetlands and protected areas.
- Rehabilitated erosion-affected public beaches using over 2 million m^3 of sand, 200,000 m^3 of coastal protection rock, and 850 m of coastal protection structures.

15 LIFE ON LAND

- Strengthened biodiversity conservation through continuous scientific wildlife monitoring.
- Planted 178,050 trees and 58 million flowers, increasing Dubai's green area to 14.06%.

16 PEACE, JUSTICE AND STRONG INSTITUTIONS

- Strengthened digital governance through the Enterprise IT Governance Program.
- Enhanced data governance through continued implementation of the Dubai Data Law and the Data Strategy.

17 PARTNERSHIPS FOR THE GOALS

- Advanced the Municipality's largest PPP portfolio, comprising 15 partnership projects with a combined value exceeding AED 35 billion.
- Achieved AED 420 million in investment income while maintaining an 84% investor satisfaction rate.

[6] For more information on Dubai Municipality's contributions to the SDGs, please refer to the **Dubai Voluntary Local Review on the SDGs**

SUSTAINABILITY PARTNERSHIPS AND COLLABORATIONS

GRI 2-28

Partnerships and collaborations are fundamental to the successful implementation of DM's Sustainability and Circular Economy Framework. By fostering strategic partnerships and knowledge sharing, the Municipality strengthens innovation, mobilizes resources, and advances sustainable urban development.

KEY PARTNERS







Material Topic

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

03

SHAPING A SUSTAINABLE ENVIRONMENT

Climate Action at the Core

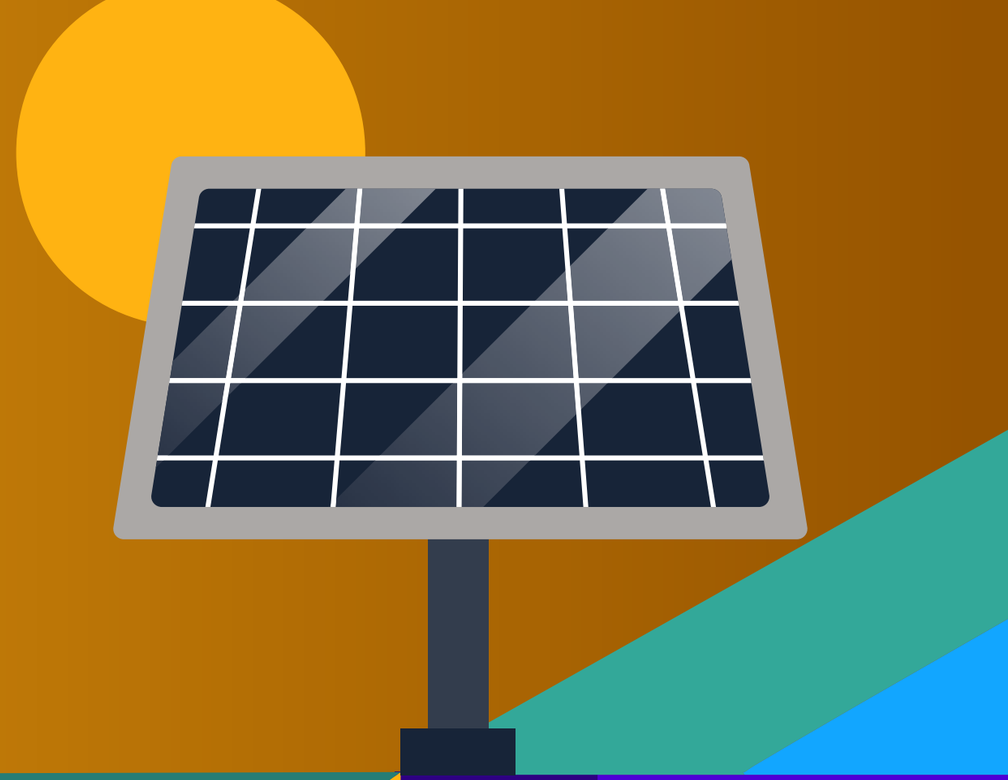
Leading the Shift to Clean Energy

Every Drop Counts

Waste Circularity in Action

From Land to Sea: Safeguarding Biodiversity

Smart and Sustainable Infrastructure



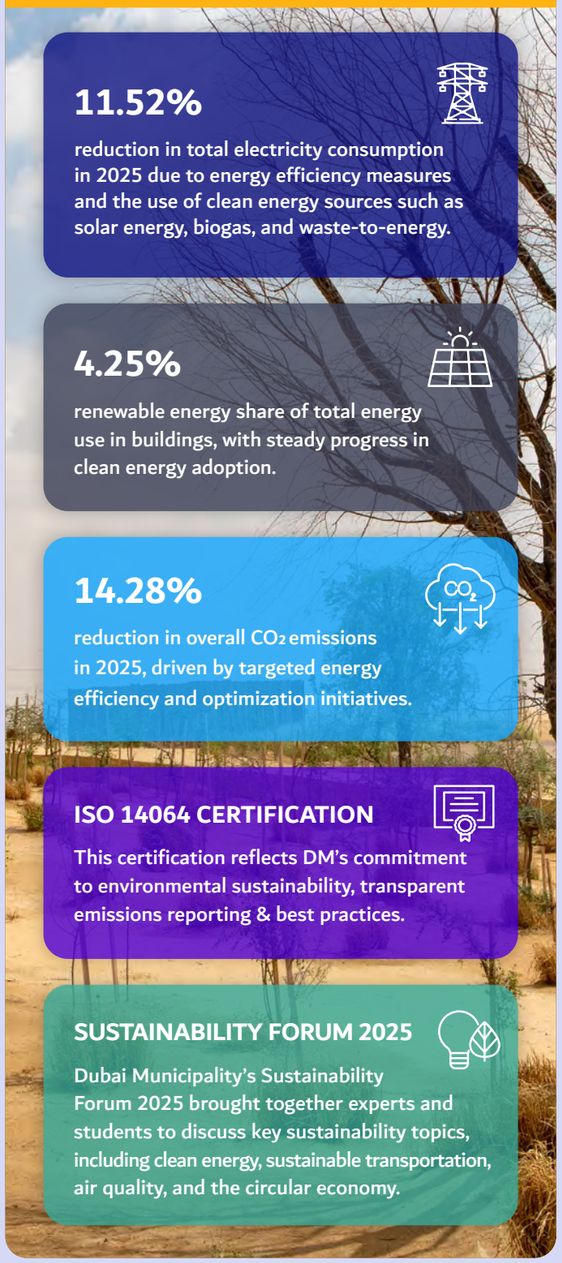
CLIMATE ACTION AT THE CORE

Dubai Municipality places climate action at the heart of its priorities, integrating climate change mitigation and adaptation measures, alongside environmental stewardship practices, into its urban governance framework. The Municipality also promotes sustainability through its various core functions, including urban planning, quality of life, waste management, wastewater management, and strengthening the Emirate's infrastructure.

Aligned with the UAE Net Zero 2050 Strategic Initiative, the Municipality contributes to climate objectives[7] by supporting energy and water conservation strategies, water and wastewater management, and waste management.
The Municipality is also currently implementing its Carbon Neutrality Strategy, supporting efforts to reduce emissions and enhance environmental sustainability. DM has plans to ensure full adherence with the Federal Decree Law No. (11) of 2024 on the Reduction of Climate Change Effects. Established systems are in place for measurement, reporting, and management of GHG emissions where DM champions emissions reduction through waste management, urban development, and environmental monitoring.

In alignment with international climate commitments such as the Paris Agreement and the UN SDGs, DM integrates climate considerations into both strategic planning and operational decision-making, reinforcing its role as a key enabler of low-carbon urban transformation.

2025 HIGHLIGHTS



11.52%

reduction in total electricity consumption in 2025 due to energy efficiency measures and the use of clean energy sources such as solar energy, biogas, and waste-to-energy.

4.25%

renewable energy share of total energy use in buildings, with steady progress in clean energy adoption.

14.28%

reduction in overall CO_2 emissions in 2025, driven by targeted energy efficiency and optimization initiatives.

ISO 14064 CERTIFICATION

This certification reflects DM's commitment to environmental sustainability, transparent emissions reporting & best practices.

SUSTAINABILITY FORUM 2025

Dubai Municipality's Sustainability Forum 2025 brought together experts and students to discuss key sustainability topics, including clean energy, sustainable transportation, air quality, and the circular economy.

[7] For further information on DM's climate action commitments, please refer to the previous sustainability reports.

CLIMATE ACTION KEY INITIATIVES

Dubai Municipality is advancing a set of targeted climate action initiatives that address emissions reduction, resource efficiency, and sustainable urban transformation. These initiatives are increasingly driven by innovation, partnerships, and circular economy practices implemented across the Emirate.

CLIMATE RISK AND RESILIENCE

Dubai Municipality strengthens its climate resilience through proactive measures to address adverse weather events. Key initiatives include installing over 60 km of pumping lines, developing rainwater storage lakes with a combined capacity of 600,000 m³, and maintaining more than 84,000 drainage inlets. These efforts improve stormwater management, enhance flood response, and help protect infrastructure, mobility, and community safety. As part of its commitment to strengthening climate resilience, Dubai Municipality is also advancing a Climate Change Risk Project in 2026.

SMART AND LOW-CARBON URBAN SYSTEMS

Enhancing urban efficiency through smart platforms such as "Dubai Live" which provide real-time visibility of city operations and support more informed decision-making. These efforts are further strengthened through strategic partnerships with technology providers, enabling the deployment of intelligent infrastructure solutions that optimize resource-use across urban systems. With seamless connectivity across transportation networks and rapid emergency response capabilities, Dubai Live reinforces Dubai's standing as a global leader in smart and sustainable urban infrastructure.

SUSTAINABLE CONSUMPTION AND BEHAVIORAL CHANGE

Promoting sustainable consumption through regulatory measures such as restricting single-use products, encouraging environmentally responsible behaviors and reducing waste at source. These efforts are complemented by community engagement initiatives and innovation challenges that involve the public in developing practical solutions to minimize environmental impact.

INTEGRATED URBAN SUSTAINABILITY AND GREEN DEVELOPMENT

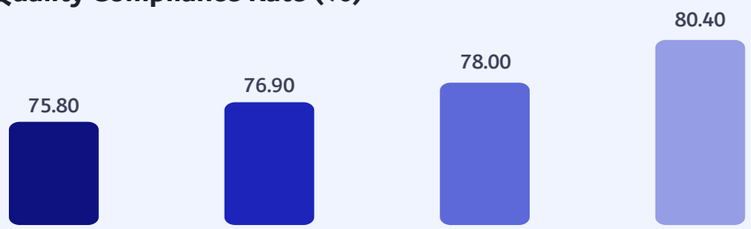
Integrating sustainability into urban development by embedding low-carbon and resilient principles within planning frameworks, ensuring future growth aligns with environmental priorities. This approach is supported by advanced technologies such as AI and digital twin systems, which enable data-driven planning and more efficient management of resources across municipal operations and the city.

AIR QUALITY

GRI 305-7

Dubai Municipality monitors air quality by tracking key air pollutants such as NO_2, SO_2, particulate matter, and VOCs, in alignment with The National Air Quality Agenda 2031. This comprehensive monitoring has contributed to measurable improvements, including significant reductions in major pollutants, underscoring the Municipality's commitment to advancing environmental sustainability and safeguarding public health. DM will remain committed to enhancing indoor air quality through a series of initiatives planned for the coming years. These efforts will focus on establishing long-term quality systems, strengthening stakeholder education and awareness, and introducing targeted chemical regulations to support healthier indoor environments.

Indoor Air Quality Compliance Rate (%)



Indoor air quality compliance rate increased by 6.10% from 2022 to 2025, driven by Dubai Municipality's continuous data tracking and structured verification cycles to ensure the effective implementation of air quality enhancement measures.



[8] The GHG emissions have been recalculated in accordance with the updated methodology, which includes the calculation of Scope 3 emissions for 2025.

[9] The 2024 figure for solid waste disposal and treatment activities GHG emissions have been restated to reflect improvements in data quality and accuracy of GHG data inventory.

LEADING THE TRANSITION TO CLEAN ENERGY

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

GHG EMISSIONS[8]

Dubai Municipality enhanced its greenhouse gas accounting methodology by adopting a dedicated emissions calculation approach aligned with ISO 14064-1:2018, the Greenhouse Gas Protocol, and IPCC guidance. The updated methodology expands emissions coverage, strengthens data governance, and improves the transparency and completeness of reporting. In addition to Scope 1 & 2 emissions, the revised reporting boundary incorporates Scope 3 fuel and energy-related activities, providing a more comprehensive assessment of the Municipality's carbon footprint. This approach establishes a stronger foundation for emissions management, decarbonization planning, regulatory compliance, and climate-related decision-making.

EMISSION BREAKDOWN (TCO_{2E})		2024	2025
Scope 1	Solid waste disposal and treatment activities	946,983[9]	966,072
	Wastewater and sludge treatment activities	41,347	106,884
	Fuel	57,200[10]	55,236
Scope 2	Electricity	241,915	202,827
Total		**1,287,445**	**1,331,019**

Total GHG emissions increased by 3.38% in 2025, with emissions from direct municipal operations remaining the dominant contributor to the Municipality's carbon footprint, despite a reduction in electricity-related and fuel emissions.

Electricity-related emissions decreased by 16.16% and fuel emissions reduced by 3.43%, reflecting the Municipality's continued efforts to reduce reliance on the grid through renewable energy initiatives and enhanced fleet management.

[10] The 2024 figure for fuel GHG emissions have been restated to reflect improvements in data quality and accuracy of GHG data inventory.

ENERGY CONSUMPTION TRENDS

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

In 2025, total electricity consumption from the grid decreased by almost 11.52% compared to the previous year, reflecting improved efficiency across municipal operations. This reduction highlights the impact enhanced building management, energy conservation measures, and the optimization of operational processes.

Additionally, around 19% of the Municipality's energy consumption is from DM's own clean and renewable energy projects across facilities and buildings. Fuel consumption also continued to be closely monitored across municipal operations, with diesel consumption decreasing by approximately 10% compared to the previous year. The municipality remains committed to enhancing operational efficiency and optimizing fuel consumption to support sustainable resource management.

	2022	2023	2024	2025
TOTAL ELECTRICITY CONSUMPTION (KWh)	598,749,396	590,607,786	598,058,305	529,160,325
Total Fuel Consumption from Non-Renewable Sources				
GASOLINE (LITER)	5,665,171	6,415,418	5,687,041	6,716,187
DIESEL (LITER)	14,178,259	16,221,197	16,385,646	14,736,605
Total Fuel Consumption from Renewable Sources				
BIOFUELS (LITER)	125,063	113,485	113,505	77,085

ENERGY TRANSITION

GRI 3-3, 302-5

Dubai Municipality is advancing its transition towards a low-carbon, resource-efficient energy system by integrating technology, partnerships, and sustainable planning into its operations. This approach focuses on reducing reliance on conventional energy sources while improving overall energy performance across infrastructure and municipal services.

The transition is supported through[11]

DEPLOYMENT OF SMART TECHNOLOGIES
including AI-enabled systems and digital platforms, to improve energy efficiency and operational decision-making.

STRATEGIC PARTNERSHIPS
to deliver intelligent infrastructure and optimize resource use.

INTEGRATION OF ENERGY -EFFICIENT DESIGN
principles into urban planning and future developments.

ENHANCING OPERATIONAL EFFICIENCY
through predictive maintenance and smart facility management.

INTEGRATION OF CLEAN ENERGY SOLUTIONS
across municipal assets and services.



Dubai Municipality's renewable energy efforts in 2025 are considered a key component of its Carbon Neutrality Strategy 2050, guided by the analysis and monitoring of direct and indirect greenhouse gas emission sources. The Municipality accelerated the adoption and integration of sustainable and alternative energy solutions across its operations, with a strong focus on waste-to-energy, biogas recovery, and energy-efficient infrastructure.

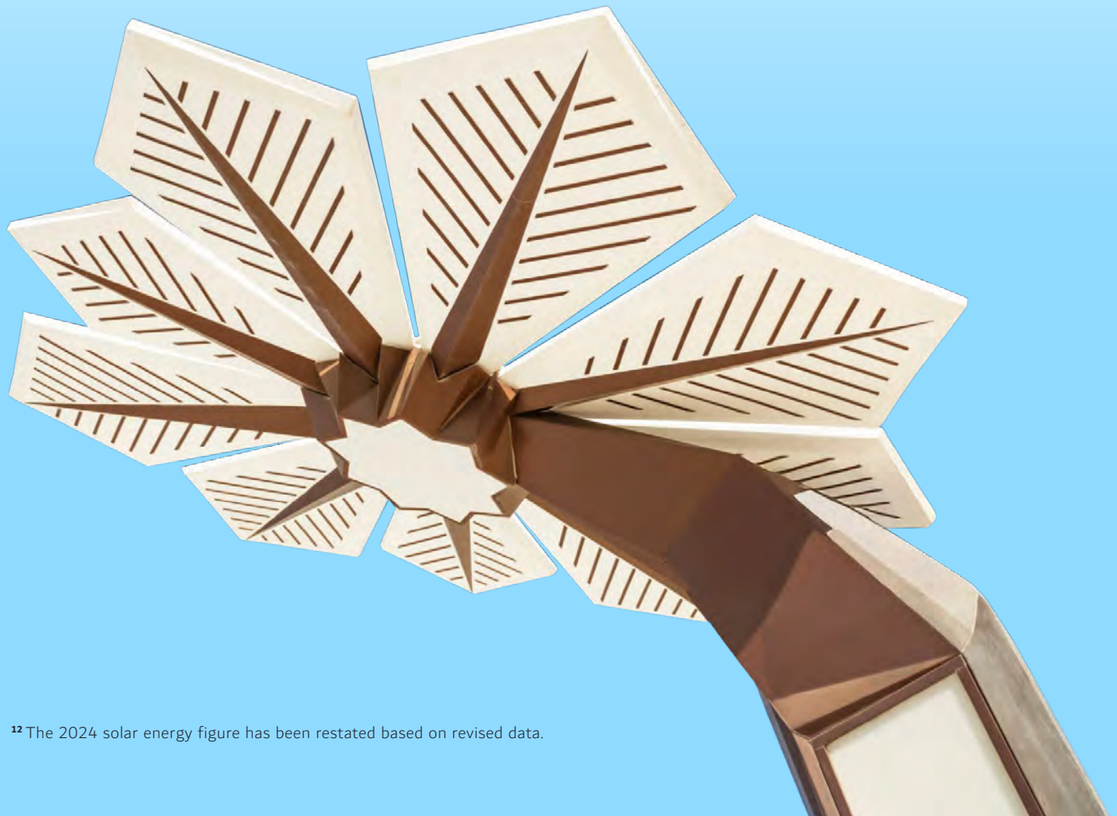
[11] For more information on DM's efforts to align with the Dubai Clean Energy Strategy 2050, please refer to the previous sustainability reports.

Aligned with the UAE Net Zero by 2050 Strategic Initiative and the Dubai Clean Energy Strategy 2050, these initiatives aim to reduce emissions by transforming municipal assets and waste streams into renewable energy sources. Through large-scale projects, pilot innovations, and strategic partnerships, Dubai Municipality is lowering its carbon footprint while supporting the diversification of Dubai's energy mix and advancing a low-carbon, circular economy.

In 2025, DM increased its total solar energy generation by 55.24%, reflecting its commitment to renewable energy and sustainable practices. While biogas utilization declined due to operational disruptions associated with ongoing expansion projects, performance is expected to improve following the completion of commissioning and maintenance activities.

RENEWABLE ENERGY

	2023	2024	2025
TOTAL SOLAR ENERGY (MWh)	4,780	14,472[12]	22,466
BIOGAS UTILIZATION IN TREATMENT PROCESS (%)	76.14	73.18	68.85



[12] The 2024 solar energy figure has been restated based on revised data.

WASTE-TO-ENERGY GENERATION (WARSAN WASTE MANAGEMENT CENTRE)

In 2025, Dubai announced Phase 2 of the Warsan Waste-to-Energy Centre, building on a facility that processes up to 6,000 tons of waste per day, around half of Dubai's daily waste generation. This reinforces the Municipality's progress in scaling sustainable waste management while contributing to clean energy generation and emissions reduction.

BIOGAS-TO-ENERGY AND ORGANIC WASTE CONVERSION

DM continued to advance biogas recovery initiatives in 2025, including:

- Ongoing utilization of the Warsan biogas power facility, which converts sewage and organic waste into renewable energy and supports wastewater treatment operations.
- Collaboration with partners such as Tadweer, where pilot biogas projects demonstrate the conversion of food and organic waste into clean energy.

These initiatives reduce methane emissions while contributing to energy self-sufficiency and circular economy objectives.

OPERATING WASTEWATER TREATMENT ON RENEWABLE ENERGY

In 2025, DM achieved a milestone in decarbonizing wastewater operations by powering the Warsan STP entirely with renewable energy from biogas recovery and the Waste Management Centre, thus reducing 17,000 tons annually (equivalent to planting 700,000 trees).

ALTERNATIVE FUELS (BIODIESEL)

DM has signed a MoU with BIOD Technology FZCO, a subsidiary of DUBAL Holding to advance alternative fuel solutions through initiatives that convert used oils, fats, and grease into biodiesel (B100), reducing reliance on conventional fuels, lowering emissions, and promoting circular resource utilization.



ELECTRIC VEHICLES

As part of its commitment to advancing sustainable mobility, Dubai Municipality is actively reshaping its transport systems to support a cleaner, low-carbon future.



TRANSITIONING TO GREENER FLEETS

The Municipality is steadily increasing the adoption of electric and hybrid vehicles, reducing reliance on conventional fuels and cutting emissions across its operations.

SMART, EFFICIENT MOBILITY

Advanced fleet management systems optimize routes and operations in real time, minimizing energy consumption while improving service efficiency.

SUPPORTING DUBAI'S GREEN VISION

These efforts contribute to the Emirate's broader mobility ambitions by enhancing air quality, lowering the carbon footprint, and promoting a more sustainable urban environment.

Together, these initiatives demonstrate how Dubai Municipality is turning everyday operations into opportunities for cleaner, smarter, and more sustainable mobility.

	2022	2023	2024	2025
ECO-FRIENDLY VEHICLES PURCHASED/ LEASED %	18.70%	19.60%	20.00%	32.13%
ENVIRONMENTALLY SUSTAINABLE VEHICLES FROM DM FLEET %	20.82%	26.90%	29.00%	31.00%
RECYCLED TIRE MATERIALS %	7.20%	7.30%	7.50%	9.50%

DM continued to advance the sustainability of its vehicle fleet in 2025, reinforcing its commitment to lower-emission transportation solutions. The number of eco-friendly vehicles purchased increased by 60% compared to 2024, while the share of environmentally sustainable vehicles within the overall fleet grew by almost 7%.

In addition, DM increased the recycling of tire materials by 27%, further promoting resource efficiency and reducing environmental impacts associated with vehicle operations and supporting circular economy principles through enhanced material recovery and waste diversion. These achievements reflect DM's ongoing efforts to integrate more sustainable mobility options into its operations, improve fleet environmental performance, and support its broader sustainability objectives.



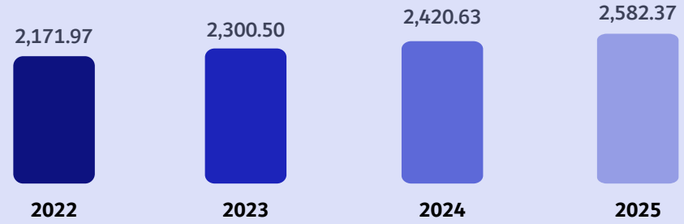
EVERY DROP COUNTS

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

Dubai Municipality continues to advance integrated and sustainable water management practices in 2025, recognizing water as a critical enabler of climate resilience and urban sustainability. During the year, efforts focused on enhancing wastewater treatment capacity, expanding sewage and drainage infrastructure, and increasing the reuse of treated water across municipal operations.

These developments were driven by rising demand associated with population growth and urban expansion and were supported by infrastructure upgrades, operational improvements, and system optimization to ensure efficient and sustainable resource management. The increase in water consumption during 2025 reflects the expanding scale of the municipality operations and infrastructure required to support the city's continued growth and development.

Total Water Consumption (MIG)



WASTEWATER TREATMENT AND MANAGEMENT

As part of its sustainability commitment, Dubai Municipality continues to strengthen its wastewater treatment capacity through advanced treatment facilities. To meet increasing demand driven by population growth and urban expansion, the Municipality increased wastewater treatment design capacity by 115,000 m³.
The Municipality is continuously enhancing treatment plant efficiency through operational efficiency initiatives, investments in process optimization, renewable energy integration, and the commissioning of a new administrative building at the Warsan STP. These efforts support the efficient treatment, re-use and recovery of wastewater contributing to reliable, resilient, and future-ready sewerage infrastructure that enhances service coverage, improves water quality, and strengthens the performance of wastewater systems across the Emirate.



Advanced wastewater service management through alignment with ISO 24511.

Undertook benchmarking with regional wastewater utilities to identify best practices and enhance operational performance.

In 2025, Dubai Municipality advanced seven sewerage and stormwater infrastructure projects, supporting the development of resilient and sustainable urban services.

100%
SEWAGE WATER TREATED

100%
SAFE WATER SANITATION[13]

Achieved 1st in Wastewater Treated as per Environmental Performance Index

Achieved 1st in Wastewater Reused as per Environmental Performance Index

FIVE YEARS OF EXCELLENT PERFORMANCE

Dubai Municipality achieved 100% performance in both safe water sanitation services and sewage wastewater treatment for the fifth year in a row. This sustained achievement reflects the Municipality's ongoing commitment to public health, environmental stewardship, and the delivery of reliable and resilient water and sanitation services across the Emirate.



Case Study

EARLY DETECTION AND PROACTIVE MONITORING

Dubai Municipality strengthened wastewater system performance through proactive monitoring and targeted operational improvements. Over 5,368 inspections were conducted in 2025 across the sewer network, supporting early detection and maintenance.

ENHANCING WASTEWATER SYSTEM EFFICIENCY THROUGH INNOVATION

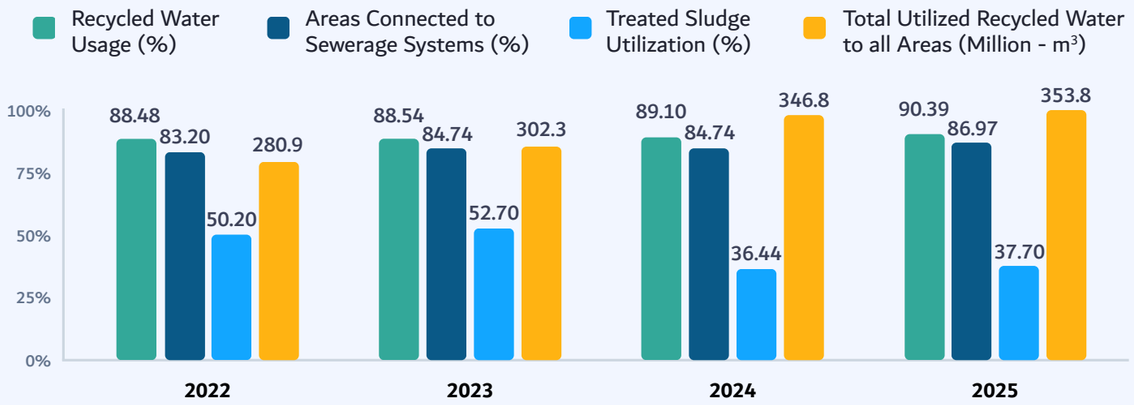
Dubai Municipality enhanced system reliability by reducing blockages and effective grease management, collecting more than 31.2 million gallons of Fat, Oil, and Grease (FOG) waste. These efforts were supported by advanced tools such as the Sewage Blockage Prediction System, helping maintain sewer performance at 33.39 blockages per 100 km and ensuring efficient and continuous wastewater services.

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

RECYCLED WATER DISTRIBUTION

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

In 2025, Dubai Municipality continued to advance its goal of maximizing the reuse of treated wastewater through targeted efforts to expand recycled water distribution networks, enhance monitoring and control systems, and promote efficient water use in irrigation and municipal applications. These initiatives have led to a progressive incremental improvement of about 1.45% in the use of recycled water to support the transition toward a more sustainable and circular water system.



Dubai Municipality continued to strengthen the sustainability of its water and wastewater management systems in 2025, achieving higher recycled water utilization, increased treated sludge recovery, and expanded sewerage network coverage. These improvements reflect ongoing efforts to enhance resource efficiency, advance circular economy practices, and support sustainable urban development across the Emirate.

SUSTAINABLE WATER INFRASTRUCTURE

Dubai Municipality continues to enhance its stormwater management systems through data-driven planning and strategic infrastructure development aligned with long-term urban growth plans. In 2025, progress was supported by the expansion and upgrading of drainage networks, improving system connectivity and capacity to handle increasing rainfall and urban demand. Ongoing project implementation and new infrastructure investments have strengthened operational efficiency and service reliability, reinforcing DM's commitment to climate-resilient planning and the sustainable development of stormwater infrastructure across the Emirate.

AREAS CONNECTED TO STORMWATER SYSTEMS (%)	2023	2024	2025
	78.57%	78.66%	80.18%

The percentage of areas connected to the stormwater drainage network has continued to increase over the years, reflecting Dubai Municipality's ongoing investment in expanding and enhancing stormwater infrastructure. In 2025, progress was driven by the completion of planned infrastructure projects, contributing to broader network coverage, improved drainage efficiency, and greater urban resilience.

Looking ahead, the Municipality will continue advancing projects under the Tasreef Strategy, supporting the development of an integrated, resilient, and future-ready stormwater drainage system capable of meeting the Emirate's evolving needs.

Case Study

TASREEF PROGRAM – TRANSFORMING STORMWATER MANAGEMENT

In 2025, Dubai Municipality accelerated the implementation of the Tasreef Program through awarding contracts worth AED 1.439 billion to expand and upgrade the Emirate's stormwater drainage network, including over 36 km of new drainage lines to enhance system connectivity and efficiency.



The program is designed to capture, manage, and redirect rainwater effectively, reducing flood risks and improving the effectiveness of drainage systems across key urban areas. By increasing drainage network capacity by 700% and ensuring faster water flow during heavy rainfall, Tasreef enhances service reliability and protects communities and assets.

This initiative is important as it addresses growing climate challenges and urban expansion, ensuring that Dubai's infrastructure remains resilient and future-ready. It reflects Dubai Municipality's proactive and long-term approach to sustainable urban planning, demonstrating its commitment to building a climate-resilient city supported by advanced, integrated water infrastructure.



WASTE CIRCULARITY IN ACTION

GRI 3-3, 306-2

Dubai Municipality continues to advance its transition toward a circular economy by strengthening waste reduction, resource recovery, and landfill diversion. In 2025, progress was supported by enhanced policies, expanded infrastructure, and improved operational efficiency, enabling the transformation of waste into valuable resources while reducing environmental impact and supporting the Dubai Integrated Waste Management Strategy 2041.

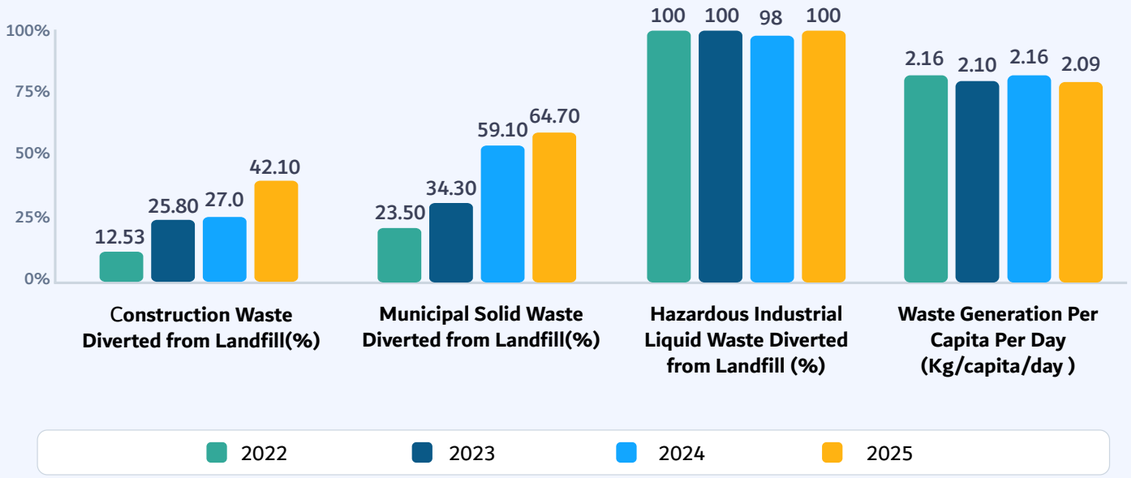
WASTE MANAGEMENT[14]

GRI 306-1,306-3

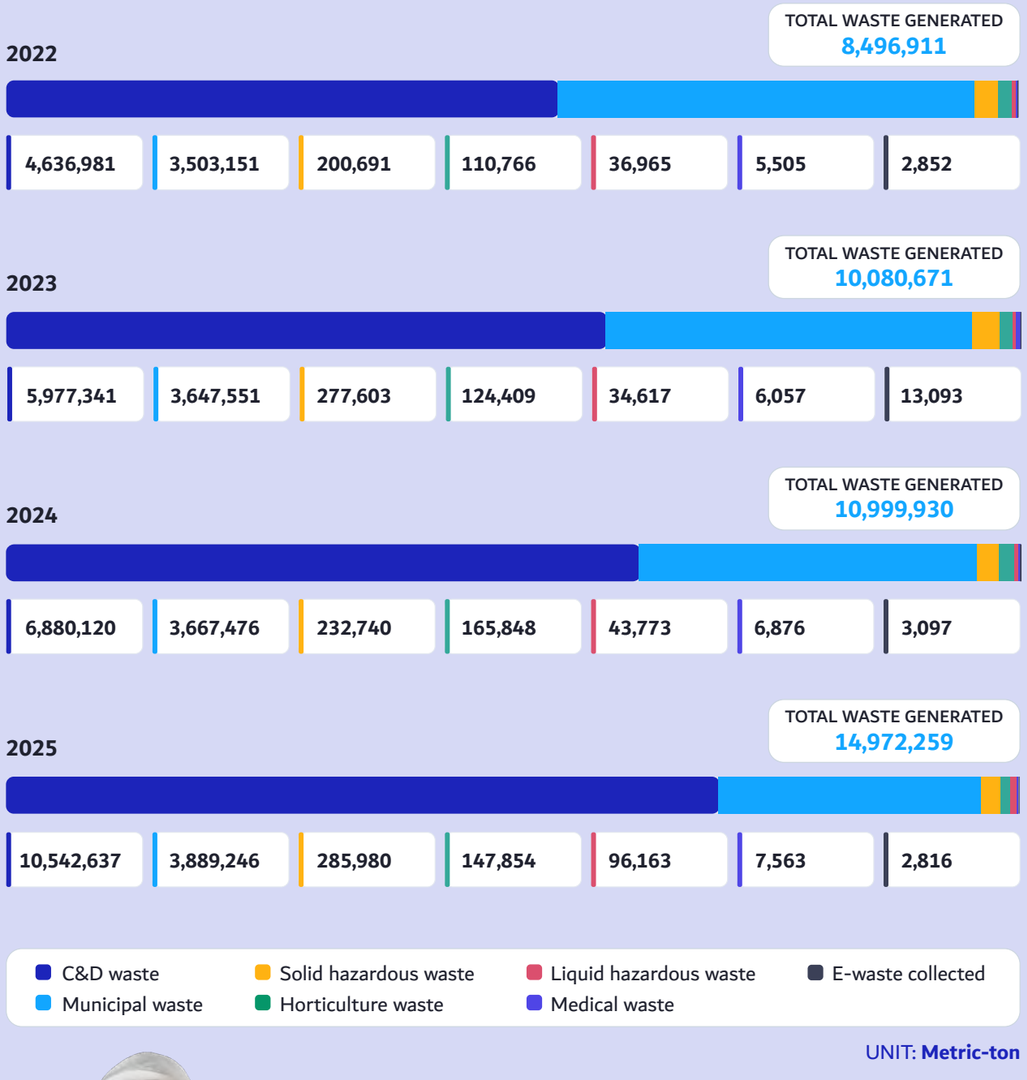
In 2025, total waste generated increased by 36.11% compared to 2024, driven by a 53% rise in Construction and Demolition (C&D) waste due to ongoing urban development. Municipal waste increased by 6%, while solid hazardous waste and medical waste rose by 23% and 10%, respectively. Despite these increases, Dubai Municipality enhanced waste diversion efforts through the full-scale operation of the Warsan Waste-to-Energy Centre, expanded recycling programs, and improved waste segregation and resource recovery initiatives. Notably, average waste generation per capita in Dubai has dropped by over 3% compared to the previous year.

These achievements were supported by key initiatives, including awarding contracts for construction waste recycling with a capacity of 10,000 tons per day, collaborating with Ducon and DP World, and advancing the mandatory source segregation policy.

WASTE MANAGEMENT TRENDS



WASTE GENERATION[15]





"As part of its commitment to advancing the circular economy and promoting sustainable consumption, Dubai Municipality continues to implement the Emirate's phased ban on Single-Use Plastic (SUP) products."

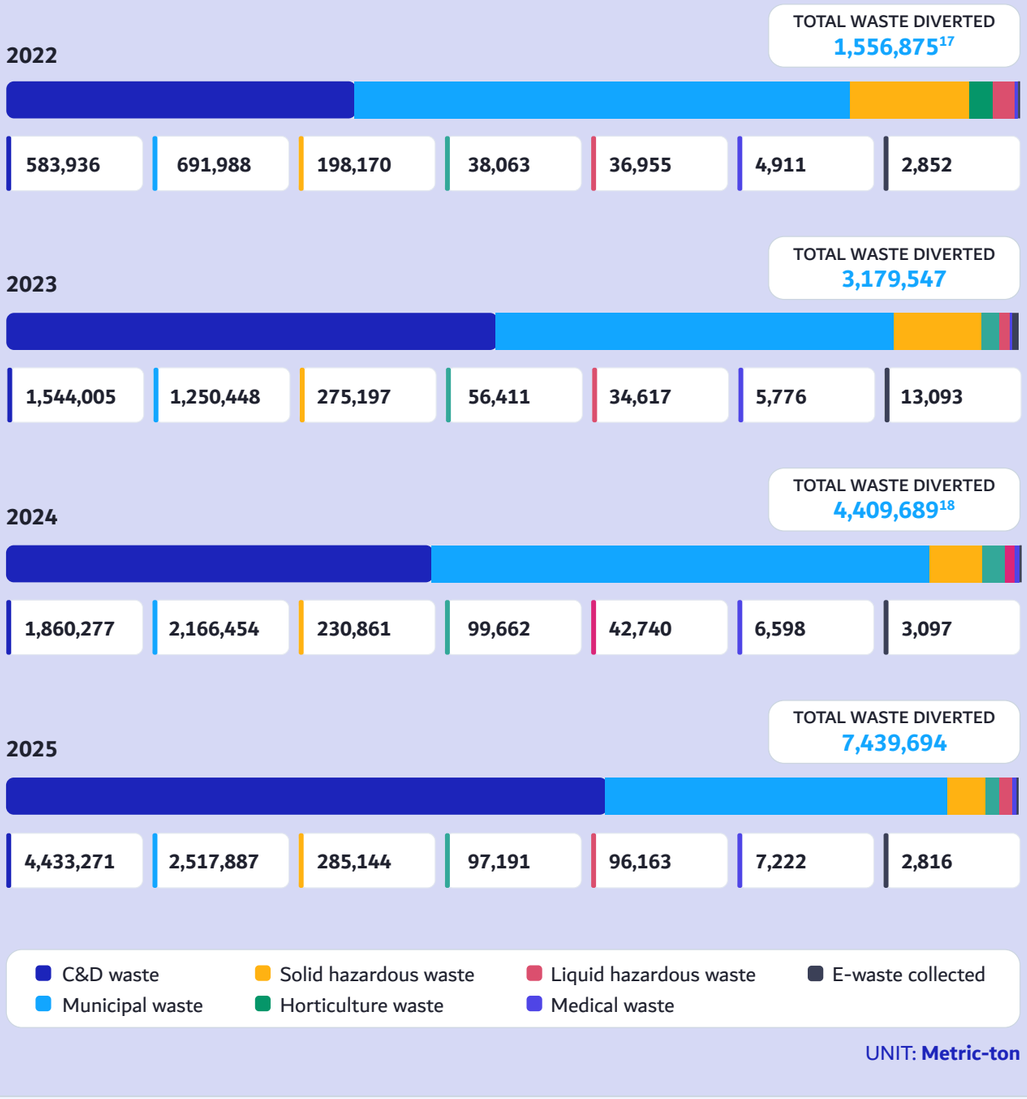
CEO - Waste and Sewerage Agency

[14] For further information on Dubai Municipality's waste management approach, please refer to previous sustainability reports and the Dubai Integrated Waste Management Strategy 2021–2041.

[15] The total waste generated has been updated to reflect the sum of the individual waste streams.

WASTE DIVERSION FROM LANDFILLS[16]

GRI 306-4, 306-5



UNIT: **Metric-ton**

[16] For The total waste diverted has been updated to reflect the sum of the individual waste streams.
[17] The total waste diverted for 2022 has been updated based on revised data available in Dubai Municipality's database.
[18] TThe total waste diverted for 2024 has been updated based on revised data available in Dubai Municipality's database.

Case Study

SINGLE USE PLASTICS

DM worked closely with government entities, businesses, retailers, manufacturers, and the wider community to facilitate implementation of the SUP ban through awareness campaigns, practical guidance, and the promotion of environmentally responsible alternatives. Through this initiative, the Municipality continues to foster responsible consumption, reduce reliance on disposable plastics, and strengthen environmental stewardship across the Emirate.

SUP PRODUCTS PROHIBITED FROM 1 JANUARY 2026:

- Plastic cutlery (forks, knives, spoons) and plates
- Plastic beverage cups and lids
- Plastic food containers
- Plastic straws and stirrers
- Plastic table covers
- Plastic cotton buds

CIRCLE DUBAI – ADVANCING A ZERO-WASTE FUTURE

In 2025, DM launched a city-wide sustainability initiative encompassing 17 strategic projects, 26 performance indicators, and a digital education platform. The initiative promotes waste reduction, source segregation, recycling, and circular economy principles across nine key sectors in the Emirate.

RECOMMENDED SUSTAINABLE ALTERNATIVES:

- Reusable tableware
- Paper-based products
- Plant-based alternatives
- Wooden or bamboo utensils
- Glass or metal products
- Reusable food containers and beverage cups
- Products manufactured using recycled materials

FROM LAND TO SEA: SAFEGUARDING BIODIVERSITY

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

REGULATORY FRAMEWORK FOR BIODIVERSITY PROTECTION[19]

Dubai's biodiversity is safeguarded through a comprehensive legal framework that acts as both a shield and a guide for sustainable environmental management. DM plays an integral role in the development and implementation of key policies and regulations that prevent harmful activities such as habitat destruction, pollution, unregulated development, and the introduction of invasive species, ensuring the long-term protection and sustainable management of Dubai's ecosystems.

Biodiversity Achievements 2025



Dubai Municipality's approach to biodiversity goes beyond traditional conservation, embracing dynamic, nature-based solutions that restore ecosystems, enhance resilience, and reimagine the relationship between urban life and the natural environment. DM's protected areas network represents a cornerstone of its biodiversity conservation efforts, covering approximately 31% of the Emirate and encompassing mountain, desert, coastal, and marine ecosystems. Managed in collaboration with partners, the eight protected areas are continuously enhanced through scientific research, monitoring, and habitat restoration initiatives. This integrated approach ensures the long-term protection of biodiversity while supporting sustainable urban development and environmental resilience.

[19] For more information on DM's regulatory framework and key legislation, please refer to the **protected areas section** on our website as well as the previous DM SR 2024.

MANGROVE HABITAT MANAGEMENT

Ongoing mangrove planting and monitoring programs carried out in Ras Al Khor Wildlife Sanctuary and Jabal Ali Wildlife Sanctuary, accompanied with regular surveys to assess mangrove density, health, and regeneration to ensure these ecosystems continue to provide vital services such as coastal protection, carbon storage, and habitat provision.

WILDLIFE SUPPORT AND NESTING PROGRAMS

Installation of artificial osprey nesting platforms to encourage breeding within protected areas. These structures are designed using natural materials and are strategically placed to support bird populations and enhance habitat suitability.

BIODIVERSITY MONITORING AND RESEARCH

Conservation efforts are supported by continuous scientific monitoring, including the use of camera traps in mountain reserves to track wildlife presence and behavior. This approach has enabled the identification and monitoring of species such as the Arabian tahr and other key ecological indicators.

WATER QUALITY MONITORING

Regular sampling and analysis of water bodies are conducted across wetlands and marine protected areas, including Ras Al Khor and Jabal Ali Wildlife Sanctuaries. These assessments ensure that environmental conditions remain suitable for aquatic life and help detect changes that may require management intervention.

HABITAT AND ECOSYSTEM ASSESSMENTS

Ongoing habitat surveys evaluate ecosystem health, including vegetation condition and associated fauna such as crabs, molluscs, and other species. These assessments provide a scientific basis for conservation planning and ensure that ecosystems remain stable and productive.

INTEGRATED CONSERVATION MANAGEMENT

All biodiversity initiatives are implemented within a structured conservation framework that combines habitat management, wildlife monitoring, and scientific research to maintain ecosystem functionality across Dubai's protected areas.

COASTAL HABITAT RESTORATION AND BEACH REHABILITATION

Aligned with the Dubai Plan 2030, Dubai Municipality rehabilitated public beaches affected by erosion and inundation, utilizing over 2 million m^3 of beach sand, and 200,000 m^3 of coastal protection rock, and more than 850 m of coastal protection structures to enhance shoreline resilience and protect coastal ecosystems.

SMART AND SUSTAINABLE INFRASTRUCTURE



> "Dubai Municipality ensures that urban development supports environmental performance, community wellbeing, and cultural identity by embedding sustainability across the full building lifecycle."
>
> **CEO - Building Regulation and Permits Agency**

Dubai Municipality continues to transform the built environment into one that is climate-resilient, resource-efficient, and aligned with the Dubai 2040 Urban Master Plan[20]. Dubai Municipality integrates sustainability into urban design through advanced regulations, retrofitting frameworks, and landscape enhancement initiatives:

COMPREHENSIVE GREEN BUILDING GUIDELINES

support both new developments and existing buildings, enabling improved energy efficiency, water conservation, and indoor environmental quality.

LARGE-SCALE URBAN LANDSCAPING AND BEAUTIFICATION PROJECTS

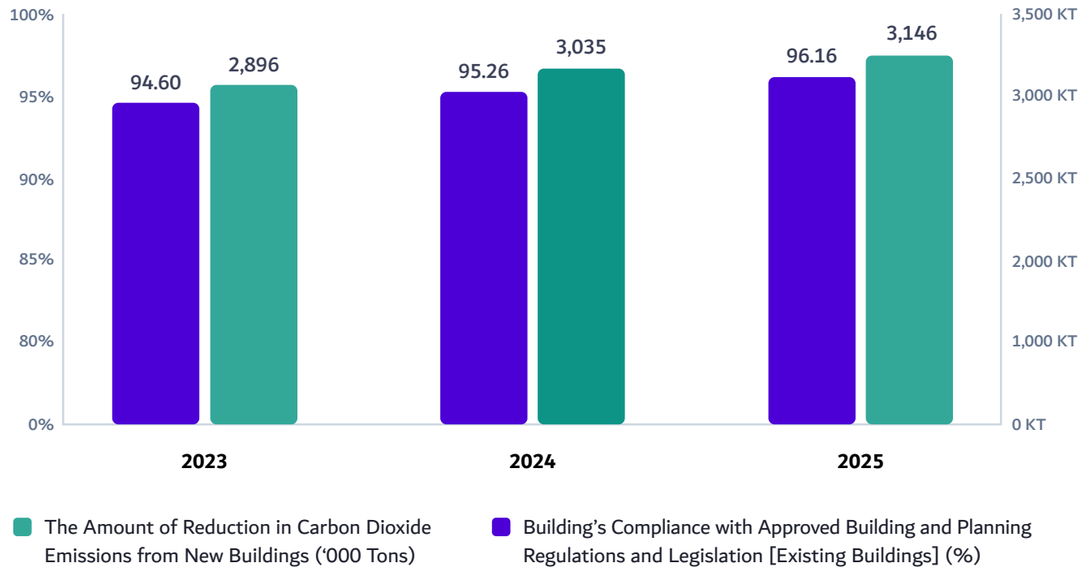
enhance ecological value while improving the visual character of key city corridors through tree planting and sustainable irrigation systems.

URBAN REVITALIZATION INITIATIVES

promote walkability and activate public spaces, preserving architectural character while supporting tourism and local economic activity.

Dubai Municipality continues to strengthen compliance with building and planning regulations through enhanced inspections, monitoring, and enforcement efforts. These initiatives contributed to improving compliance rates for existing buildings from 94.6% in 2023 to 96.16% in 2025. In parallel, the Municipality's commitment to green building standards increased the reduction of carbon dioxide emissions from new buildings by 8.64% since 2023, reflecting effective implementation of sustainability requirements and supporting a more environmentally compliant built environment.

Building Regulation & Emissions Performance



[20] For more information on the Dubai 2040 Urban Master Plan, please refer to the Dubai 2040 Urban Master Plan 2040 Executive Summary on our website.

GREEN INFRASTRUCTURE AND URBAN DESIGN INITIATIVES

AL SA'FAT GREEN BUILDING SYSTEM

Al Sa'fat is Dubai Municipality's green building rating system, which promotes sustainable construction through improved energy efficiency, water conservation, and environmentally responsible building practices. In 2025, 61% of buildings met the Sa'fat Green Building Regulations, driven by raised awareness on energy and water conservation, particularly for private and investment villas. The Municipality is also working on developing a Building Materials Passport to record material information as one of the circular economy initiatives that can drive carbon emission management.

20 – MINUTE CITY DASHBOARD

The 20-Minute City Dashboard is a GIS-based platform that enables Dubai Municipality to monitor and assess access to essential daily services within a 20-minute journey using walking, cycling and public transport. By providing a consistent framework for measuring accessibility, the dashboard supports urban planning and helps guide decisions that contribute to more connected and livable communities.

AGILE CITY FRAMEWORK

The Agile City Framework provides a proactive approach to urban through flexible land-use planning, scenario-informed decision-making, and coordinated governance processes. The framework strengthens institutional readiness, supports timely and effective responses, and minimizes the social, economic, and spatial consequences of future shocks and stresses.

FUTURE OF CITIES WEEK

In partnership with the Museum of the Future, Dubai Municipality co-organized Future of Cities Week 2025, bringing together 40+ international speakers and 1,000+ participants to explore the future of urban planning, digital infrastructure, climate resilience, and sustainable communities. The event reinforced Dubai's leadership in shaping future-ready cities and fostering collaboration to advance innovative, people-centered, and sustainable urban development.

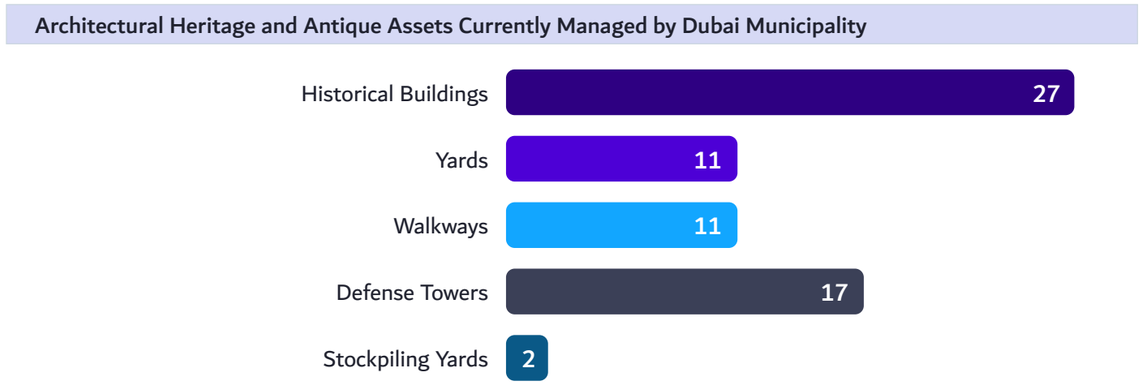
ENVIRONMENTAL IMPACT ASSESSMENT (EIA) PROJECT FOR DUBAI MUNICIPALITY FACILITIES

This project was launched to evaluate the level of environmental compliance and enhance the environmental and operational performance of Dubai Municipality's service facilities, in line with applicable environmental regulations and the requirements of the ISO 14001:2015 Environmental Management System. The project covers 71 facilities, identifying compliance gaps and improvement opportunities to enhance environmental performance and reduce operational impacts.

INTEGRATING SUSTAINABILITY INTO HERITAGE PRESERVATION

Dubai Municipality continues to promote innovative approaches to heritage conservation by integrating sustainability considerations into the preservation of historic assets. The Sustainable Heritage Building Design Initiative demonstrates how heritage buildings can contribute to environmental objectives while maintaining their cultural identity, supporting the long-term resilience of Dubai's architectural heritage and strengthening the incorporation of sustainable design practices in future conservation projects. Heritage conservation also supports circular economy principles through the restoration and reuse of existing assets, reducing waste, resource consumption, and carbon emissions while preserving cultural value.





SUSTAINABLE HERITAGE BUILDING DESIGN INITIATIVE

As part of its commitment to sustainable heritage conservation, Dubai Municipality is developing a design concept for a historic building that integrates renewable energy technologies and environmentally efficient systems while preserving its historical and architectural value. The initiative demonstrates how sustainability principles can be incorporated into heritage conservation, supporting the long-term resilience of historic assets and strengthening sustainable heritage practices for future generations.

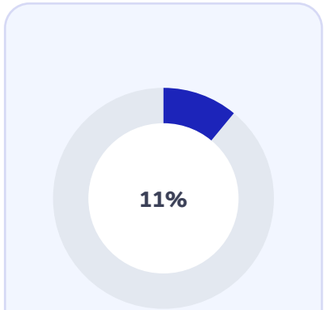


ACCESSIBLE BUILDINGS FOR ALL

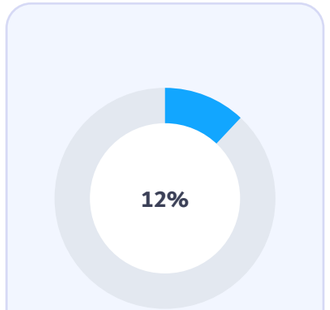
Since the launch of the Wosool Initiative[21] in 2023, Dubai Municipality has continued to expand its accessibility efforts, contributing to an increase in the percentage of public buildings meeting Wosool requirements from 11% in 2023 to 13% in 2025. This progress reflects ongoing assessments, follow-up visits, and collaboration with building owners to improve compliance with accessibility standards and enhance the user experience for PoD. In 2025, there are more than 16,000 accessible buildings and facilities for PoD.

Building on this progress, Dubai Municipality is introducing the Wosool Ambassadors Initiative, which will engage strategic partners in championing accessibility requirements and raising awareness of inclusive design. The initiative is expected to further advance accessibility across the Emirate and support the creation of spaces that can be accessed and enjoyed by everyone.

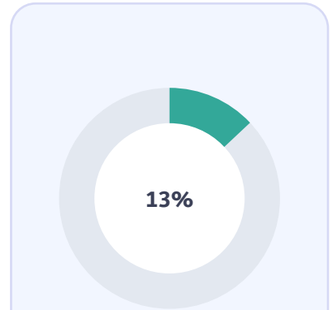
Public Buildings Compliant with Wosool Accessibility Requirements for PoD



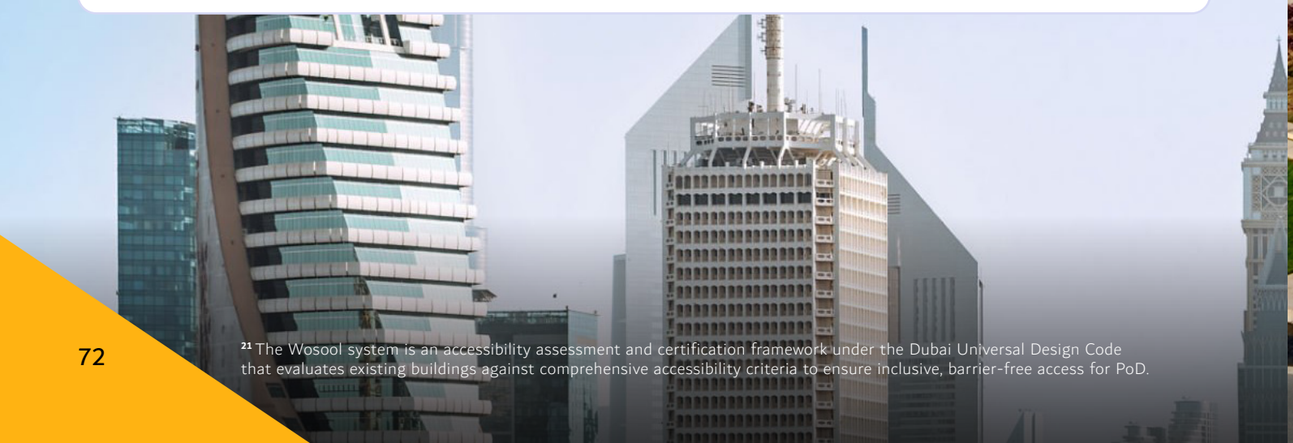
2023



2024



2025



[21] The Wosool system is an accessibility assessment and certification framework under the Dubai Universal Design Code that evaluates existing buildings against comprehensive accessibility criteria to ensure inclusive, barrier-free access for PoD.



04

FORGING A SUSTAINABLE COMMUNITY

- Strengthening Talent and Career Opportunities
- Fostering Diversity and Inclusion
- Workplace Safety and Wellbeing
- Customer Experience Excellence
- Promoting Community Wellbeing

Material Topic

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





STRENGTHENING TALENT AND CAREER OPPORTUNITIES

GRI 2-7,401-2, 401-3, 404-2

Dubai Municipality continues to invest in attracting, developing, and retaining a highly skilled workforce by empowering future talent, creating sustainable career opportunities, and fostering an engaging workplace culture. Through comprehensive employee engagement programs, leadership and talent development initiatives, the Municipality strengthens its human capital and supports long-term organizational success.

DM continued to prioritize employee engagement[22] in 2025 through initiatives that promote employee happiness, wellbeing, and a strong sense of belonging. Key efforts included implementing internal communication plan, conducting employee happiness and awareness surveys, and enhancing communication between leaders and employees.

RECEIVED INTERNATIONAL RECOGNITION FOR HUMAN CAPITAL EXCELLENCE

In 2025, the Human Resource Department was recognized with three Silver Awards at the HCM Excellence Awards 2025 for excellence in:

- Best Benefits, Wellness, and Well-being
- Best Leadership Development Competency Models
- Best Certification Program

FAMILY-FRIENDLY WORKPLACE INITIATIVES

In line with UAE family-friendly workplace practices, DM supports employee wellbeing through initiatives such as the Maternity Hour and the monthly Darb Hour. By providing employees with greater flexibility to balance their professional and personal responsibilities, these initiatives contribute to employee wellbeing and a positive work-life balance.



EMPLOYEE BENEFITS

DUBAI MUNICIPALITY PROVIDES A RANGE OF INITIATIVES THAT SUPPORT EMPLOYEE WELL-BEING AND ENGAGEMENT, INCLUDING:

- Work-life balance initiatives
- Remote working and flexible working arrangements
- Employee recognition and motivation programs
- Empowerment initiatives for women and People of Determination
- Training and qualification programs
- Parental Flexibility
- Health and Safety Measures



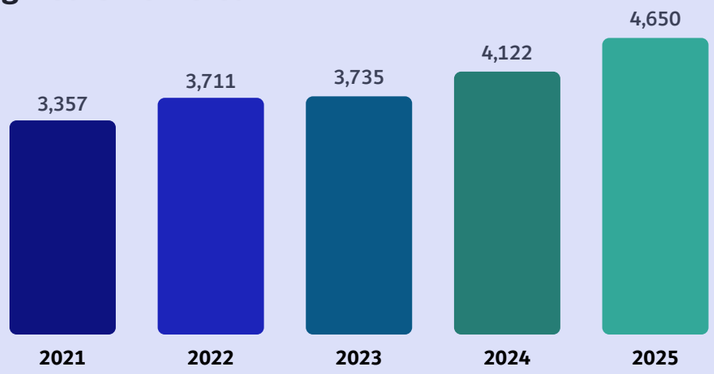
[22] For more information for employee engagement initiatives, please refer to the previous sustainability report **Sustainability Reports**

TRAINING AND DEVELOPMENT

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

DM continued to strengthen employee knowledge and skills in 2025 through targeted learning, talent development, and capability-building programs, supporting organizational excellence and long-term success. Reflecting this commitment, total employee training hours increased by 12.81% compared to 2024, demonstrating the Municipality's continued investment in workforce development and lifelong learning.

Total Training Hours Delivered



YOUTH EMPOWERMENT

Dubai Municipality is committed to empowering young professionals and providing opportunities for future leaders to contribute to organizational success. In 2025, the Municipality expanded innovative talent development initiatives that encourage knowledge sharing across generations and accelerate leadership growth.

KEY INITIATIVES

DM-PRO

Launched an accredited professional development program that equips participants with specialized technical and professional skills through a blend of academic learning and practical municipal expertise. The program enhances workforce capabilities, supports continuous learning, and helps build a future -ready talent pool for the municipal sector.



3 G'S (GUIDE, GROW, GO)

Introduced the 3 G's coaching and mentoring program to nurture emerging leaders and accelerate leadership growth. Through personalized guidance and mentoring, the program strengthens leadership confidence, strategic decision-making, and succession readiness, helping cultivate the next generation of municipal leaders.



2025 SUMMER SPACE EXPLORER CAMP

Dubai Municipality's Mobile Smart Lab participated in the 2025 Summer Space Explorer Camp, reflecting the Municipality's commitment to youth empowerment by providing students with an interactive learning experience on astronaut food safety and scientific innovation.



INVESTING IN FUTURE TALENT

Launched the 2025 Future Skills Summer Training Program, reflecting its commitment to talent development. The program provides university and secondary school students with practical technical, administrative, and field training opportunities, helping them develop professional skills and gain hands-on experience for future careers.



REVERSE TO GROW

Driven the 'Reverse to Grow' mentoring initiative that empowers junior employees to share their knowledge, perspectives, and digital expertise with senior leaders. By fostering cross-generational learning and collaboration, the program strengthens knowledge transfer, bridges competency gaps, and provides emerging talent with greater visibility and development opportunities. The initiative has contributed to a more connected, inclusive, and future-ready workforce while supporting a culture of continuous learning and innovation.



DUBAI MUNICIPALITY YOUTH COUNCIL

Dubai Municipality Youth Council serves as a strategic platform that empowers young employees and strengthens their participation in innovation, decision-making, and institutional development. The Council operates under the Office of H.E. Eng. Marwan Ahmed Bin Ghalita, Director General of Dubai Municipality, and forms part of the governance framework of the Federal Youth Authority, led by H.E. Dr. Sultan bin Saif Al Neyadi, Minister of State for Youth Affairs. Through its programs and initiatives, the Council supports youth development, promotes innovation, and enables young employees to actively contribute to organizational and national priorities.



2025 DUBAI MUNICIPALITY YOUTH COUNCIL HIGHLIGHTS

YOUTH COUNCIL IMPACT SINCE ESTABLISHMENT

24 youth-focused initiatives and events implemented.

15 Dubai Municipality departments engaged.

8 collaborations established with external youth councils.

1,200+ beneficiaries positively impacted.

5 partnerships with the Federal Youth Authority.

7 partnerships with Dubai Youth Council.

7 partnerships with institutional youth councils across government and private-sector entities.

KEY INITIATIVES DELIVERED IN 2025 INCLUDED

DUBAI MUNICIPALITY YOUTH FORUM

Brought together more than 100 young employees, senior leaders, and decision-makers, including H.E. Maryam Al Hammadi, H.E. Dr. Sultan bin Saif Al Neyadi, and H.E. Eng. Marwan Ahmed Bin Ghalita, to discuss organizational challenges and develop innovative solutions supporting Dubai Municipality's transformation journey.



WORLD YOUTH SKILLS DAY

Dubai Municipality Youth Council empowered young employees through interactive sessions focused on future skills, artificial intelligence, and professional development, while launching the Municipality's first guide to youth development opportunities.

DAY WITH A LEADER

Dubai Municipality Youth Council enabled young employees to engage directly with senior leaders, strengthening their leadership capabilities and career development through hands-on exposure to executive decision-making.



FOSTERING DIVERSITY AND INCLUSION

EMIRATIZATION

GRI 405-1

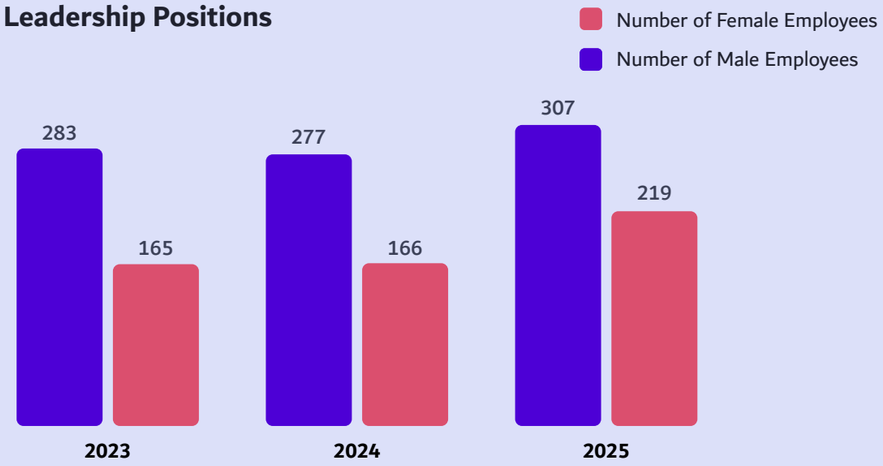
Dubai Municipality remains committed to advancing the UAE's Emiratization agenda and supporting the objectives of UAE 2031 by increasing the participation of Emirati talent across leadership, technical, and administrative roles. Through development programs, specialized training, scholarships, and career pathways, DM empowers UAE Nationals to build successful careers and contribute to a skilled national workforce.

GENDER EQUALITY & WOMEN'S EMPOWERMENT

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

Dubai Municipality continued to advance gender equality and women's empowerment in 2025 by fostering an inclusive workplace that supports the attraction, development, and advancement of female talent. Through initiatives such as the Women's Council, the Women's Empowerment Guide, and a range of wellbeing and employee engagement programs, the Municipality strengthened a supportive environment that enables female employees to thrive professionally, pursue leadership opportunities, and achieve long-term career growth.

Employees in Leadership Positions



Female representation in leadership positions increased by 31.93%, rising from 166 women in 2024 to 219 women in 2025, reflecting Dubai Municipality's continued efforts to foster gender balance and create pathways for women to advance into leadership positions.

WOMEN EMPLOYEES' WELLBEING AND ENGAGEMENT

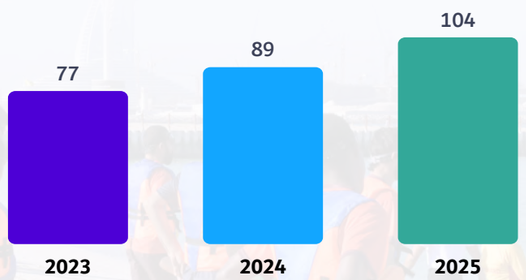
DM continued to support female employees' wellbeing and engagement through its Women's Sports Club, encouraging participation in sports competitions, fitness challenges, and recreational activities. In 2025, female employees represented the Municipality in several local and regional sporting events, promoting healthy lifestyles, teamwork, and employee wellbeing.



PEOPLE OF DETERMINATION

Dubai Municipality remains committed to creating an inclusive workplace where People of Determination are empowered to contribute and thrive. Reflecting this commitment, the number of employees of determination increased 17% in 2025, demonstrating continued progress in providing accessible employment opportunities and fostering a diverse and supportive work environment.

Number of People of Determination in Workforce



TRAINING AND DEVELOPMENT FOR PEOPLE OF DETERMINATION

In 2025, more than 20 female employees of determination participated in training and development programs, supporting their professional growth and reinforcing Dubai Municipality's commitment to creating an inclusive workplace with equal learning and development opportunities for all employees.

ACCESSIBLE BEACH SAFETY FOR PEOPLE OF DETERMINATION

Launched the Middle East's first emergency evacuation system for PoD at Al Mamzar Beach, featuring specialized warning lights, audio guidance for the visually impaired, and vibration alerts for individuals with hearing impairments. The initiative enhances beach safety and accessibility, supporting Dubai's vision of creating an inclusive and people-friendly city.

WORKPLACE SAFETY AND WELLBEING

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

Dubai Municipality is committed to promoting safe, healthy, and resilient workplaces across Dubai. Through a proactive and risk-based approach, the Municipality supports organizations in strengthening Occupational Health and Safety (OHS) practices, enhancing compliance, and fostering a culture of prevention, wellbeing, and continuous improvement.



> "We are committed to implementing the highest standards for public and occupational safety, enhancing the efficiency and sustainability of our safety systems, and reinforcing Dubai's reputation as a leading city in security and safety standards."
>
> **CEO - Environment, Health and Safety Agency**

DUBAI MUNICIPALITY'S WORKPLACE SAFETY APPROACH IS CENTERED ON:

- Proactive risk management and regulatory oversight, supported by hazard identification, workplace inspections, risk assessments, and preventive controls.
- Promoting a culture of health, safety, and wellbeing through technical guidance, awareness campaigns, stakeholder engagement, and continuous monitoring of workplace conditions.
- Strengthening compliance through awareness, education, and inspections, helping organizations meet occupational health and safety requirements and adopt best practices.
- Driving continuous improvement in workplace safety performance through incident investigations, root cause analysis, corrective actions, and ongoing review of safety systems.
- Supporting healthy work environments by improving indoor environmental quality, labor accommodation standards, and worker wellbeing across Dubai.

SAFETY KIT INITIATIVE

In 2025, DM further strengthened its commitment to employee health and safety by introducing the Safety Kit. The kit provides field employees and managers conducting site visits with essential Personal Protective Equipment, along with a QR code that gives quick access to guidance on the appropriate equipment required for different roles, locations, and situations.

HEALTH & SAFETY RADAR

Developed a Health & Safety Radar to provide proactive risk intelligence, enabling targeted inspections, early identification of health and safety concerns, enhanced regulatory oversight, and data-driven decision-making to improve safety outcomes across Dubai.

NEBOSH ACCREDITATION

Dubai Municipality Academy achieved NEBOSH accreditation, strengthening occupational health and safety training and professional competency development.

KEY ACHIEVEMENTS IN 2025

97.50%
compliance rate for buildings, establishments, and institutions with public health and environmental health requirements.

96.30%
compliance rate for traded consumer products in the local market.

94.70%
compliance rate for industrial establishments and infrastructure projects with OHS regulations.

3,370
health and safety inspections conducted in labor cities across Dubai.



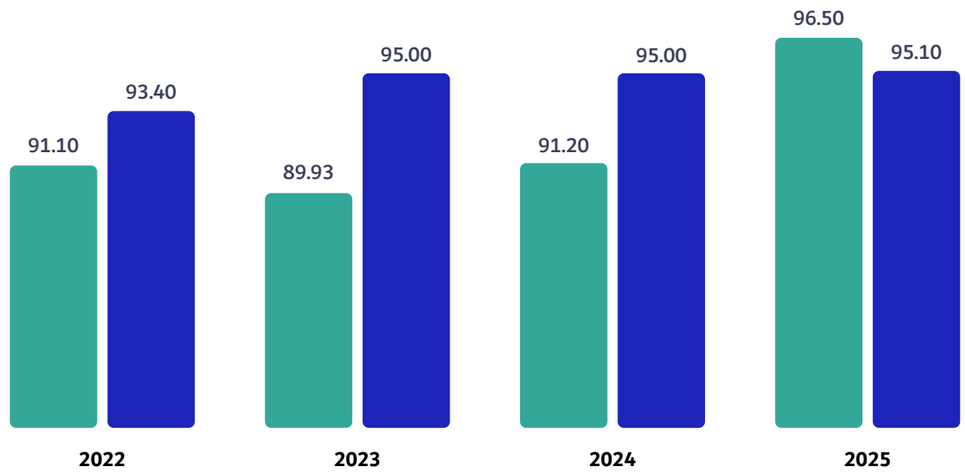
ENHANCING FOOD SAFETY

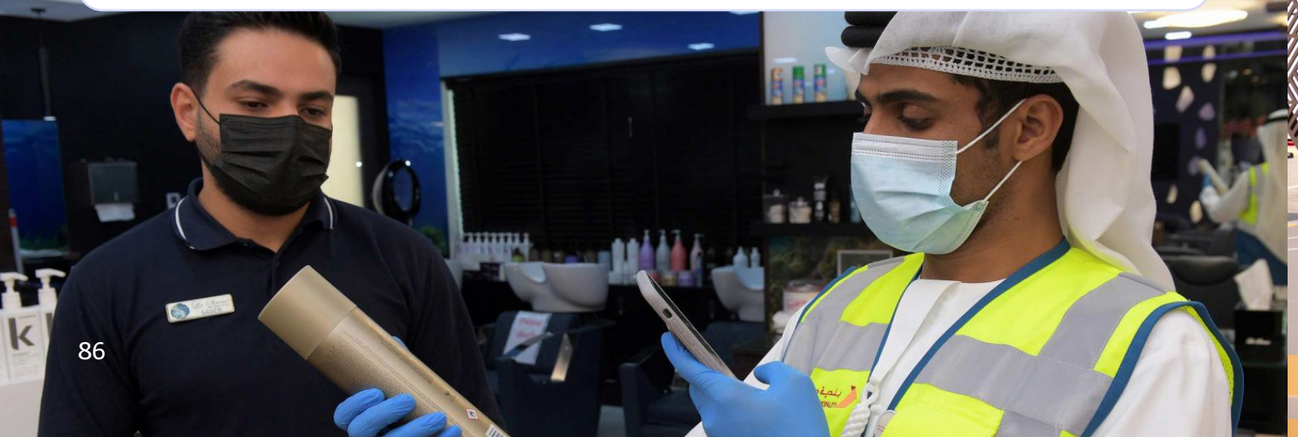
GRI 3-3, 416-1, 417-1

DM adopts a proactive, science-based approach to safeguarding public health through effective food safety and inspection systems. By conducting risk-based inspections, food sampling, veterinary surveillance, regulatory oversight, and stakeholder awareness programs, the Municipality helps ensure food safety, prevent biological risks, and strengthen community resilience across Dubai. This ensures compliance with national standards and best international practices.

Food safety performance continued to improve in 2025, reflecting Dubai Municipality's commitment to protecting public health and strengthening food safety standards. Compliance among food establishments increased by more than 5% this year, supported by effective risk-based inspections, regulatory oversight, and ongoing efforts to maintain a safe and reliable food supply chain.

Food Safety Compliance & Import Quality Metrics





STRENGTHENING FOOD SAFETY OVERSIGHT

In 2025, Dubai Municipality conducted 68,462 food safety inspections across food establishments and inspected more than 1.9 million food items at Dubai's ports of entry to verify compliance with food safety requirements and approved standards.

"MY FOOD IS SECURE" INITIATIVE

Dubai Municipality continued to promote food security awareness through the "My Food is Secure" initiative, which aims to increase understanding of food security concepts, encourage healthy and sustainable consumption habits, and raise awareness of the importance of reducing food waste.

ENHANCING THE SAFETY OF EMIRATI HONEY

Dubai Municipality has signed an MoU with the Hatta Traders Council to support the National Fingerprint Project for Emirati Honey, reinforcing its commitment to enhancing the safety of Emirati honey through advanced testing and traceability systems that verify product authenticity and strengthen consumer confidence.

EID AL-ADHA FOOD SAFETY READINESS

Strengthened food safety oversight during Eid Al-Adha by deploying 250 inspectors and ensuring food establishments and public slaughterhouses met the highest health and hygiene standards.

ENHANCING BIOSECURITY PROTECTION

In line with the National Animal Health Plan, Dubai Municipality recorded no reported human infection cases linked to zoonotic diseases in 2025, supported by the inspection of more than 714,000 imported animals, implementation and ongoing veterinary surveillance.

DUBAI INTERNATIONAL FOOD SAFETY CONFERENCE (DIFSC)

The Dubai International Food Safety Conference (DIFSC) brought together 6,000+ participants and 19 international organizations, promoting global best practices in food safety, food security, and nutrition. The conference also facilitated strategic partnerships and launched the joint "One Health" initiative by Dubai Municipality and Dubai Health Authority.



CUSTOMER EXPERIENCE EXCELLENCE

GRI 3-3, 416-1

Dubai Municipality is committed to delivering an exceptional customer experience by placing customer needs at the center of service design and delivery. Through continuous service enhancement, active community engagement, and innovative digital solutions, the Municipality strives to provide accessible, efficient, and seamless services for all customer groups.

360 SERVICES TRANSFORMATION

Redesigned 68 services in 2025 in accordance with the Dubai Government Services 360 Policy, a policy that aims to deliver seamless, proactive, and customer-centric services through digital innovation, integration, and continuous improvement.

ENHANCING SERVICE ACCESSIBILITY AND EFFICIENCY

Continued to enhance the quality, efficiency, and accessibility of its services by applying innovative and agile approaches to streamline processes, optimize service delivery, and improve customer experience. To further enhance convenience, DM enabled customers to connect directly with service specialists, receive consultations, and access support remotely through its virtual appointment system, reducing the need for in-person visits and ensuring easier access to services.

HAPPINESS VEHICLE

Continued to enhance service accessibility through its Happiness Vehicle initiative, which delivers municipal services directly to senior citizens, PoDs, and other customer groups across Dubai.

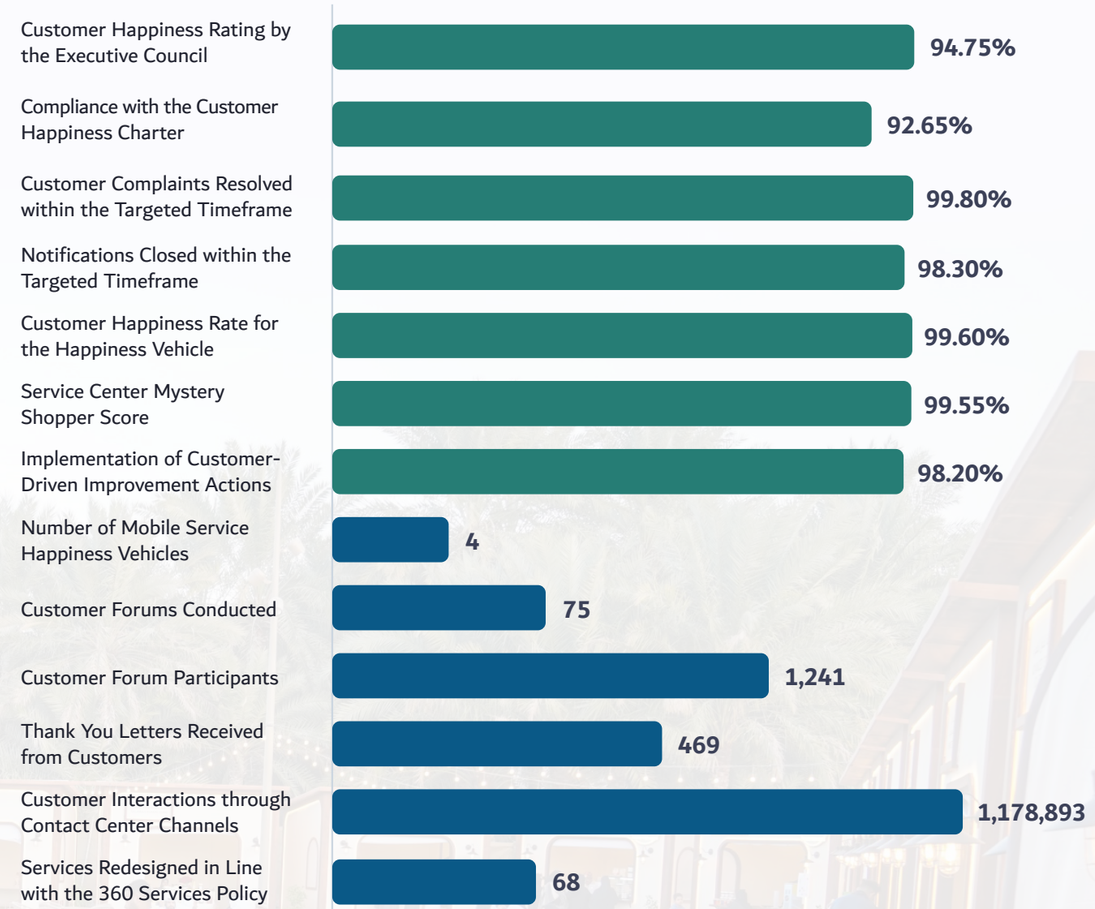
CUSTOMER VOICE COUNCIL AND CUSTOMER FORUMS

Engaged customers through a range of communication channels to understand their needs and gather feedback. In 2025, DM conducted 75 virtual and in-person customer forums and organized a Customer Voice Council attended by senior management and more than 1,000 customers, achieving a 98.20% implementation rate of customer-driven improvement actions.

HAYAKOM HALLS

Continued to enhance customer experience and service excellence in 2025, with its Hayakom Halls serving more than 34,000 customers during the year. This achievement reflects the Municipality's commitment to providing seamless, high-quality services through integrated service centers designed to ensure efficiency, convenience, and customer satisfaction.

Customer Happiness & Service Performance Indicators



PROMOTING COMMUNITY WELLBEING

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

COMMUNITY ENGAGEMENT FOR A BETTER TOMORROW

Aligned with the UAE's spirit of unity and inclusion marking 2025 as the 'Year of Community', Dubai Municipality continued to prioritize the wellbeing of its residents and visitors by fostering sustainable and vibrant communities. Dubai Municipality focused on strengthening social bonds through community engagement events and encouraged collective action through community volunteering opportunities.

Dubai Municipality implements a variety of community engagement initiatives that support senior citizens, PoDs, workers, students, and low-income families, contributing to social well-being, inclusion, and quality of life across the community.

4,000+
community and recreational events delivered in 2025.

10.07%
growth in visitors to recreational facilities

5000+
families supported through community initiatives.

25,000+
beneficiaries reached annually through community programs.

98%
community satisfaction rate for community initiatives.



SAFE WATER FOR A HEALTHY COMMUNITY

Benefiting 95 senior citizens, this initiative assesses water safety in residential villas through water sampling, laboratory testing, and awareness activities that promote safe and clean water systems.

AOUNAK HAMDAN

Supporting 800 workers, this humanitarian initiative provided food, clothing, medicines, medical check-ups, and recreational activities to improve workers' health and well-being.

WE CARE INITIATIVE

A worker welfare initiative benefited 200 workers in the agriculture, cleaning, and transportation sectors by providing health screenings, awareness sessions, workshops, and social support activities.

EID CLOTHING INITIATIVE

Benefiting 50 orphans, PoDs, and low-income individuals, this initiative provides Eid clothing and festive essentials to bring joy during Eid.

URBAN CLEANLINESS LEADERSHIP

Dubai ranked 1st in Satisfaction with Urban Cleanliness according to the Mori Memorial Foundation 2025.

SAQYA AL KHAIR

Benefiting 100 workers, this summer campaign distributed cooling items, meals, beverages, gifts, and medical services to support workers during periods of extreme heat.

PEOPLE OF DETERMINATION FARMS PROJECT

In collaboration with the Dubai Club for People of Determination, the initiative engaged 32 beneficiaries through agricultural training and awareness workshops that promote agricultural knowledge, environmental sustainability, and community inclusion.

BLOOD DONATION CAMPAIGN

Organized in cooperation with the Dubai Health Authority to encourage voluntary blood donation and support community healthcare needs.

RAMADAN GIVING CONTINUES

In partnership with the Emirates Red Crescent, the Ramadan Giving Continues campaign provided humanitarian support to 5,160 families through a range of charitable and Ramadan-focused initiatives.

SCHOOL BAG INITIATIVE

A back-to-school support program that provides shopping vouchers and school supplies to students from low-income families and the children of eligible Dubai Municipality employees.

UAE FOOD BANK

Enhanced food security and community wellbeing through the UAE Food Bank, which engaged 4,950 volunteers to redistribute over 32 million meals from across the supply chain to those in need.

TALENT SPACE PROGRAM

A smart talent development platform designed to attract, identify, and develop Emirati talent. Through capability assessments, innovative career pathways, and strategic partnerships, the initiative builds a sustainable pipeline of national talent aligned with Dubai Municipality's current and future workforce needs.

SOUQ AL FREEJ

Supported local entrepreneurs and home-based businesses through a community marketplace that attracted more than 300,000 visitors in 2025, contributing to economic empowerment and community engagement.

WOMEN-FRIENDLY BEACH EXPERIENCE

Every Monday and Wednesday, Al Mamzar Beach is reserved for women and children, offering a secure and private recreational space that supports community wellbeing and social inclusion.

AUTISM-FRIENDLY AND INCLUSIVE PUBLIC SPACES

Dubai Municipality achieved a major milestone by securing Certified Autism Center accreditation for eight parks and recreational destinations, reinforcing its commitment to inclusive and accessible public spaces for people with autism and their families.

DUBAI FITNESS CHALLENGE (30×30)

Supported the Dubai Fitness Challenge 30×30 as a main sponsor, fostering community engagement and reinforcing the Municipality's commitment to enhancing quality of life and promoting healthier, more active lifestyles.

LABOR COMMUNITY MARKETS

Enhanced access to essential goods and services for workers through community markets established within labor accommodation areas, supporting wellbeing and improving quality of life.

URBAN THINK TANK & DESIGN LAB

A collaborative platform that brings together experts, academics, and industry leaders to develop innovative solutions for urban challenges. The initiative supports people-centered urban development by enhancing quality of life, fostering community wellbeing, and contributing to the creation of more sustainable and resilient cities.

YOUNG RANGERS CYCLING TRAIL

Aligned with the Dubai 2040 Urban Master Plan, Dubai Municipality launched the Young Rangers Cycling Trail at Mushrif Park, a 1.50 km cycling track designed to encourage active mobility, outdoor recreation, and the creation of healthier, more livable communities for future generations.

COMMUNITY WALL REPAINTING INITIATIVE

Launched a community initiative to repaint graffiti-affected walls in collaboration with Nabd Al Emarat and Volunteers.ae, supporting Dubai's urban aesthetics while encouraging volunteerism and community participation in maintaining a clean, attractive, and sustainable city environment.

ABANDONED VEHICLE REMOVAL CAMPAIGN

To enhance community wellbeing and maintain Dubai's cleanliness, Dubai Municipality removed 1,387 abandoned vehicles, contributing to a safer, cleaner and more attractive urban environment.

SHADE AND SAFETY INITIATIVE

Engaged more than 6,000 children through interactive workshops and awareness activities focused on environmental responsibility, health and safety, waste recycling, and sustainability, helping foster a culture of responsible environmental stewardship among future generations.

BASHAYIR AL SAIF WITH SENIOR CITIZENS

In partnership with the Community Development Authority, Dubai Municipality organized recreational and awareness activities for senior citizens, supporting social inclusion, wellbeing, and quality of life in line with the objectives of the Year of Community.

COMMUNITY PARKS AND RECREATIONAL FACILITIES

Through the management of 238 public parks across the Emirate, the Municipality has enhanced opportunities for recreation, social interaction, and inclusivity. These parks and recreational facilities offer accessible spaces that promote healthy lifestyles and strengthen community ties, reflecting the Municipality's commitment to creating a thriving environment for future generations.

Dubai Greenery & Open Spaces Strategy

As part of the Dubai 2040 Urban Master Plan, Dubai Municipality is implementing an Emirate-wide roadmap to expand accessible green and open spaces, strengthen connectivity through green corridors, and promote health, wellbeing, sustainability, and active lifestyles. The strategy also supports sustainable urban planning, climate resilience, and enhanced access to community facilities across Dubai.

Dubai Third Generation Parks Program

Dubai Municipality launched the program to transform traditional parks into smart, customer-centric destinations that enhance quality of life and community wellbeing. The program introduces innovative park standards featuring smart technologies, sustainable landscaping, inclusive accessibility, sports and recreational facilities, and flexible community spaces designed to meet the needs of diverse user groups.

Community & Family Wellbeing Initiatives

In partnership with the Community Development Authority, Dubai Municipality introduced dedicated wedding venues within selected public parks to provide affordable and accessible community facilities. The initiative strengthens social cohesion, enhances the community value of public spaces, and supports Dubai's broader quality of life objectives.

Autism-Friendly Destinations

Dubai Municipality's Parks and Recreational Facilities are accredited as Autism-Friendly Destinations by IBCCES, demonstrating the Municipality's commitment to accessibility, inclusion, and ensuring that public recreational spaces can be enjoyed by all members of the community.

Hewi Dubai Initiative

Dubai Municipality partnered with the Dubai Future Foundation to introduce the Hewi Dubai initiative, enhancing community well-being through thoughtfully designed public spaces that support social interaction, active lifestyles, and stronger neighborhood connections.



"Our parks are more than green spaces; they are vibrant community assets that enrich daily life, foster social connection, promote health and wellbeing, reflecting Dubai Municipality's commitment to enhancing quality of life and creating a sustainable and thriving city for future generations."

CEO - Public Facilities Agency

05

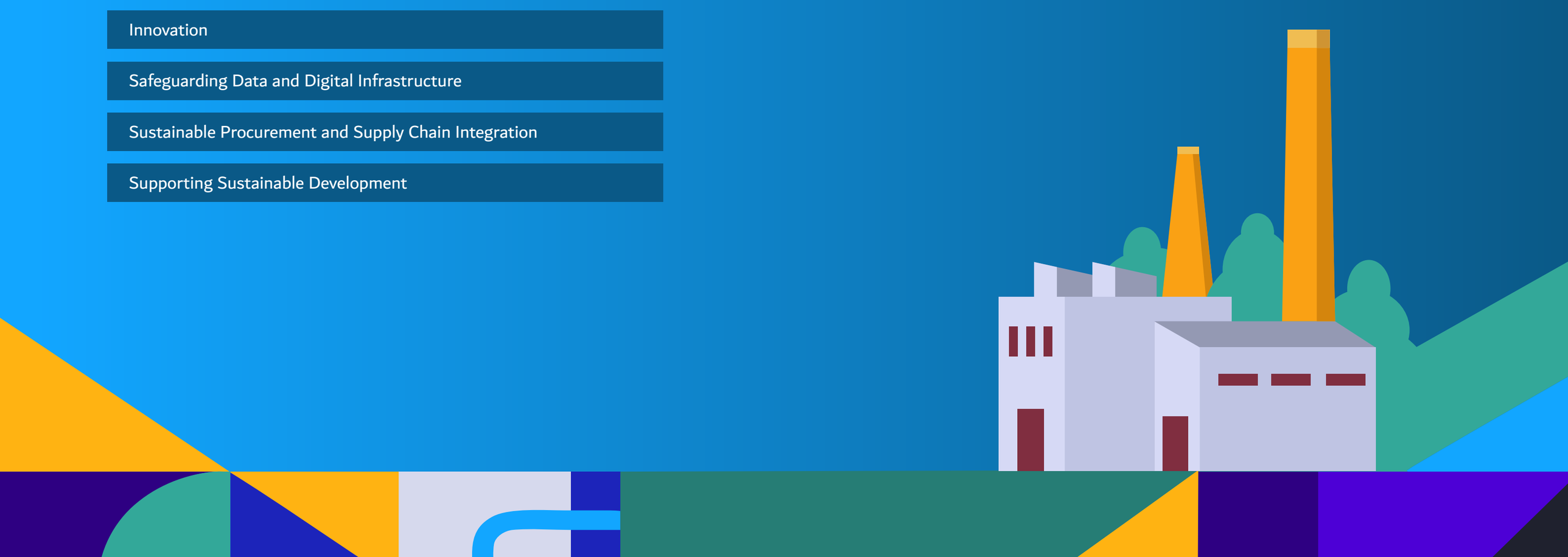
EMPOWERING A SUSTAINABLE ECONOMY

- Advancing Operational Excellence
- Strengthening Asset Governance and Register Quality
- Innovation
- Safeguarding Data and Digital Infrastructure
- Sustainable Procurement and Supply Chain Integration
- Supporting Sustainable Development

Material Topic

Innovation & digitisation
Business ethics and compliance
Service quality





ADVANCING OPERATIONAL EXCELLENCE

ADVANCEMENTS IN SUSTAINABILITY AND TECHNOLOGICAL ENHANCEMENTS

Guided by the UAE's strategic priorities and its commitment to institutional excellence, Dubai Municipality advanced initiatives that enhanced operational efficiency, strengthened governance, and improved the effective utilization of public resources while supporting the delivery of high-quality municipal services. These efforts also contributed to the achievement of 78 competitiveness KPIs across more than 24 international competitiveness reports, reinforcing Dubai's global competitiveness and leadership.

As part of its ongoing operational excellence journey, DM further enhanced its expense rationalization program, increasing the overall rationalization rate to 10.51% in 2025. This achievement was supported through stronger cross-functional coordination, contract optimization, enhanced performance monitoring, benchmarking against leading practices, and the continued implementation of digital tools that improve financial oversight and operational decision-making.

RESOURCE OPTIMIZATION

Enhanced resource allocation through contract reviews, procurement optimization, and utilization monitoring.

PERFORMANCE GOVERNANCE

Strengthened monitoring, reporting, and benchmarking to drive continuous improvement.

CROSS-FUNCTIONAL COLLABORATION

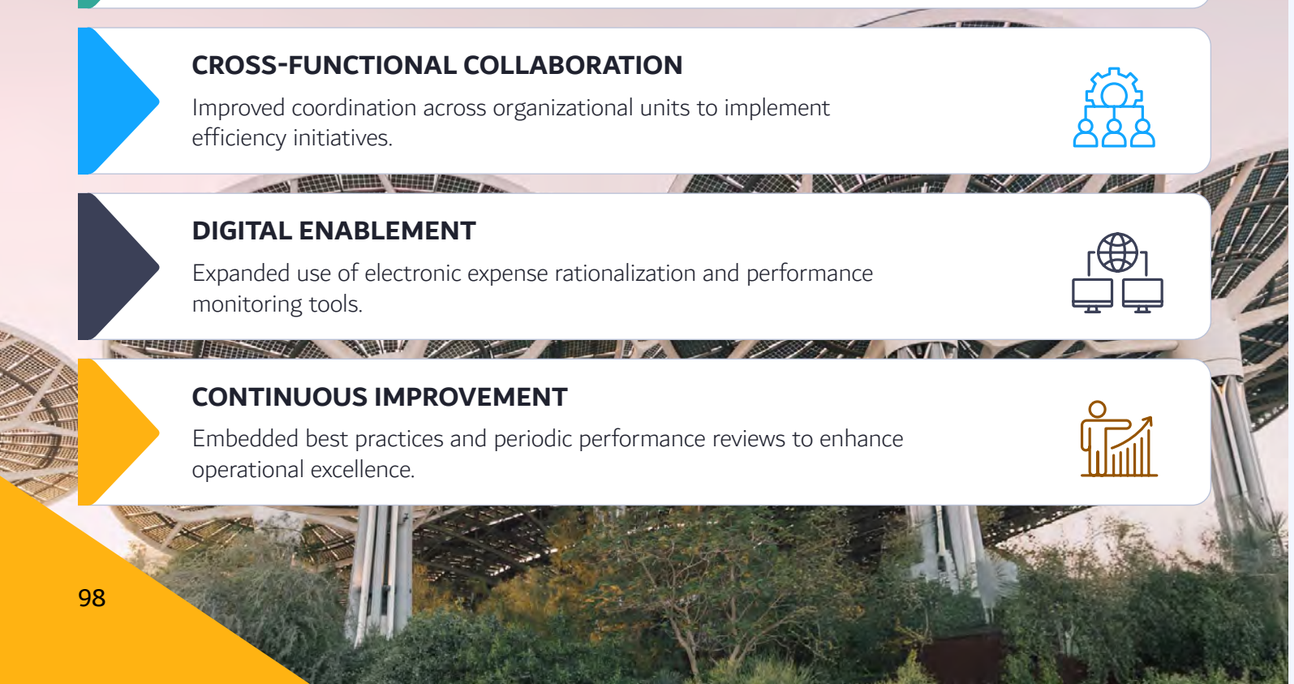
Improved coordination across organizational units to implement efficiency initiatives.

DIGITAL ENABLEMENT

Expanded use of electronic expense rationalization and performance monitoring tools.

CONTINUOUS IMPROVEMENT

Embedded best practices and periodic performance reviews to enhance operational excellence.



ADVANCING LABORATORY EXCELLENCE THROUGH INNOVATION

Dubai Municipality continues to strengthen the Dubai Central Laboratory (DCL) as a regional center of scientific excellence, innovation, and technical leadership, delivering advanced testing, calibration, inspection, and research services that safeguard public health, support environmental sustainability, and enhance consumer confidence. Throughout 2025, DCL accelerated its digital transformation by expanding intelligent laboratory technologies, automation, and advanced analytical capabilities while further strengthening its international partnerships and industry recognition. During the year, DCL expanded its pioneering capabilities from 17 to 19 specialized areas, while preventive maintenance quality improved to 99%, reinforcing the reliability and operational excellence of its laboratory infrastructure.

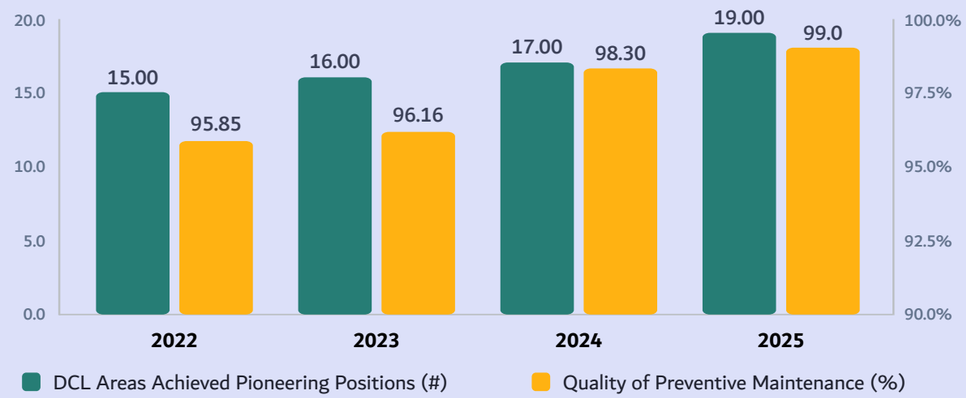
100% compliance of internal quality control tests for the 3rd consecutive year

100% of tests passed the Proficiency Testing Program (PTP) for the 3rd consecutive year

In 2025, DCL conducted over 2.8 million tests, received 210,000 samples, and issued 231,000 test reports.

DCL operates under ISO 17025, ISO 17020, and ISO 17065 standards.

DCL Pioneering Positions & Maintenance Quality



TESTING ACHIEVEMENTS:

Received the International Best Practice Award for Certification Processes and Services and achieved first place in three DM Pioneering Awards for Behavioral Science, Future Foresight, and Corporate Research.

Continued serving as the exclusive testing laboratory for leading international and governmental organizations, including Lifco, Makita, Sharjah Emiri Guard General Command, and the Islamic Affairs and Charitable Activities Department.

Expanded international and regional recognition by providing specialized services for organizations including Emirates Airlines, Majid Al Futtaim Group, and Panche Greentech Solutions.

Maintained its position as the sole reference laboratory for RTA road and infrastructure testing across Dubai.

SUCCESS STORIES

INTELLIGENT CHEMICAL TESTING THROUGH ROBOTICS

Deployed an Intelligent Automated Robotic Analyzer for chemical analysis of infrastructure and construction materials. Which increased daily testing productivity by 900%, reduced testing time from 60 to 3 minutes, and shortened service completion time from four days to one day.

INTELLIGENT WEIGHT CALIBRATION ROBOTICS

Transformed calibration services and increased productivity by 814%, reducing calibration time from 40 to 15 minutes, and simplifying calibration processes from six steps to two while improving service quality and efficiency.

AI-ENABLED FOOD SAFETY TESTING

Introduced AI-supported food testing using Fourier Transform Near-Infrared Spectroscopy (FT-NIR), which increased productivity by 900%, reduced testing turnaround from four days to six minutes, and expanded testing capability from one to three analytical scopes.

STRENGTHENING COSMETICS SAFETY THROUGH SMART REGULATORY TESTING

Enhanced product safety oversight by advancing laboratory testing and digital registration for cosmetics and personal care products through the Montaji+ platform. The initiative strengthens regulatory compliance, improves testing efficiency, and safeguards consumer health by enabling more effective identification of allergens, preservatives, toxic substances, and other non-compliant ingredients.

ADVANCED TESTING FOR EMERGENCY READINESS

DCL enhanced Dubai's emergency and crisis readiness by expanding advanced testing capabilities for radioactive residues, heavy metals, genetically modified food and nanoparticles in food and environmental samples.



ENHANCING CUSTOMER EXPERIENCE THROUGH SMART SERVICES

Modernized the Customer Happiness Centre through a comprehensive renovation and introduced a Drive-Thru sample submission service, providing customers with greater convenience and flexibility. The initiative contributed to 99.20% compliance with the Customer Happiness Charter while significantly enhancing service accessibility.

ESTABLISHING FOODBORNE VIRUS TESTING CAPABILITY

Completed phase 1 of establishing a dedicated Foodborne Virus Testing Laboratory, strengthening Dubai's preparedness for food safety monitoring, rapid outbreak response, and emergency situations through advanced molecular testing technologies.

ADVANCING SUSTAINABLE LABORATORY INFRASTRUCTURE

Established the region's first laboratory dedicated to testing electric vehicle chargers and accessories to support Dubai's readiness for the rapid expansion of EV infrastructure while supporting the UAE Energy Strategy 2050.

EXPANDING REGIONAL SCIENTIFIC LEADERSHIP

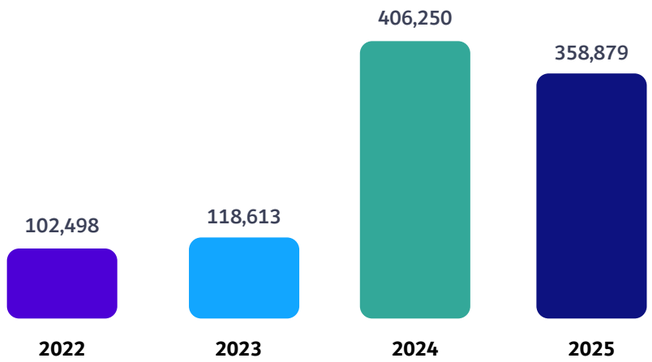
Launched the UAE's first Inter-Laboratory Comparison (ILC) Service, positioning itself as a regional reference center for metrology and calibration. In 2025, the laboratory approved 69 government calibration laboratories and issued 86 calibration reports, strengthening technical confidence and reducing reliance on external service providers.



STRENGTHENING ASSET GOVERNANCE AND REGISTER QUALITY

Dubai Municipality continued to enhance its asset management practices to support stronger governance, improved transparency, and more effective oversight of municipal assets. In 2025, the total number of recorded assets decreased by 11.70%, which reflects the efforts in reviewing data quality, through which several items were disqualified from the asset register as they did not to meet the criteria for registration as standalone assets. As a result, the 2025 asset register delivers a more accurate and dependable representation of the Municipality's asset base, enhancing planning, lifecycle management, and financial oversight.

Total Number of Assets Under DM



DM HAS DEFINED ASSET TYPES THAT INCLUDE:

01 Land
02 Buildings
03 Drainage systems
04 Sewage plants
05 Waste disposal parks
06 Recreational facilities
07 Roads
08 Streetlights
09 Fixtures
10 Machinery
11 Laboratory equipment
12 Healthcare equipment
13 IT equipment
14 Communication equipment
15 Multimedia equipment
16 Boats
17 Cars
18 Sustainable energy systems
19 Ticketing systems
20 Furniture
21 IP rights
22 Intangible assets

ACCELERATING DIGITAL EXCELLENCE AND SMART GOVERNMENT

Dubai Municipality continued advancing its digital transformation journey in 2025 by strengthening enterprise digital governance, enhancing Information and Communications Technology (ICT) capabilities, and expanding the adoption of emerging technologies across municipal services. The Municipality continued to implement and align with strategic initiatives, including the Digital Service Transformation 2 Program, Enterprise IT Governance Program, Data Strategy and Roadmap, and Enterprise Architecture initiative. Together, these initiatives reinforce DM's position as a digitally enabled government entity, supporting innovation, operational excellence, regulatory compliance, and data-driven decision-making while aligning with Dubai's Smart City ambitions.



"In 2025, Dubai Municipality further improved digital maturity, strengthened cybersecurity and data governance, and enhanced the delivery of efficient, secure, and citizen-centric services."

CEO - Corporate Support Services Sector

2025 HIGHLIGHTS

90%
Digital Transformation Maturity Index achieved

100%
compliance with Dubai Data Law

100%
reduction in paper consumption in line with the Dubai Paperless Strategy

100%
of target government services completed digitally across service channels

100%
cybersecurity protection achieved for both critical operations and overall digital operations

100%
of priority Proof of Concept initiatives successfully implemented using emerging technologies

DIGITAL GOVERNANCE & CYBER RESILIENCE

Dubai Municipality continued to advance its digital transformation agenda in 2025 by strengthening enterprise digital governance, enhancing institutional digital capabilities, and expanding the adoption of emerging technologies across its operations. Over the past year, the Municipality further improved its organizational digital maturity by 13% and Information Technology Governance Maturity by 16%, reflecting continued investment in digital governance, enterprise architecture, cybersecurity, and data-driven decision-making.

These efforts support the Municipality's vision of delivering secure, intelligent, and customer-centric municipal services while strengthening operational efficiency, innovation, and resilience across the organization.

THESE ACHIEVEMENTS WERE SUPPORTED THROUGH SEVERAL STRATEGIC INITIATIVES:

Enterprise Digital Governance

Implementation of the Enterprise IT Governance Program and strengthened ICT governance through regular compliance assessments, policy reviews, and cross-functional coordination.

Digital Service Transformation

Expanding digital services, ensuring all eligible services remain fully digital while supporting improved customer experience and operational efficiency.

Emerging Technologies & Innovation

Priority Proof of Concepts leveraging emerging technologies were successfully completed, supporting innovation across municipal services and enabling future digital capabilities.

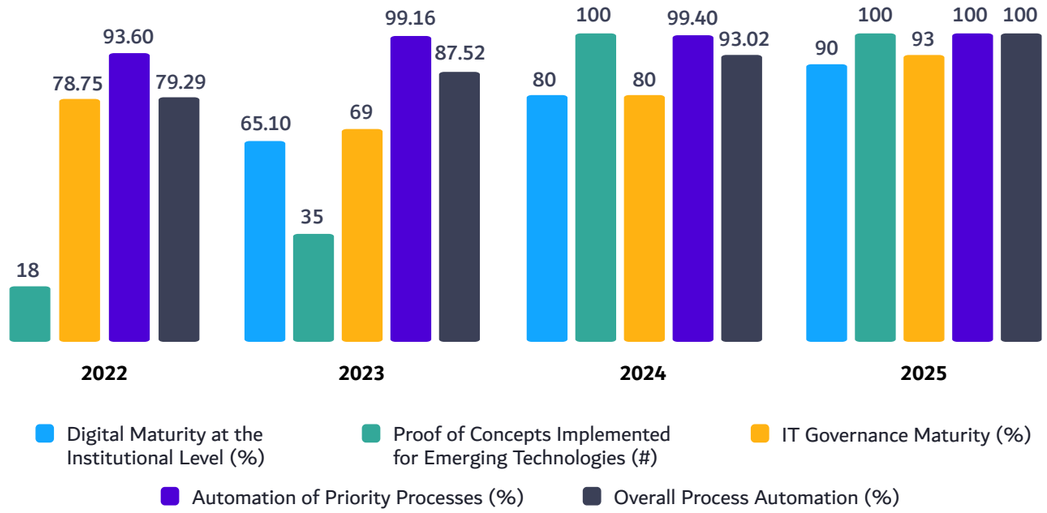
Cybersecurity & Digital Resilience

Automation of cybersecurity controls expanded across operational processes, achieving full protection for critical operations while enhancing the Municipality's cyber resilience.

Data Governance & Compliance

Continuous implementation of the Data Strategy and the Dubai Data Law, expanded open data availability, and supported trusted data-driven decision-making.

Digital Maturity & Process Automation Metrics

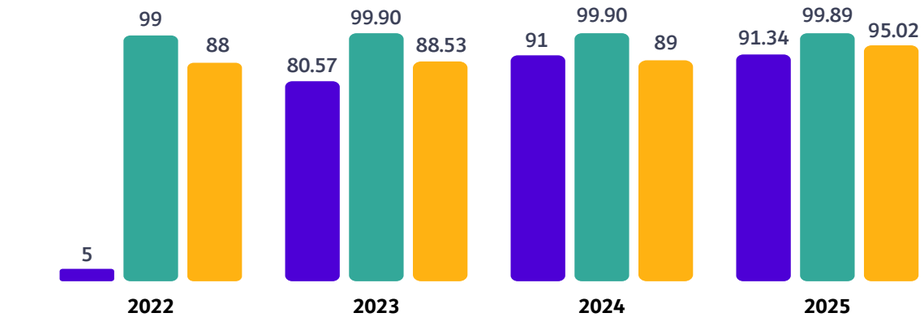


DIGITAL INFRASTRUCTURE TRANSFORMATION

Dubai Municipality continued enhancing its geospatial capabilities and digital infrastructure to enable smarter urban planning and data-driven decision-making. During 2025, the Municipality advanced several GIS and Digital Twin initiatives, including continued development of the Infrastructure Utilities 3D Map, expansion of Building and Indoor Routing datasets, Digital Twin 3D modelling projects, and modernization of GIS server infrastructure.

In 2025, the Municipality maintained a high level of system reliability with 99.89% server availability, while geospatial data quality increased by almost 7% through ongoing data enhancement initiatives. These improvements reinforce DM's commitment to data-driven decision-making, smart city innovation, and the delivery of high-quality digital municipal services.

Municipal Digital Services & Geospatial Performance



DUBAI TWIN FOR GEOSPATIAL INTELLIGENCE

The Dubai Twin platform integrates GIS, AI, IoT, and data analytics to create a real-time digital representation of Dubai. By combining geospatial, environmental, and asset data, the platform enables advanced urban planning, predictive insights, and data-driven decision-making to support smarter infrastructure development.

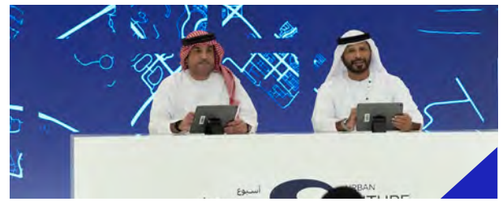


DANA PROJECT FOR SMART CITY INNOVATION

Launched at GITEX Global 2025, where GIS, AI, and advanced analytics are leveraged to strengthen smart city management by improving visualization and analysis of geospatial data, enabling more accurate identification of specialized buildings and supporting evidence-based urban planning. AI-powered document analysis further streamlines inspection processes, enhancing productivity and decision-making across municipal operations.

SMART MUNICIPALITY EYE FOR AI-ENABLED URBAN MANAGEMENT

Leveraging AI-powered drones and aerial imagery to monitor infrastructure and map more than 52 million m² of green spaces. The platform provides real-time analysis of vegetation health, irrigation efficiency, and pest risks, enabling predictive maintenance and more sustainable urban management.



AI ASSISTANT FOR DEMARCATION SERVICES

An AI-powered assistant to provide instant guidance on building demarcation services, technical specifications, and surveying requirements. Using Generative AI, the solution delivers accurate, context-aware responses, improving customer experience, reducing service enquiries, and supporting faster digital service delivery.



SMART INFRASTRUCTURE INSPECTION TECHNOLOGIES

Conducting infrastructure inspections through robotics, UAVs, and intelligent surveying technologies. Thereby improving inspection accuracy, operational efficiency, and strengthening data-driven asset management while supporting Dubai's broader smart city objectives.

LEADING THE FUTURE OF URBAN GOVERNANCE

DM strengthened its global leadership in municipal innovation by launching the Dubai Declaration on the Future of Urban Governance and its inaugural foresight publication, The Proactive Municipality: Shaping the Future through Foresight-Driven Signals, at the Asia Pacific Cities Summit. This establishes a collaborative framework for future-ready cities, promoting digital transformation, strategic foresight, sustainability, and international knowledge exchange to advance resilient, people-centric urban governance.



AI PARTNERSHIP FOR SMART PUBLIC INFRASTRUCTURE

DM partnered with Siemens to accelerate the adoption of artificial intelligence and smart technologies across public facilities. The collaboration supports predictive maintenance, energy optimization, intelligent asset management, and real-time operational monitoring, advancing more efficient, sustainable, and resilient public infrastructure.

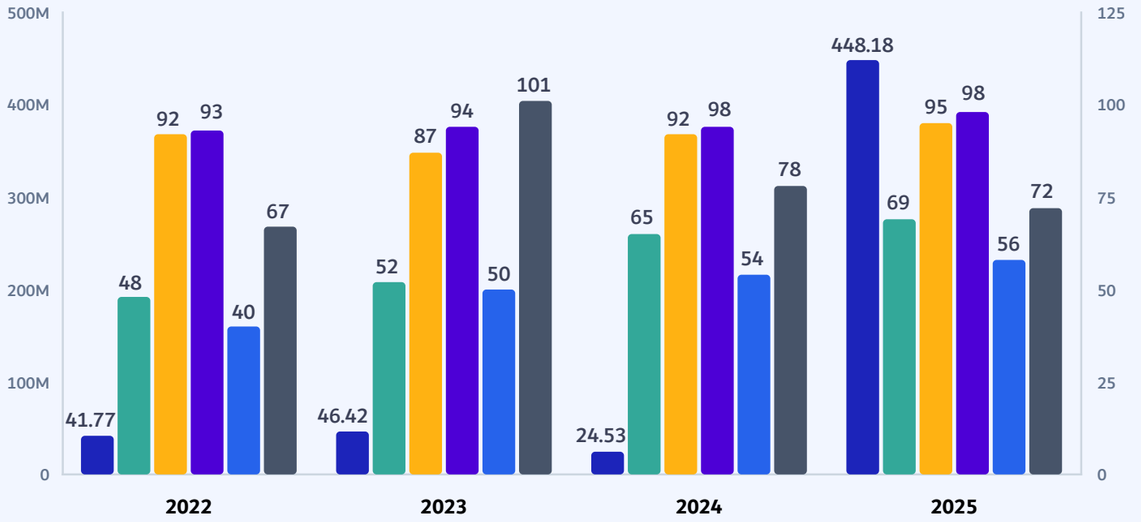


SMART CARPOOLING APPLICATION

DM introduced a smart carpooling platform that enables digital vehicle booking, keyless access, real-time fleet visibility, electronic vehicle inspections, and digital damage reporting through a single mobile application. The platform streamlines fleet operations, improves asset utilization, and strengthens data-driven fleet management across Dubai.

INNOVATION

Innovation remained a key driver of Dubai Municipality's organizational transformation in 2025, strengthening collaboration, operational excellence, and the delivery of future-ready municipal services. The Municipality recorded a 120% increase in financial innovation impact, reaching AED 448.2 million, driven by the successful implementation of innovation projects that generated measurable financial value and operational efficiencies. The number of innovation initiatives increased by 7% in 2025, reflecting the continued expansion of innovation across municipal operations, while completed research and studies totaled 72, with efforts focusing on strategic, high-impact research supporting long-term organizational priorities.



EMBEDDING INNOVATION THROUGH THE KNOWLEDGE AND INNOVATION CHARTER

During 2025, Dubai Municipality launched its Knowledge and Innovation Charter to establish a unified framework for fostering a culture of innovation, knowledge sharing and continuous learning across the organization. The Charter promotes collaboration, employee engagement and institutional innovation to support service excellence and future readiness.

KNOWLEDGE AND DIGITAL INFORMATION MANAGEMENT

Dubai Municipality continued strengthening institutional knowledge management through its Knowledge Hub, Smart Office, digital archiving, intellectual property management and research functions, supporting effective decision-making and organizational resilience.

SAFEGUARDING DATA AND DIGITAL INFRASTRUCTURE

GRI 3-3

Dubai Municipality operates a secure and resilient digital environment that supports the uninterrupted delivery of municipal services while protecting critical systems and information assets. Through continuous infrastructure monitoring, preventive maintenance, cybersecurity controls, and disciplined operational management, the Municipality ensures the reliability, availability, and performance of its digital platforms.

During 2025, the Municipality further enhanced operational resilience by strengthening system monitoring, improving software quality assurance, and implementing proactive maintenance and incident management practices. These measures minimized service disruptions, accelerated issue resolution, and reinforced the stability of business-critical digital services.

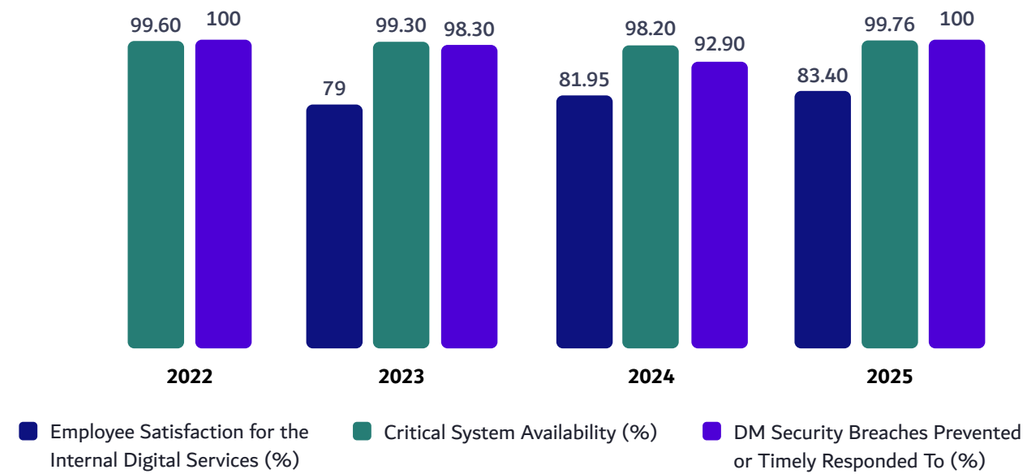
Performance improvements were reflected across several key indicators. Employee satisfaction with internal digital services increased by 1.77%, demonstrating enhanced service responsiveness and support, while critical system availability improved by 1.63% through proactive maintenance and continuous health monitoring. In addition, the Defect Fix Percentage increased by 5.85% to 99.50%, highlighting stronger software quality assurance and more effective issue resolution. This was further reflected in the low Defect Escape Rate of 0.05%, demonstrating the effectiveness of pre-production testing and release validation processes.

Zero
Defect Escape Rate (DER)

99.50%
Defect Fix Percentage (DFP)

0%
of capacity related incidents resulting in unavailability of service

Internal Services, Availability & Security Performance



CUSTOMER PRIVACY

Dubai Municipality continued to strengthen its customer data protection and digital trust framework in 2025 by reinforcing governance, enhancing information security controls, and maintaining full compliance with the Dubai Data Law. Through continuous improvements to data governance, privacy practices, and digital infrastructure, the Municipality ensured the secure management of customer information while supporting the expansion of digital services and AI-enabled solutions.

FULL COMPLIANCE WITH THE DUBAI DATA LAW

Maintained 100% compliance through continuous validation of datasets, timely submission of documentation, and adherence to Dubai Digital Authority (DDA) requirements.

PRIVACY-BY-DESIGN

Customer data continues to be collected, processed, and managed in accordance with the Data Classification Policy, ensuring appropriate handling, storage, and protection of confidential and sensitive information.

ETHICAL AI & RESPONSIBLE DATA USE

Customer information is only used for AI and analytics applications following appropriate approvals, de-identification processes, and compliance with UAE ethical AI requirements.

INFORMATION SECURITY AWARENESS

Continued delivery of ISMS awareness programmes and privacy training to strengthen employees' understanding of cybersecurity, data privacy, and secure information handling.

SECURE DIGITAL INFRASTRUCTURE

Continued enhancement of digital platforms, data integration capabilities, and ICT governance to improve service reliability while maintaining strong security controls across digital services.

DATA QUALITY & GOVERNANCE

Ongoing monitoring, testing, and validation of municipal datasets to improve data quality, reduce reporting errors, and support trusted digital decision-making.

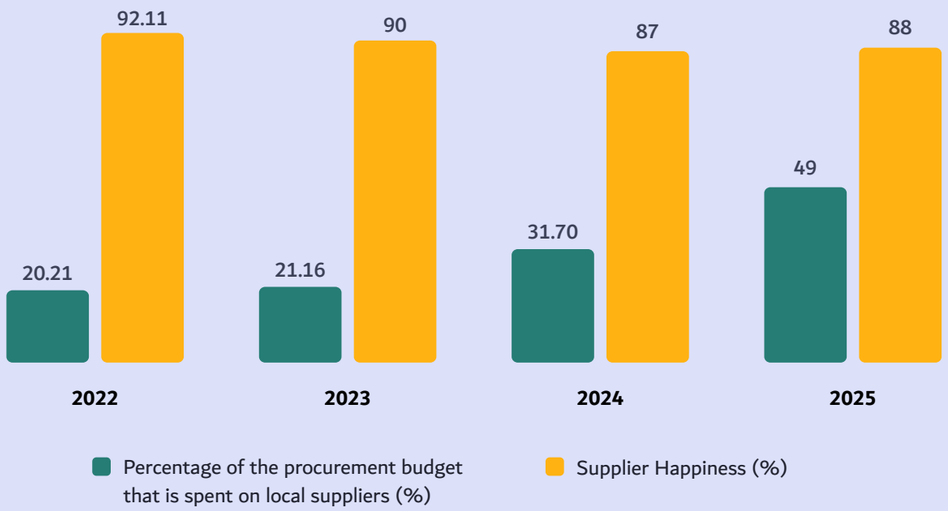


SUSTAINABLE PROCUREMENT AND SUPPLY CHAIN INTEGRATION

Dubai Municipality continued to strengthen supplier diversity by increasing the participation of Small and Medium-sized Enterprises (SMEs) in procurement activities. In 2025, the proportion of contracts awarded to SMEs increased by more than 54% compared to the previous year, reflecting proactive engagement with eligible suppliers, greater awareness of the incentives available to SMEs, and close collaboration between procurement teams and internal stakeholders to expand the Municipality's qualified supplier base. Dubai Municipality also ranked first in the Emirati Supplier Program (SME), providing the highest level of support across Dubai, with contracts awarded to Emirati suppliers reaching AED 354.1 million. Ongoing communication with suppliers and targeted outreach initiatives further supported broader participation in competitive tendering and contributed to achieving DM's procurement objectives.

At the same time, DM remained committed to fostering transparent and collaborative relationships with suppliers by continuously gathering feedback and implementing initiatives to enhance the supplier experience. Supplier happiness improved during the year, supported by regular engagement forums and the continued implementation of the "Hour with a Supplier" initiative, which strengthened direct communication, promoted continuous improvement, and enabled the Municipality to respond proactively to supplier feedback.

Procurement & Supplier Performance



SUSTAINABLE SUPPLY CHAIN MANAGEMENT

DM continued enhancing the resilience and efficiency of its supply chain operations in 2025 by advancing integrated warehouse governance and modernizing inventory management practices. Through greater digitalization, standardized operating procedures, and optimized utilization of warehouse assets and storage capacity, the Municipality strengthened operational performance, improved resource utilization, and supported reliable service delivery across its asset portfolio.

100%
INVENTORY MANAGEMENT EFFICIENCY

To support these improvements, the Municipality expanded the implementation of unified warehouse policies, further integrated warehouse operations with the Maximo IBM asset management system, and continued streamlining inventory processes. These initiatives strengthened inventory visibility, asset traceability, and governance across warehouse operations. In 2025, the inventory turnover ratio stood at 1.199, reflecting evolving inventory management and stocking requirements across the Municipality's expanding asset portfolio. The Municipality also maintained accredited facilities for the safe storage and management of hazardous materials, ensuring compliance with health, safety, and environmental requirements.

Inventory Turnover Ratio Performance





SUPPORTING SUSTAINABLE DEVELOPMENT

GRI 3-3, 203-1

Dubai Municipality strengthened sustainable urban development in 2025 by expanding investment opportunities, enhancing Public-Private Partnerships (PPPs), and aligning investment planning with Dubai's long-term development priorities. Through improved governance, strategic asset utilization, and cross-sector collaboration, the Municipality supported economic growth while injecting approximately AED 5.47 million through significant infrastructure investments and creating long-term environmental and social value for residents, businesses, and visitors. Overall investment income reflected steady performance, while the number of approved new investment opportunities expanded by approximately 5.80%, highlighting proactive portfolio diversification efforts.

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

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

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

44 city beautification and public projects (completed)

25 new parks (under construction)

11 parks and public space projects (in design)

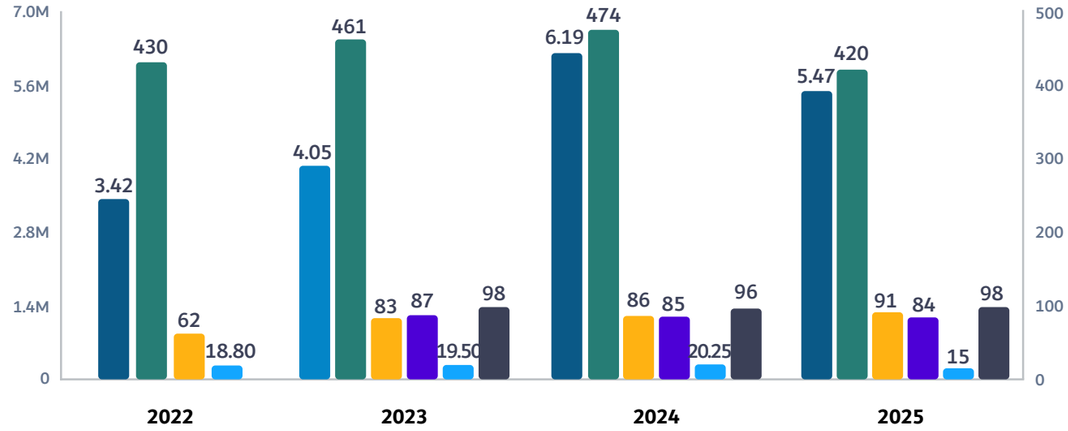
100% achievement of Investment Master Plan

100% completion of outsourcing feasibility studies

To further strengthen long-term sustainable development, Dubai Municipality advanced the implementation of its Investment Strategy in 2025. The strategy provides a structured framework for expanding investment through alternative financing, PPPs, commercial revenue generation, asset commercialization, and operational transformation. It also supports the Municipality's largest PPP investment portfolio, comprising 15 partnership projects with a combined value exceeding AED 35 billion, reinforcing long-term financial sustainability and value creation. The strategy's innovative approach was recognized with the 2025 Arab Ideas Award (Financial Category), with additional international recognition through The Noble Award (Gold and Platinum Categories) to be presented in 2026. Reflecting the growing role of private sector participation, the private sector contribution to financing DM projects reached 40.20% in 2025, exceeding the 2025 target of 40% and progressing toward the 2026 targets.

Investment & Infrastructure Performance

*KPI was introduced in 2023



DIGITAL MARINE NAVIGATION INFRASTRUCTURE

DM developed Dubai Electronic Navigational Charts, a suite of hydrographic and navigational products compliant with International Hydrographic Organization (IHO) standards. The initiative enhances maritime safety, supports the sustainable management of Dubai's coastal and marine environment, and enables informed planning for resilient coastal infrastructure and future marine development.

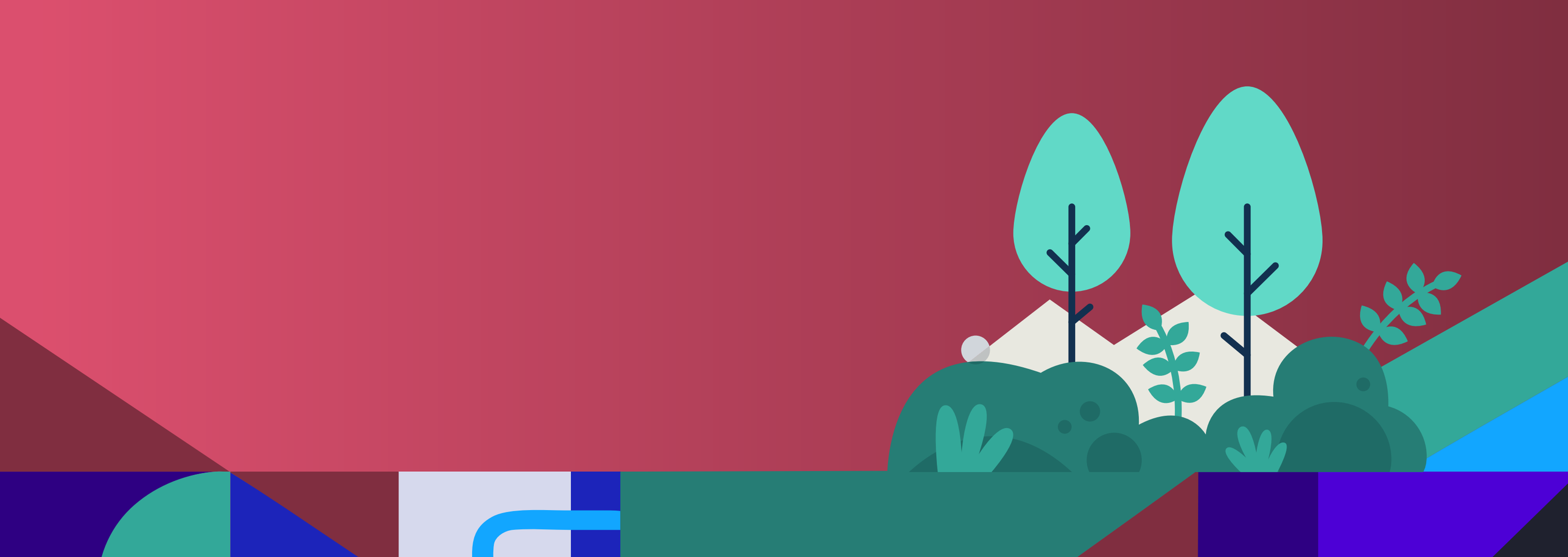


06

APPENDICES

Appendix A: GRI Content Index

Appendix B: Glossary



GRI CONTENT INDEX

STATEMENT OF USE	Dubai Municipality has reported the information cited in this GRI content index for the period between 1 January 2025 until 31 December 2025 with reference to the GRI Standards.
GRI 1 USED	GRI 1: Foundation 2021

GRI STANDARD	DISCLOSURE	PAGE NUMBER(S), DIRECT ANSWERS, AND REASONS FOR OMISSIONS, IF APPLICABLE
GRI 2: General Disclosures 2021	2-1 Organizational details	8
	2-2 Entities included in the organization's sustainability reporting	8-9
	2-3 Reporting period, frequency and contact point	8
	2-4 Restatements of information	51, 54, 64
	2-5 External assurance	9
	2-6 Activities, value chain and other business relationships	16-17
	2-7 Employees	76
	2-9 Governance structure and composition	16-17, 30
	2-10 Nomination and selection of the highest governance body	30-31
	2-11 Chair of the highest governance body	30
	2-12 Role of the highest governance body in overseeing the management of impacts	30-31
	2-13 Delegation of responsibility for managing impacts	30-31
	2-15 Conflicts of interest	28-29
	2-17 Collective knowledge of the highest governance body	16-17, 30
	2-23 Policy commitments	34-35
	2-24 Embedding policy commitments	34-35
	2-25 Processes to remediate negative impacts	31-32
	2-26 Mechanisms for seeking advice and raising concerns	28
	2-27 Compliance with laws and regulations	During the reporting period, DM has complied with all relevant laws and regulations.
	2-28 Membership associations	44-45
	2-29 Approach to stakeholder engagement	36-37
	2-30 Collective bargaining agreements	Collective bargaining agreements are illegal in the UAE.
GRI 3: Material Topics 2021	3-1 Process to determine material topics	36-37
	3-2 List of material topics	36-37
MATERIAL TOPICS		
GRI 200 ECONOMIC STANDARD SERIES		
INDIRECT ECONOMIC IMPACTS		
GRI 3: Material Topics 2021	3-3 Management of material topics	114-115
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	Confidentiality restrictions: As a government entity, Dubai Municipality ensures that this information remains undisclosed in the public domain in order to safeguard the privacy and confidentiality of all stakeholders and individuals concerned. However, certain information has been disclosed in Pg 114 to 115.
	203-2 Significant indirect economic impacts	Confidentiality restrictions: As a government entity, Dubai Municipality ensures that this information remains undisclosed in the public domain in order to safeguard the privacy and confidentiality of all stakeholders and individuals concerned.
ANTI-CORRUPTION		
GRI 3: Material Topics 2021	3-3 Management of material topics	28, 33
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	28, 33
	205-3 Confirmed incidents of corruption and actions taken	28
ANTI-COMPETITIVE BEHAVIOR		
GRI 206: Anti-competitive Behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Confidentiality restrictions: As a government entity, Dubai Municipality ensures that this information remains undisclosed in the public domain in order to safeguard the privacy and confidentiality of all stakeholders and individuals concerned.

GRI STANDARD	DISCLOSURE	PAGE NUMBER(S), DIRECT ANSWERS, AND REASONS FOR OMISSIONS, IF APPLICABLE
GRI 300 ENVIRONMENTAL STANDARDS SERIES		
ENERGY		
GRI 3: Material Topics 2021	3-3 Management of material topics	51-57
GRI 302: Energy 2016	302-1 Energy consumption within the organization	52
	302-4 Reduction of energy consumption	52
	302-5 Reductions in energy requirements of products and services	51-57
WATER AND EFFLUENTS		
GRI 3: Material Topics 2021	3-3 Management of material topics	58-61
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	58-60
	303-2 Management of water discharge-related impacts	60
	303-4 Water discharge	60
	303-5 Water consumption	58
BIODIVERSITY		
GRI 3: Material Topics 2021	3-3 Management of material topics	66-67
GRI 304: Biodiversity 2016	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	66
	304-3 Habitats protected or restored	66-67
EMISSIONS		
GRI 3: Material Topics 2021	3-3 Management of material topics	50-51
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	51
	305-2 Energy indirect (Scope 2) GHG emissions	51
	305-5 Reduction of GHG emissions	51
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	50

GRI STANDARD	DISCLOSURE	PAGE NUMBER(S), DIRECT ANSWERS, AND REASONS FOR OMISSIONS, IF APPLICABLE
WASTE		
GRI 3: Material Topics 2021	3-3 Management of material topics	62-65
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	63
	306-2 Management of significant waste-related impacts	62-65
	306-3 Waste generated	63
	306-4 Waste diverted from disposal	64
	306-5 Waste directed to disposal	64
GRI 400 SOCIAL STANDARDS SERIES		
EMPLOYMENT		
GRI 3: Material Topics 2021	3-3 Management of material topics	76-77
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	76-77, 82
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	76-77
	401-3 Parental leave	Confidentiality restrictions: As a government entity, Dubai Municipality ensures that this information remains undisclosed in the public domain in order to safeguard the privacy and confidentiality of all stakeholders and individuals concerned.
TRAINING AND EDUCATION		
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	78-79
GRI 401: Employment 2016	404-2 Programs for upgrading employee skills and transition assistance programs	78-79
	404-3 Percentage of employees receiving regular performance and career development reviews	Confidentiality restrictions: As a government entity, Dubai Municipality ensures that this information remains undisclosed in the public domain in order to safeguard the privacy and confidentiality of all stakeholders and individuals concerned.
OCCUPATIONAL HEALTH AND SAFETY		
GRI 3: Material Topics 2021	3-3 Management of material topics	84-85

GRI STANDARD	DISCLOSURE	PAGE NUMBER(S), DIRECT ANSWERS, AND REASONS FOR OMISSIONS, IF APPLICABLE
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	84-85
	403-2 Hazard identification, risk assessment, and incident investigation	84-85
	403-3 Occupational health services	84-85
	403-4 Worker participation, consultation, and communication on occupational health and safety	84-85
	403-5 Worker training on occupational health and safety	84-85
	403-6 Promotion of worker health	84-85
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	84-85
	403-8 Workers covered by an occupational health and safety management system	100% of all workers are covered by DM's OHS management system
DIVERSITY, EQUALITY & NON-DISCRIMINATION		
GRI 3: Material Topics 2021	3-3 Management of material topics	82-83
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	82-83
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	Confidentiality restrictions: As a government entity, Dubai Municipality ensures that this information remains undisclosed in the public domain in order to safeguard the privacy and confidentiality of all stakeholders and individuals concerned.
LOCAL COMMUNITIES		
GRI 3: Material Topics 2021	3-3 Management of material topics	90-91
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	90-91
CUSTOMER HEALTH AND SAFETY		
GRI 3: Material Topics 2021	3-3 Management of material topics	86-89, 90-91

GRI STANDARD	DISCLOSURE	PAGE NUMBER(S), DIRECT ANSWERS, AND REASONS FOR OMISSIONS, IF APPLICABLE
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	86-89
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	90-91
MARKETING & LABELING		
GRI 3: Material Topics 2021	3-3 Management of material topics	86-87
GRI 417: Marketing & Labeling	417-1 Requirements for product and service information and labeling	86-87
	417-2 Incidents of non-compliance concerning product and service information and labeling	Confidentiality restrictions: As a government entity, Dubai Municipality ensures that this information remains undisclosed in the public domain in order to safeguard the privacy and confidentiality of all stakeholders and individuals concerned.
	417-3 Incidents of non-compliance concerning marketing communications	Confidentiality restrictions: As a government entity, Dubai Municipality ensures that this information remains undisclosed in the public domain in order to safeguard the privacy and confidentiality of all stakeholders and individuals concerned.
CUSTOMER PRIVACY		
GRI 3: Material Topics 2021	3-3 Management of material topics	111
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Confidentiality restrictions: As a government entity, Dubai Municipality ensures that this information remains undisclosed in the public domain in order to safeguard the privacy and confidentiality of all stakeholders and individuals concerned.

GLOSSARY

ACRONYM / ABBREVIATION	EXPANSION
3 G's	Guide, Grow, Go
4IR	Fourth Industrial Revolution
AED	United Arab Emirates Dirham
AI	Artificial Intelligence
APQC	American Productivity & Quality Center
BCM	Business Continuity Management
BIM	Building Information Modeling
B100	100% Biodiesel
BSI	British Standards Institution
C&D	Construction and Demolition
C40	Cities Climate Leadership Group
CEO	Chief Executive Officer
CO_2	Carbon Dioxide
COP28	28th Conference of the Parties to the UN Framework Convention on Climate Change
DCL	Dubai Central Laboratory
DDA	Dubai Digital Authority
DER	Defect Escape Rate
DFP	Defect Fix Percentage
DESC	Dubai Electronic Security
DEWA	Dubai Electricity and Water Authority
DIFSC	Dubai International Food Safety Conference
DM	Dubai Municipality
DP World	Dubai Ports World
EIA	Environmental Impact Assessment
ERM	Enterprise Risk Management
ESG	Environmental, Social and Governance
EV	Electric Vehicle
FOG	Fat, Oil and Grease
FT-NIR	Fourier Transform Near-Infrared Spectroscopy
FZCO	Free Zone Company
GCC	Gulf Cooperation Council
GDI	Global Distinguished Innovator
GHG	Greenhouse Gas
GIS	Geographic Information System
GRI	Global Reporting Initiative
HCM	Human Capital Management
H.E	His Excellency
HR	Human Resources
IAFP	International Association for Food Protection
IBCCES	International Board of Credentialing and Continuing Education Standards
IChemE	Institution of Chemical Engineers
ICT	Information and Communications Technology

ACRONYM / ABBREVIATION	EXPANSION
IHO	International Hydrographic Organization
ILC	Inter-Laboratory Comparison
IP	Intellectual Property
ISMS	Information Security Management System
ISO	International Organization for Standardization
IT	Information Technology
KJ	Kilojoule
KPI	Key Performance Indicator
km	Kilometer
MENA	Middle East and North Africa
MIKE	Most Innovative Knowledge Enterprise
MIG	Million Imperial Gallons
MoU	Memorandum of Understanding
m^2	Square Meter
m^3	Cubic Meter
MWh	Megawatt-hour
NCEMA	National Emergency Crisis and Disaster Management Authority
NO_2	Nitrogen Dioxide
OHS	Occupational Health and Safety
PAS	Publicly Available Specification
PM	Particulate Matter
PoD	People of Determination
PPE	Personal Protective Equipment
PPP	Public-Private Partnership
PTP	Proficiency Testing Program
QR	Quick Response
QOL	Quality of Life
R&D	Research and Development
RoSPA	Royal Society for the Prevention of Accidents
RPA	Robotic Process Automation
RTA	Roads and Transport Authority
SDGs	Sustainable Development Goals
SMEs	Small and Medium-Sized Enterprises
SO_2	Sulfur Dioxide
STP	Sewage Treatment Plant
SUP	Single-Use Plastic
tCO_2e	Tons of Carbon Dioxide Equivalent
UAE	United Arab Emirates
UN	United Nations
UN SDGs	United Nations Sustainable Development Goals
VOCs	Volatile Organic Compounds
WTE	Waste-to-Energy

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Making Dubai more Sustainable Every Day.

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