



SUSTAINABILITY REPORT

TELECOMMUNICATIONS AND DIGITAL GOVERNMENT
REGULATORY AUTHORITY (TDRA)

20
25

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About the Authority



The Telecommunications and Digital Government Regulatory Authority (TDRA) was established in the United Arab Emirates under Federal Decree-Law No. 3 of 2003 (the Telecommunications Law) concerning the regulation of the telecommunications sector in the country.

Since its establishment, TDRA has exceeded expectations by achieving its set goals in record time.

TDRA's role focuses on two main areas: regulating the telecommunications sector and enabling government entities in digital transformation.

TDRA has been entrusted with numerous responsibilities related to telecommunications and information systems inside and outside the UAE. It also represents the country in many international forums. The UAE was elected to the Council of the International Telecommunication Union (ITU) — a United Nations agency — for the years 2010–2006. TDRA is a member of the Arab Network of Telecommunications Regulators (AREGNET), the Arab Spectrum Management Group, and the Technical Office of the GCC Council.

Among TDRA's main objectives as per the law:

- Ensure telecommunications services reach all areas of the UAE to meet the needs of users.
- Develop policies and standards, and monitor government entities' compliance.
- Enhance the quality of telecom services to serve subscribers' interests.
- Create an attractive e-government environment in the UAE.
- Register licensees under performance quality standards and ensure compliance with license conditions.
- Develop and implement a national digital government plan.
- Encourage and develop the telecommunications and information systems industry.
- Develop and modernize the national telecom system through training, education, and adoption of the latest technologies.
- Support government entities in developing their digital transformation programs.
- Develop and ensure the implementation of e-government initiatives and promote ICT use in government entities.
- Enhance the UAE government's digital presence through official portals.
- Strengthen digital participation in coordination with relevant government entities.

About TDRA

Purpose

Enabling and regulating the telecommunications and digital government sector to deliver efficient, sustainable smart services.

Mission

Developing an integrated system with a regulatory environment for the ICT sector that protects the interests of consumers, and an integrated digital infrastructure that contributes to providing proactive and preemptive government services, and enhancing competitiveness, sustainability and the quality of life.

Vision

An innovative digital system to enhance the quality of life and the competitiveness of the State.

Corporate Values

Leadership:

We nurture innovation and creativity, assume leadership, and support effective impact on developing the Sector.

Customer Happiness:

We strive to improve our customers' happiness through our commitment to constantly improve and develop the quality of our services.

Empowerment:

We endeavor to empower our employees in decision-making and participation in achieving our goals within an inspiring work environment

Collaboration & Interaction:

We work constructively with the concerned to develop and implement work mechanisms (internally and externally).

Commitment:

We are committed towards our responsibilities to the UAE in providing best-in-class technology for the Sector.

Sustainability: We endeavor to create a positive impact on all stakeholders by maintaining a sustainable business model.

Strategic Directions 2025



Mohammed bin Rashid
Government Excellence Award
(MBRGEA)



United Nations Department of
Economic and Social Affairs
(UNDESA)



Digital Government (DGOV)



Innovation Month



UN E-Government Survey



Global Competitiveness
Report



International Telecommunication
Union (ITU)



World Summit on the
Information Society (WSIS)
Forum



Organisation for Economic
Co-operation and
Development (OECD)

Strategic Goals

1. Establishing the UAE as a regional hub for the ICT sector
2. Building a proactive digital government system
3. Supporting the harnessing of emerging and advanced technology to ensure an accelerated digital economy and a facilitated business environment
4. Supporting the transition to smart cities and digital communities

Key Objectives

1. Regulating the Telecommunications and Information Sector
2. Managing business continuity of the telecommunications and DGOV sector
3. Enabling digital transformation
4. Optimizing DGOV performance and increasing the quality of digital services proactive

Strategic alignment with national strategies 2023-2026

Name of goal	Type of goal	National Wellbeing Strategy 2031	UAE Centennial 2071	National Strategy for Wellbeing 2031	National Strategy for Artificial Intelligence 2031	UAE National Space Strategy 2030	UAE Energy Strategy 2050	National Strategy for the Cultural and Creative Industries	The UAE's Net Zero 2050 Strategy
Support harnessing emerging and advanced technology to ensure an acceleration of the digital economy and a smooth business environment	Strategic objective	✓	✓	✓	✓	✓	✓	—	—
Supporting the transition to smart cities and digital communities	Strategic objective	✓	✓	✓	✓	—	✓	—	✓
Establish the UAE's position as a regional ICT hub	Strategic objective	✓	✓	✓	✓	✓	✓	—	—
Building a proactive digital government system	Strategic objective	✓	✓	✓	✓	—	✓	—	✓
Regulating the Telecommunications and Information Sector	Key objective	✓	✓	✓	✓	✓	✓	—	✓
Managing business continuity of the telecommunications and DGOV sector	Key objective	✓	✓	✓	✓	✓	✓	—	—
Enabling digital transformation	Key objective	✓	✓	✓	✓	—	✓	—	✓
Optimizing DGOV performance and increasing the quality of digital services proactive	Key objective	✓	✓	✓	✓	—	—	—	✓
Recruiting and empowering top human talent, providing efficient and effective corporate services and digital infrastructure	Enabling objective	—	✓	✓	—	—	—	—	—
Promoting agile, preemptive, and future-ready innovation practices within the work ecosystem	Enabling objective	—	✓	✓	—	—	—	✓	—

Awards and certification



Certificate of

Appreciation for organizing the virtual session of the Council of Arab Ministers of Communications



ITU Innovation Challenge

ITU Innovation Challenge – Eco-system best practices



Certified Gold

LEED Building – Dubai



Certified Gold

EBOM LEED Building – Abu Dhabi



Certified Gold

EBOM LEED Building – Dubai



Certified Gold

EBOM LEED Building – Abu Dhabi



Certified

Innovation Maturity – TDRA



Accredited

Innovation Lab (AInL) – CODI Lab



Certified

Innovative Organization (CInOrg)® Champion



Best Response

To Supplier Collaboration during COVID-



Corporate Award

Program for Applied Learning



Corporate Ethical

Procurement and Supply



Corporate Award

Program for Applied Learning



Corporate Ethical

Procurement and Supply



Best

Sustainable Product / Process



Best

Procurement



Abu Dhabi

Occupational Health and Safety System – OSHAD-SF



Initiative

Of the Year in Social Networking



National Archive

Ratification – TDRA Warehouse



جائزة الشيخ حمدان بن زايد البيئية
SHEIKH HAMDAN BIN ZAYED ENVIRONMENTAL AWARD

Sheikh hamdan bin zayed environmental award

FIRST OF ITS KIND



Implementing international standards and best practices



ISO9001:2015

Quality Management System



ISO14001:2015

Environmental Management System



ISO45001:2018

Occupational Health & Safety Management System ★★ ★★



ISO22301:2019

Business Continuity Management System



ISO31000:2018

Risk Management



ISO27001:2013

Information Security Management System



ISO20000-1:2018

IT Service Management System



ISO10001:2018

Customer Satisfaction Code of Conduct



ISO10002:2018

Complaints Handling



ISO10003:2018

Customer Dispute Resolution



ISO18295-1:2017

Customer Contact Centers



ISO21500:2012

Project Management System



ISO27017:2021

Cloud Information Security



ISO27035:2023

Information Security Incident Management



ISO30408:2016

Human Governance Guidelines



ISO30405:2016

Recruitment Guidelines



ISO10115:2019

People Development and Management



ISO30401:2018

Knowledge Management System



ISO44001:2017

Collaborative Business Relationship Management



ISO50001:2011

Energy Management



ISO22392:2021

Emergency Meeting Management



ISO55001:2014

Asset Management



ISO20400:2019

Sustainable Procurement Management



ISO17020:2012

Conformity Assessment System



ISO17065:2012

Conformity Assessment for Products and Services



ISO17025:2017

Testing and Calibration Laboratories



PAS2029:2023

Digital Maturity in Government Organizations



IDCX:2022

International Digital Customer Experience Measurement



BS 8900-1:2013

Sustainable Development Management ★★ ★



BS95009:2019

Recruitment Management System



PAS070:2016

Process Management Benchmarking



BS45005:2020

Safe Working During COVID-19



PAS 3000

Smart Working ★★ ★



BS 66002:2021

Innovation Management



BS13500:2013

Effective Governance of Organizations



NCEMA/SCNS/ AE 7000:2021

National Standard for the Business Continuity Management System

Governance Structure

Board of Directors

H.E. Talal Humaid Belhoul

Chairman

Board Member

H.E. Rashid Al Mutawa

Board Member

H.E. Ahmed Saif Al Neyadi

Board Member

H.E. Waleed Ali Al Mansoori

Board Member

H.E. Shamsa Jaber Al Falasi

Board Member

H.E. Dr. Mohammed Al Kuwaiti

Board Member

H.E. Sultan Al Muhairi

Board Member

H.E. Saeed Bin Abed Al Muhairi

Board Member

Noura Ali Al Hooli

Board Member

H.E. Noura Al Marzouqi

Board Member

Board and Committee Governance

Corporate Governance

Code of Ethics

Behaviour & Ethics

Sustainability

Lines of Defense

Risk Management Model

Governance Training

Delegation Authority

Stakeholder Engagement

Corporate Social Responsibility

Decision-Making & Planning

Organizational Structure &
Processes

Informed Decision-Making to
Achieve Business Objectives

Board Processes, Policy &
Infrastructure

Policies, Procedure & Process
Ownership

Sustainability is not an option; it is a culture

Sustainability at TDRA is part of our work culture, as we tirelessly strive to make a positive impact on society by maintaining a sustainable business environment conducive to organization-wide innovation and creativity, and launching several initiatives as part of social responsibility.

Risk Management

Strategic Plan

- Future Foresight/Shaping
- Strategic Objectives
- Projects

Quality Systems

- Resources & Real Estates
- Business Continuity
- Innovation
- Corporate Sustainability
- The Sustainable Development Goals (SDGs) are a set of social, economic

Governance

- Board of Directors
- External Auditors
- Internal Auditing
- ISOROBOT

Risk Classification Criteria

- Financial Management
- Regulation & Commitment
- Reputation & Society
- Business Continuity

Sustainability Policy Statement

Our sustainability policy focuses on enhancing sustainable development through our pursued projects, processes and services by:

- Developing laws, legislations and regulations, as required, to ensure sustainability of the ICT, mGovernment and cybersecurity sectors in the UAE.
- Ensuring continuous engagement of all relevant stakeholders that are affected by TDRA's activities.
- Providing proactive, accessible and effective services and focusing on customer happiness with services provided by licensees.
- Maintaining a respectful, safe and healthy work environment for the staff.
- Empowering and developing employees towards using innovative ways to support TRA's activities economically, socially and environmentally.

Sustainable development Goals and “We the UAE 2031” Vision

The Sustainable Development Goals (SDGs) are a set of 17 social, economic, and environmental goals that the global community aims to achieve by 2030. TDRA contributes to 10 of these goals through various initiatives. Our impact is analyzed using a matrix that highlights our main areas of contribution:

- We ensure the health and safety of stakeholders through policies and procedures aligned with best practices.
- We promote wellness for our employees and customers.

نحن
الإمارات
WE THE UAE
2031

- Through the ICT Fund's "Betha" Program, we support exceptional Emirati students in ICT-related disciplines to strengthen the national education sector and meet growing market demands.

- Women constitute %43 of TDRA's workforce, and we continuously work to increase this percentage following the guidance of the wise leadership.
- TDRA's laws and regulations support equality and guarantee full rights for women.

- We are committed to energy efficiency and environmental responsibility by reducing greenhouse gas emissions through smarter energy use and infrastructure management.
- TDRA also laid the foundations for a Guidance Framework on Environmental Sustainability and Carbon Emissions Reduction in the Telecommunications Sector, serving as the first comprehensive national framework to guide licensed operators toward sustainable operational practices that support the country's objectives of achieving carbon neutrality by 2050.



Corporate Sustainability Priorities Matrix

Authority's Priorities: _____

Health & Safety	Equality	Governance & Compliance
Consumer Protection	Harmful Radiation	Training & Development
Customer Experience	Capacity Building	Green Buildings
Carbon Emissions	E-Waste	Community Support
Emiratization	Youth Empowerment	Data Security & Protection
Coverage Initiatives	Innovation & R&D	Ethical Conduct
Human Rights	Disaster Response	Energy
Employee Retention	Water Consumption	Electricity Consumption

Stakeholders' Priorities: _____

To identify and assess potential social and governance issues that may impact TDRA and its stakeholders, a study was conducted to gather insights from both sides.

(Vertical axis: Stakeholders' priorities - Horizontal axis: TDRA's priorities)

National Youth (Empowerment) Strategy

A dual-approach framework designed to identify strategic priorities for the youth sector and collaborate with relevant ministries to address the needs, challenges, and opportunities facing young people.

Advanced Skills Strategy

Targets three main audiences: students in schools and universities, recent graduates, and experienced professionals.

UAE Centennial 2071

A long-term plan aimed at investing in future generations by equipping them with the skills and knowledge required to adapt to rapid changes — with the goal of making the UAE the best country in the world by 2071.



National Strategy for Artificial Intelligence 2031

Supporting the integration of emerging and advanced technologies along with transition to smart cities and digital societies. Establishing a proactive digital government system and the UAE as a regional hub for the ICT sector. Improving ICT regulation, business continuity and digital transformation.

Sustainable Work Environment

Financial Performance and Sustainability Amid the Economic Variables of 2025

In 2025, the global economy continued to operate within a changing environment marked by ongoing geopolitical and trade pressures, divergent inflation and interest-rate paths, and increased requirements for operational resilience and supply chains. Despite these challenges, global indicators showed a degree of resilience; global growth recorded around 3.4% in 2025, while global inflation declined to approximately 4.1%. Meanwhile, the average Brent crude oil price fell to around USD 69 per barrel due to abundant supply in oil markets. Global trade also performed stronger than expected, with the volume of global goods trade growing by about 4.6% in 2025, partly driven by demand for goods related to artificial intelligence and digital technologies.

At the level of the United Arab Emirates, economic and financial indicators created an enabling environment for financial and institutional sustainability. Real GDP grew by 5.6% in 2025, supported by the strength of non-oil activities, while inflation remained stable at 1.3%. The country also maintained a balanced fiscal approach, with the estimated federal budget for 2025 amounting to approximately AED 71.5 billion for both revenues and expenditures, reflecting continued focus on financial stability and directing resources toward vital and developmental sectors.

In light of these variables, the Authority continued to adopt a prudent and flexible financial approach in managing resources, based on enhancing spending efficiency, improving the quality of financial planning, and linking financial decisions to strategic priorities and operational risks. Liquidity management and the cash position remained among the priorities, especially with the continued link between local monetary policy and movements in U.S. interest rates due to the UAE dirham's peg to the U.S. dollar, and with the Federal Reserve lowering the interest-rate range in December 2025 to 3.5%–3.75%.

During 2025, significant technical challenges also emerged affecting the sustainability of digital infrastructure, most notably challenges related to semiconductors and chips, and the rise in global demand for server components, memory chips, storage units, and network equipment. Global semiconductor sales reached a record level of USD 791.7 billion in 2025, an increase of 25.6% compared with 2024, driven by growth in logic and memory products. Artificial intelligence applications, including processors, high-bandwidth memory, and networking components, also contributed to increased demand for chips. At the same time, market indicators expected traditional DRAM memory prices to rise during the fourth quarter of 2025 by 8% to 13%, and the increase could reach 13% to 18% when including HBM memory linked to AI applications.

To reduce the impact of these challenges on digital infrastructure projects, the Authority developed alternative procurement plans, identified critical technical components, diversified purchasing sources, and adopted technical alternatives compatible with operational, security, and reliability requirements. The Authority also concluded supply contracts and agreements that support the stability of prices, quantities, and delivery timelines within their contractual scope, helping to limit the impact of chip price fluctuations or supply delays and preserve the continuity of digital projects without any material impact on service quality or spending efficiency.

The Authority also addressed other technical challenges during 2025, including the rise in cybersecurity requirements, governance of artificial intelligence use, data protection, increased demand for cloud and storage capacity, integration of digital systems with government platforms, and the need to enhance the readiness of technical infrastructure to keep pace with the growth of digital services. These measures contributed to strengthening operational resilience, improving the ability to forecast technical and financial needs, and reducing risks related to suppliers or global price changes.

In the telecommunications sector, the Authority strengthened its forward-looking approach to planning for spectrum usage and device approval, taking into account future demand for wireless connectivity, developments in advanced 5G and 6G networks, non-terrestrial networks, and modern wireless technologies. This direction supports innovation, improves the efficiency of using national resources, and enables digital and economic sectors to adopt more advanced and flexible technologies.

The Authority continued to consolidate its position as a leading entity in responsible spending and sustainable financial management by focusing on:

- Strengthening the cash position and managing liquidity efficiently.
- Controlling operating costs and improving spending efficiency.
- Reviewing project priorities and linking them to institutional and strategic return.
- Supporting digital investments and data and artificial intelligence projects.
- Managing risks related to semiconductors and critical technical components.
- Enhancing supply-chain readiness and managing suppliers more flexibly.
- Ensuring compliance with governance and financial transparency standards.
- Reducing operational risks associated with economic fluctuations, interest rates, and global markets.
- The Authority also continued evaluating financial performance for 2025 through:
- Monitoring cash flows and comparing them with approved financial forecasts.
- Reviewing revenues and comparing them with collection forecasts, including revenues related to the telecommunications sector, of which %95 was collected during the first quarter of the year.
- Tracking developments in chip prices, memory chips, storage units, and components affecting digital infrastructure.
- Periodically analyzing revenue opportunities and related risks.
- Identifying essential expenses and potential obligations until year-end.
- Linking spending decisions to the principle of value for money and institutional impact.
- Engaging early with suppliers to address any potential supply-chain challenges.
- Exploring alternative solutions that ensure business continuity without affecting service quality.
- Enhancing the efficiency of financial reports to support timely decision-making.

Accordingly, during 2025 the Authority continued to strengthen its ability to adapt to economic, financial, and technical variables, while maintaining efficient resource management and spending sustainability. Alternative procurement plans and concluded contracts for managing semiconductor risks also contributed to supporting the continuity of digital infrastructure projects, enhancing the Authority's role in regulating the telecommunications sector, enabling digital transformation, and supporting innovation and quality of life.

Zero Bureaucracy and Sustainability

In 2025, the Telecommunications and Digital Government Regulatory Authority (TDRA) continued its Zero Government Bureaucracy efforts by redesigning services and processes from the root and linking operational improvements to sustainable impact for customers, employees, and government entities.

Government Bureaucracy Reduction:

TDRA adopted a human-centered model built on three key pillars: **Listening, Integrating, and Leading**, supported by :

7

Customer councils

50

Improvement ideas

4

Employee innovation labs

19

Implemented ideas

These efforts contributed to measurable sustainable impact by reducing operational and digital waste while improving government service efficiency. As a result, this initiative achieved a:

52%

Reduction in fields

43%

Reduction in steps

67%

Reduction in service completion time

46%

Reduction in procedures

This represents a direct reduction in the time and effort required from both customers and employees.

Sustainability of TDRA Buildings

UAE Energy Strategy 2050

Strategic Goal 5 & 6

Ensuring the provision of all administrative services according to standards of quality, efficiency, and transparency, and fostering a culture of innovation within the institutional work environment.

Three Enablers – Buildings Department

1

Sustainability Growth

Sustainable and Safe Work Environment

2

Smart Transformation

- Integrating smart technologies and Internet of Things (IoT) systems in coordination with the Digital Transformation Department
- Smart operation of buildings..

3

Innovation

- Updating control elements for procurement management and activating the use of existing systems (such as the smart building system)
- Supporting innovation initiatives and projects

Sustainable Planning and Operation

- Projects and Initiatives
- Goals and Results



Key Awards and certificates of excellence obtained by TDRA Buildings



14001

Environmental Management System



9001

Quality Management System



223001

Business Continuity Management System



AIA

Merit Award – Excellence in Architecture American Institute of Architecture



45005

Occupational Health & Safety Management System – Guidelines for COVID-19



55001

Asset Management System



50001

Energy Management System



GInI CInS

Certified Innovation Strategist Accredited by the Global Innovation Institute CODI Digital Innovation Center (Ranked #3) Innovation entities in the Middle East



45001

Occupational Health & Safety Management System



oshad

ADOSH ADPHC Framework



20400

Sustainable Procurement Management System

Sustainability Framework for TDRA's Buildings

In compliance with the United Arab Emirates' strategy to preserve the environment, conserve natural resources, and reduce the impact of carbon footprint and global warming, TDRA has implemented the highest international standards for green buildings. This resulted in the "LEED Gold" certification for its buildings in Dubai and Abu Dhabi by the USGBC. It is noteworthy that the UAE is one of eight members on the board of directors worldwide.



TDRA EXISTING BUILDING
LEED-GOLD CERTIFICATE



TDRA NEW BUILDING
LEED-GOLD CERTIFICATE



TDRA JABEL ALI BUILDING
LEED-GOLD CERTIFICATE



TDRA ABU DHABI HQ LEED-
GOLD CERTIFICATE

TDRA BUILDINGS SUSTAINABILITY

The Buildings Department has developed a maintenance plan for buildings, equipment, and resources to achieve TDRA's strategy of providing the best services, ensuring the protection of assets, and maintaining their proper use. This plan is divided into: preventive and corrective maintenance, planned on an annual, monthly, weekly, or daily basis, and unplanned maintenance for emergency situations.

- %0 downtime due to system errors or backup power failures
- %100 adherence to building maintenance and efficiency
- %100 completion rate of planned maintenance operations

Culture of Excellence in Building Operations:

- Continuous improvement, benchmarking, forward-looking planning, and energy conservation.
- Authority buildings are designed to save %20 of electricity and water, as glass prevents heat penetration, enhancing the efficiency of cooling systems.
- Cooling systems are designed to reuse cold air.
- The ratio of recirculated fresh air to the total cooled air entering the building is 1.0%

Operational indicator	Activity	Repeat measurement annual	2018	2019	2020	2021	2022	2023	2024	2025
Reduction in energy consumption rate	Managing our energy sources	annual	6.86%	22.00%	11.15%	16.24%	0.00%	10.43%	12.70%	16.30%
	LEED EBOM,ISO 50001									
Percentage of electricity produced in	The solar panel project / Jebel Al	annual	7.90%	14.80%	3.90%	4.70%	4.80%	4.40%	7.50%	8.50%
Reduction Rate Percentage (tons per year)	Our Energy Resources Management	annual	2771	2315	2398	2431	2397	2479	2303	2378
CO ₂ Footprint	ISO 14001									
Compliance level assessment percentage within the required standards for the environment and safety orders of TDRA	Health, Safety and Environment Department	annual	100%	100%	100%	100%	100%	100%	100%	100%

TDRA BUILDINGS SUSTAINABILITY



Sustainability Initiatives Implemented in TDRA's Buildings

- **Clean and Renewable Energy – Solar Panel Project / Jebel Ali**

TDRA implemented a photovoltaic solar energy system, relying on alternative energy sources and using clean natural energy, aiming to establish a harmonious and sustainable system that reduces environmental impact while increasing energy and resource efficiency.

The total electricity generated from the solar panels reached 430,000 kWh per year.

- **High-Density Computing Center and Carbon Emission Offsetting**

An immersion cooling and on-chip cooling system was implemented in the data lab, achieving the following:

- a. Servers equipped with on-chip and immersion cooling technologies
- b. Approximately %50 energy savings compared to traditional fan-based servers
- c. Enhances processing efficiency by reducing energy consumption and lowering capital costs

Clean Transportation – Electric Vehicle Charging Project

TDRA installed an 11 kW AC charger at the VIP parking area of the First Authority Building in Dubai, in addition to a 90 kW DC charger and three 11 kW AC chargers in the basement parking of the Second Authority Building in Dubai, with approval from Dubai Electricity and Water Authority (DEWA). The project aims to enhance collaboration to build a more sustainable and integrated transportation system, reducing environmental impact and improving energy and resource efficiency.

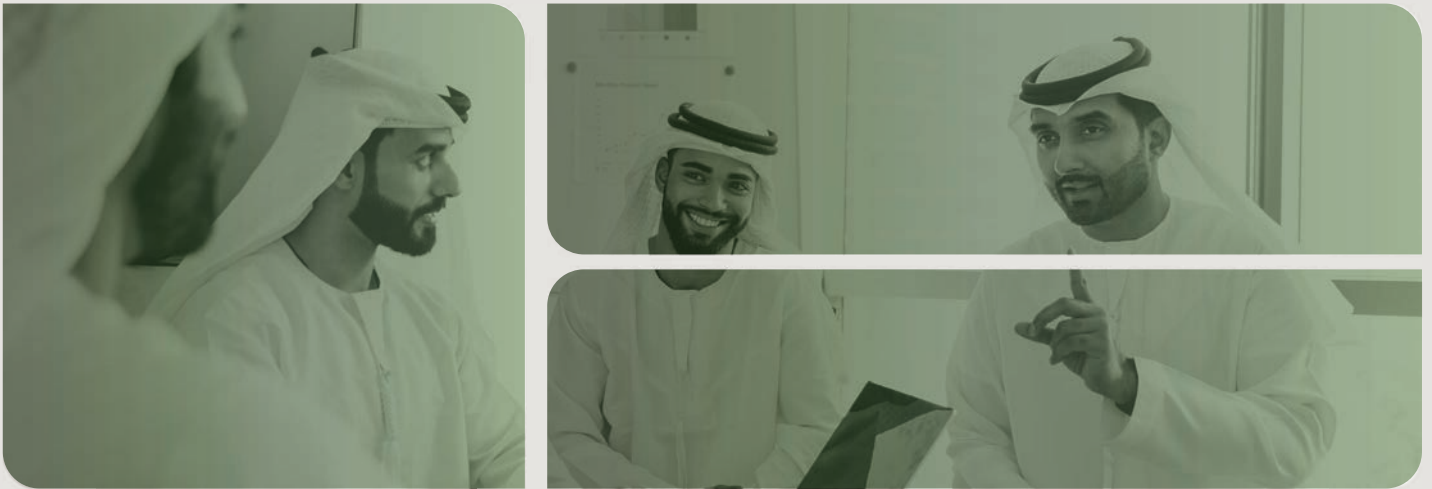
The charging project allows 50 kWh per day per vehicle □ 10 vehicles, totaling 500 kWh per day. For example, a Tesla Model S with a 100 kWh battery can travel approximately 500 kilometers.

The photovoltaic solar panels produce about 1,300 kWh per day, sufficient to power the vehicles using solar energy.

Other Initiatives

- “No to Single-Use Plastic Bottles” Project: TDRA eliminated 1,579 single-use plastic bottles starting from August 15, 2024, over four months, resulting in a cost saving of AED 10,437.
- Waste Reduction: Through raising environmental awareness, promoting sustainable procurement, ensuring the use of locally recycled and low-impact materials, and implementing sorting and recycling methods.
- Biodegradable Tools: Provision of biodegradable tableware and cups in cafeterias and food service areas, replacing plastic plates with paper ones.
- Coffee Waste Reuse: Repurposing coffee residues for gardening activities within TDRA's facilities.
- Tree Planting and Landscaping: Planting native and drought-resistant trees and plants to improve shade, biodiversity, and contribute to carbon absorption.
- Ficus Planting around Roof Coolers: Enhances operational efficiency by regulating the local microclimate.
- Indoor Air-Purifying Plants: Distributing selected green plants inside offices to improve air quality and enhance employee comfort.
- Integrated Pest Management: Reducing chemical pesticide use by adopting biological methods and sustainable environmental management.
- Water Conservation Measures: Installing low-flow fixtures and gray water collection systems to reduce water consumption, guided by U.S. EPA recommendations.
- Water Reuse: Reusing condensate water from air-condition.

Human Capital Management



Human Capital Management TDRA places great importance on creating a supportive and motivating work environment, enabling employees to perform efficiently and creatively. Through targeted training and development programs, TDRA empowers its employees to enhance their skills, achieve professional goals, and operate at the highest standards of quality and excellence. TDRA also seeks to attract top national and international talent and collaborate with them. Aligned with the UAE government's Emiratization initiative, TDRA focuses on developing national talent through continuous efforts to build workforce capacity, prepare Emirati staff for diverse roles, and assign them meaningful responsibilities. This is reflected in the 90.43% Emiratization rate achieved in 2025, demonstrating TDRA's active role in supporting national development priorities.

Enhancing Employee Happiness

Believing that employees are the cornerstone of continued success and excellence, TDRA prioritizes their wellbeing and happiness. It fosters a positive work environment based on collaboration, trust, and teamwork. By strengthening human connections and promoting a culture of mutual care, TDRA encourages employees to maximize their potential and support one another's growth.

TDRA integrates best practices related to employee and customer happiness, in line with the UAE's vision as reflected in the National Happiness Index, emphasizing its commitment to national values and societal wellbeing.

Employee Benefits

TDRA prioritizes recognizing employees and ensuring satisfaction through excellence in performance evaluation and incentive practices. Outstanding contributions are acknowledged and rewarded fairly. Annual performance evaluations are based on pre-defined goals, with rewards allocated according to results.

To enhance fairness and transparency, a specialized committee reviews evaluations of employees rated "Exceeds Expectations" (4) or "Exceptional" (5), ensuring equality in recognition and reward distribution. Additionally, TDRA has implemented a range of benefits aimed at boosting morale, promoting a positive work environment, and retaining top national talent.

Technology Development Management

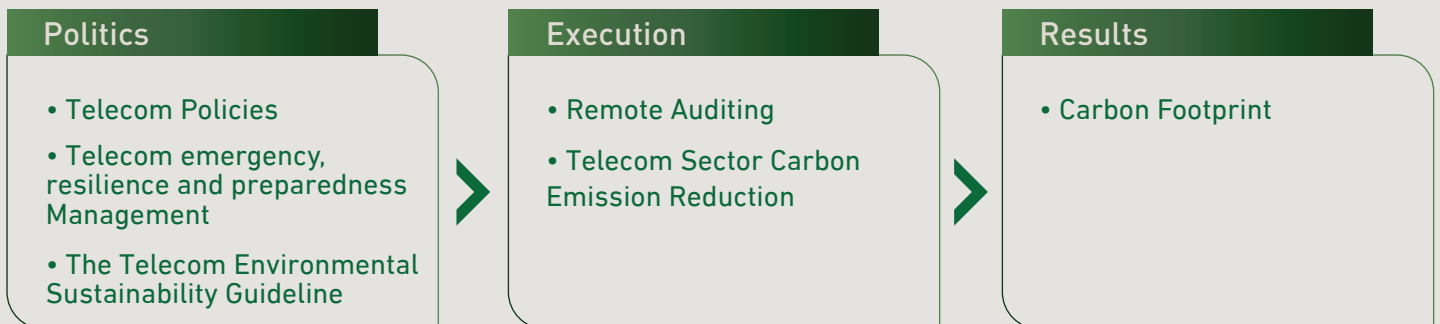
The Technology Development Department aligns its projects, strategies, and initiatives with the Sustainable Development Goals (SDGs):

- **Goal 9:** Industry, Innovation, and Infrastructure
- **Goal 11:** Sustainable Cities and Communities

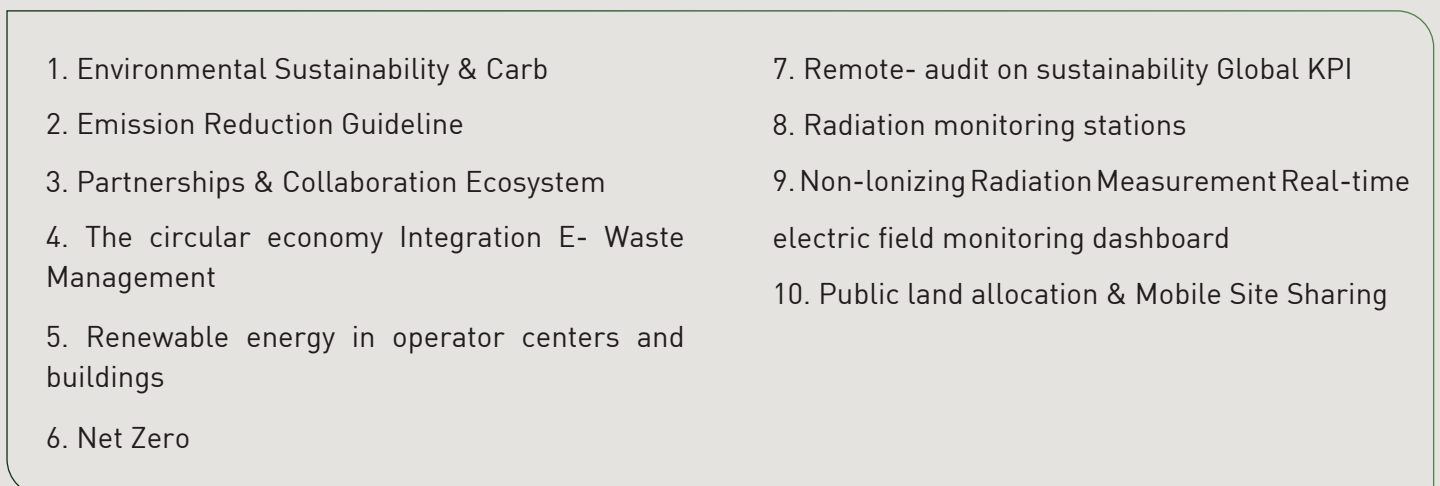
1. Key Initiatives and project include:



2. Politics:



3. Telecom Sustainability Initiatives:



Carbon Emission Guideline

The Environmental Sustainability and Carbon Emission Reduction Guideline marks a strategic milestone for TDRA and the UAE in embedding sustainability at the heart of the digital and telecommunications ecosystem. It transforms environmental responsibility from a regulatory requirement into a competitive advantage, enabling the sector to lead by example in achieving the nation's Net Zero ambitions and reinforcing the UAE's position as a regional leader in environmental excellence and innovation.



Strategic Integration

Uniting government, private {operators} and regulatory bodies under a shared sustainability vision.



Structured Partnerships

Transforming isolated efforts into cohesive national movement



Data Transparency

Policy alignment backed by scientific methodologies



Joint Accountability

Anchored in UAE's Net Zero 2050 strategy

Strategic Enabler

Collaboration as catalyst for environmental excellence and innovation

National Resilience

Measurable environmental performance across telecommunications sector

Strategic Partnerships:
The initiative's success was driven by a multi-stakeholder partnership model, ensuring credibility, inclusivity, and long-term sustainability:

Partnership Type	Key Contributors	Strategic Role
National Government Partners	Ministry of Climate Change and Environment, Federal Competitiveness and Statistics Centre	Policy alignment, data harmonization, and national sustainability reporting.
Telecom Operators	Etisalat, du, Space 42	Data sharing, implementation of carbon reduction initiatives, and adoption of unified methodologies.
International Organizations	ITU, GSMA, ISO, SBTi	Benchmarking, validation of measurement models, and alignment with global best practices.
Academic and Research Partners	Local universities and R&D centers	Development of sustainability indicators and knowledge transfer.

This collaboration transformed the project

from a regulatory document



into a collective environmental commitment



across the national ecosystem

Knowledge Sharing and Ecosystem Collaboration

Regular workshops and knowledge-exchange sessions between telecom operators and TDRA

Publication of analytical reports and performance dashboards to support transparency

Development of future partnership frameworks extending to smart cities, data centers, and IoT networks

Strategic Impact

The partnerships model led to:

- Full adoption (100%) of environmental initiatives by all licensed telecom operators in the UAE.
- Cross-sector expansion of initiatives into digital government, smart cities, and critical infrastructure.
- Significant measurable reductions in carbon emissions through shared auditing systems and remote assessment technologies.

These outcomes directly support the Environmental Excellence and Sustainability pillar recognized in the Sheikh Hamdan Bin Zayed Award, aligning with the UAE's sustainability leadership and climate neutrality ambitions.

Partnerships Model Outcomes

1. 100% adoption by all operators

2. Cross-sector expansion

3. Reduced carbon emissions

The Circular Economy

The circular economy concept reshapes how telecom operators manage their operations, assets, and facilities. By adopting models that emphasize reuse, repair, recycling, and resource efficiency, operators reduce waste generation, extend the lifecycle of equipment, and optimize energy and material use. This approach not only minimizes environmental impact but also enhances operational efficiency, lowers costs, and strengthens alignment with the UAE's Net Zero 2050 and National Waste Management Strategy — transforming sustainability from a regulatory obligation into a core driver of innovation and long-term business resilience

Outcome:

Reduced waste, optimized resources, lower emissions, and stronger alignment with UAE Net Zero 2050 goals.



Electronic Waste Management

The Guideline positions electronic waste (e-waste) management as a core pillar of the telecom sector's transition toward a circular economy. Under Section 4.9 "Achieving Sustainability through the Circular Economy Approach," the Guideline directs operators to:

- Minimize waste and resource consumption by extending the lifecycle of electronic equipment through repair, reuse, and certified recycling, while providing accurate e-waste data to support national waste management policies

Integrating E-waste Management into the Telecommunications Sector

Turning e-waste management from a regulatory requirement into a strategic enabler of sustainability, innovation, and national competitiveness under the UAE's Circular Economy

Certified Recycling

Partnerships with accredited recycling facilities for safe e-waste disposal and material recovery.

Eco-Design Standards

Supplier contracts now include eco-design and e-waste management clauses to reduce future waste generation.

Digital Tracking

Smart systems monitor e-waste volumes, recycling rates, and performance metrics for transparency and accountability.

Impact of Integration:

- Reduction of hazardous waste and environmental risks.
- Recovery of valuable materials and lower operational costs.
- Strengthened compliance with UAE sustainability frameworks.
- Positioned the telecom sector as a regional benchmark for responsible digital transformation.

This framework aligns directly with the Award criteria, which recognize entities that demonstrate effective resource circulation, waste reduction, and measurable environmental performance.

Renewable Energy

Transforming UAE Telecommunications

The Guideline positions renewable energy as the foundation of environmental transformation within the UAE's telecommunications sector.

- **Renewable Integration**

Deploy solar, wind, and hybrid power systems across network infrastructure

- **Energy Efficiency**

Modernise infrastructure to reduce consumption and optimise performance

- **Carbon Reduction**

Transition from fossil fuels towards a sustainable, low-carbon economy

Recognition Framework

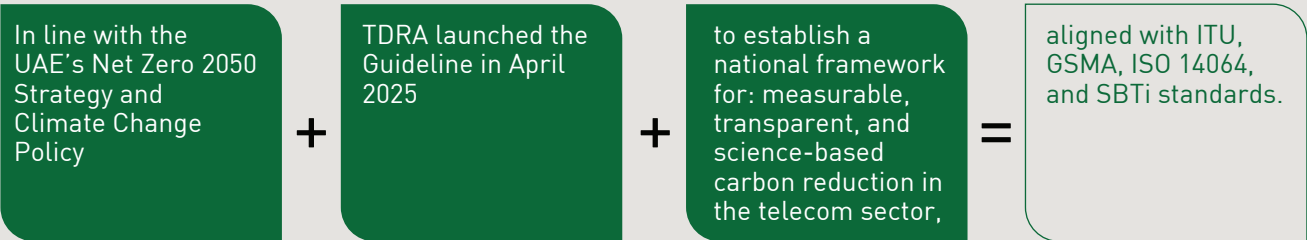
Entities demonstrating measurable progress in clean energy adoption and carbon footprint reduction receive formal acknowledgement.

- Innovation in renewable deployment
- Quantifiable performance metrics
- Institutional environmental leadership

National Vision:

Advancing the UAE's commitment to environmental excellence through sector-wide transformation and measurable sustainability outcomes.

1. Achieving Net Zero by 2050:



Integrating international methodologies from ITU, GSMA, ISO 14064, and the Science-Based Targets initiative (SBTi) to standardize sustainability performance and reporting.

2. The main objectives:

1. Set a unified national environmental framework for the telecom sector in the UAE.
2. Standardize data collection, measurement, and reporting of carbon emissions (Scope 1, 2, and 3) among licensed operators.
3. Enhance environmental accountability and compliance, ensuring alignment with UAE's national sustainability targets.
4. Promote green innovation through the adoption of energy-efficient technologies, renewable energy use, and smart infrastructure.
5. Strengthen national readiness for climate change mitigation by building sectoral resilience and operational sustainability.

3. Strategic Relevance

1. Directly linked to several national and global frameworks, including:
 - UAE Net Zero 2050 Strategic Initiative.
 - The National Climate Change Plan 2050.
 - UN Sustainable Development Goals (SDGs) – particularly Goals 7, 9, 11, 12, and 13.

Under the themes of environmental leadership, innovation, and partnership TDRA ensures that environmental sustainability becomes a core enabler of digital transformation and infrastructure development across the UAE.

Initiative Structure and Execution: 3 strategic phases Implementation:

• Phase 1: Research and Benchmarking

Key Deliverable: Global comparison with 16 telecom operators across 14 countries.

• Phase 2: Framework Development

Key Deliverable: Drafting of the national guideline in collaboration with Etisalat, du, and Space42.

• Phase 3: Stakeholder Engagement

Key Deliverable: Consultative workshops and validation sessions with licensed operators and

Expected Impact: The implementation of the guideline is expected to deliver measurable outcomes on multiple levels:

Environmental Impact:

- Reduction of carbon emissions by 40% by 2030, 70% by 2035, and 100% by 2040.
- Increased adoption of renewable energy and green technologies across telecom operations.

Institutional Impact:

- Establishment of a unified reporting mechanism for environmental performance in the telecom sector.
- Integration of sustainability metrics into business continuity and operational excellence models.

National Impact:

- Enhanced national reputation for environmental governance and leadership.
- Contribution to the UAE's international climate reporting and sustainability index rankings.

2. Remote Audit Assessment

Since 2020, the environmental impact metric (kgCO₂) has shown continuous improvement, progressing from net emissions of +29.6 kg in 2020 to achieving a net reduction of -699.1 kg in 2025. This represents an absolute decrease of 470.7 kg CO₂, equivalent to approximately 1,590% reduction compared to 2020.

Accompanying this achievement is a reduction in distances travelled from +92 km in 2020 to a net travel distance saving of 2,171 km in 2025, indicating complete elimination of field audit trips. This accomplishment was achieved by replacing field auditing with remote audit/assessment operations that maintained quality outcomes and the same reliability standards.

Adit Assesment/ Remote

TDRA pioneered this sustainable practice in 2020 during the COVID-19 pandemic, responding to a global challenge that required worldwide adaptation. This turning point marked the beginning of our environmental commitment.

During 2021-2022, as circumstances normalised, the TDRA's procedures demonstrated exceptional flexibility, seamlessly transitioning between different operational environments with ease and efficiency.

We have maintained this approach through to the present day, implementing remote auditing and assessment in support of the Year of Sustainability theme and aligning with the nation's hosting of COP28.

%100 Emission Reduction

Complete elimination of direct carbon sources related to audit operations.

Scalable Initiative

Complete transition to a non-travel dependent methodology demonstrating expanded scope.

Leading Example

Establishing the Authority as an exemplary model for sustainability practices within government institutions.

Remote Audit / Assessment:

A Model for Practical Sustainability, Transition Toward Sustainable Practices.

Since 2020, the Authority has pursued a clear path towards enhancing environmental performance, aligning with the UAE's announcement of "2023: The Year of Sustainability" and its hosting of COP28.

Key Sustainability Achievement:

100% of sustainability audits and performance reviews have been conducted remotely, without the need for travel, contributing to a broader framework of sustainable operational practices and carbon neutrality.

Environmental Benefits:

This transformation has eliminated environmentally costly field visits, significantly reducing carbon emissions from vehicle usage during audit missions.

The shift to remote auditing has maintained audit quality and reliability standards whilst achieving substantial environmental gains.

Metrics:

- 699.1 kg CO₂ Reduction
- 654% Emission Decline (Percentage reduction compared to 2020 baseline)
- 2,171 Kilometres Saved

Public Lands Allocation

Service Description

This service enables telecommunications providers to secure an official recommendation letter from the TDRA for municipal authorities, facilitating approval for public land allocation dedicated to constructing mobile network relay transmitter and repeater stations.

	Site Sharing Provision	Public Land Provision	Site Sharing Provision	Public Land Provision
	Number of site sharing requests (2012–2025)	1106	Number of site sharing requests (2012–2025)	1106
	Area of each plot of land	10 * 10 m ²	Area of each plot of land	10 * 10 m ²
	Land saving	110,600 m ²	Land saving	110,600 m ²
	Number of site sharing requests (2012–2025)	1042	Number of site sharing requests (2012–2025)	1042
	Area of each plot of land	10 * 10 m ²	Area of each plot of land	10 * 10 m ²
	Land saving	104,200 m ²	Land saving	104,200 m ²

Children's and Minors

The Telecom for Minors Initiative is a pioneering initiative aimed at creating a safer, more inclusive and responsible digital environment for children and minors in the UAE. As the first initiative of its kind in the region, it encourages telecommunications services and packages specifically designed for younger users, enabling them to benefit from digital connectivity with appropriate safeguards and parental oversight.

The initiative promotes responsible digital inclusion through age-appropriate access to mobile services, smartwatches and other connected devices. It supports safer use of digital services through parental controls, content filtering and usage management, while helping minors benefit from technology for education, communication and participation in the UAE's digital society.

Examples available in the market include e& UAE's Kids SIM Card, with monthly plans of AED 49 and AED 99 offering local minutes, data, educational content and parental control features. du also provides family-focused services, including Flexi Plans and Family Circle functionality, allowing account holders to manage access and set usage rules for family members.



Frequency Spectrum

Sustainability of the Natural Resource from the Frequency Spectrum

The frequency spectrum (radio frequencies) is a rare natural resource. TDRA has been entrusted with managing this limited natural resource and regulating its use for various wireless services in the country.

The frequency spectrum has gone beyond its role as the backbone of wireless communications and has become the infrastructure for emerging technological applications worldwide, serving as a key enabler of innovation and technological development. It is now a convergence point for the interests of countries, major technology companies, manufacturers in space and future technologies, mobile operators, and others.

A country's ability to manage the frequency spectrum efficiently has become a critical enabler of its technological advancement.

TDRA has successfully managed this rare resource, meeting all current national needs for radio frequencies while retaining sufficient spectrum to cover the requirements of future technologies expected to be introduced in the country.

Spectrum
Requirements

Current Needs

Future
Requirements

Spectrum Efficiency and Its Impact on Energy Consumption

The less spectrum available to mobile operators, the higher the energy consumed in operating telecom towers, and the more operators are pushed to build a greater number of closely spaced base stations in order to maintain coverage quality. Each additional station means additional electricity and additional emissions.

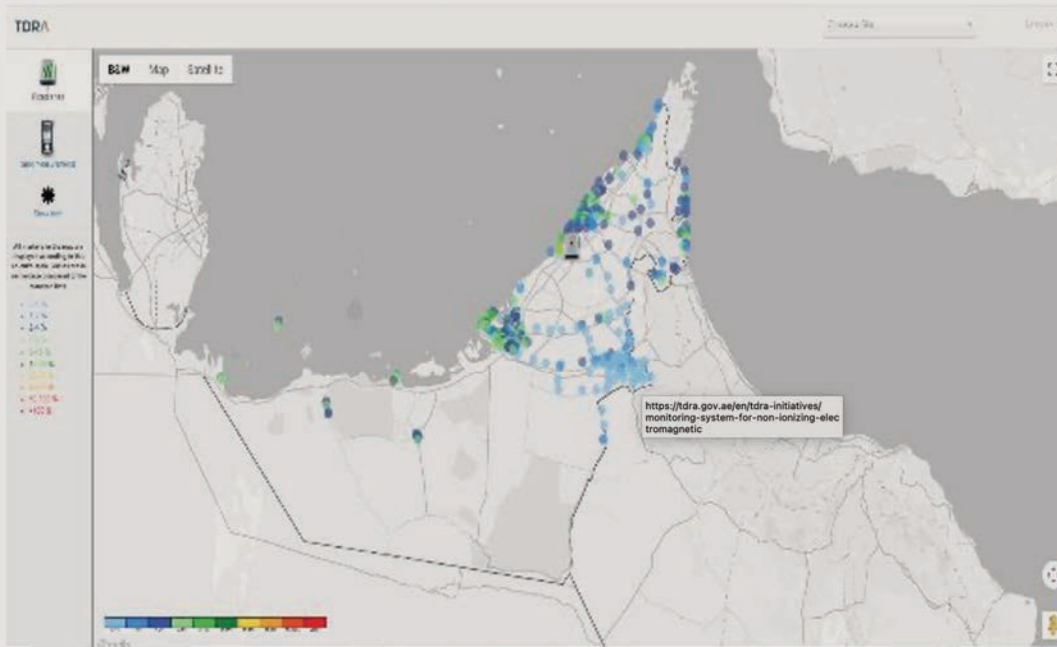
Studies in the 6G white paper, issued by TDRA in partnership with Khalifa University, estimate that a shortage of spectrum in the mid bands raises the cost of building and operating a network to 3–5 times over ten years, and raises its carbon emissions to 1.8–2.9 times, in order to reach the same level of performance.

TDRA has therefore worked to make sufficient spectrum available to operators to run all mobile services with high efficiency. The UAE was the first country in the world to assign the 600 MHz and 6 GHz bands for mobile broadband applications, alongside the refarming of the 900 MHz and 1800 MHz bands to improve the efficiency of their use. Operators were also exempted from AED 391 million in 5G spectrum authorization fees, to accelerate the roll-out of infrastructure and extend coverage to areas remote from cities.



Electromagnetic Emissions and Public Safety

The Department operates fixed and mobile stations to measure electromagnetic emissions in various areas of the country, with results presented on an interactive platform that collects them and displays them on a map available to the public. Close to 1,000 field measurement surveys have been completed since the project began in early 2025.



Digital Government Sustainability

This prominent status reflects the sector's strong commitment to an approach grounded in innovation, efficiency, and sustainability across all operations, continuously supporting the UAE's digital transformation journey. The Telecommunications and Digital Government Regulatory Authority (TDRA) remains dedicated to delivering innovative, efficient, and inclusive digital services, laying the foundation for a resilient and future-ready digital ecosystem for generations to come.

The sector's vision is centered on enhancing community wellbeing and driving sustainable development, with a clear ambition to position the UAE as a global leader in digital government. This vision underscores the integration of sustainability principles into digital governance, ensuring long-term economic, social, and technological value.

A comprehensive study was conducted to evaluate the outcomes and impact of national digital plans and enablers implemented over the past decade. The findings demonstrate a strong return on investment, generating approximately AED 20 billion in direct government savings and saving an estimated 530 million working hours across government entities.

The study further highlights that these initiatives have:

- Enabled the full digital delivery of all government services.
- Generated savings exceeding AED 368 billion for customers.
- Prevented approximately 55.8 million tons of CO2 emissions.
- Increased customer satisfaction levels to 90 percent.
- Enhanced private sector productivity by up to 10 working days.
- Digital transformation rate in government services levels up to %99 These results underscore the significant economic, environmental, and social value of the UAE's digital government transformation.
- Carbon reduction: Digital services eliminate millions of physical transactions annually, reducing transportation and printing emissions.
- Energy efficiency: Migration to cloud infrastructure and virtualized data centers lowers energy use.
- Paper savings: UAE Dgov's "paperless" initiatives directly cut paper consumption across government operations.
- Resource optimization: AI and IoT solutions enable data-driven decisions for sustainable city management.
- Supporting smart city platform that optimize energy and waste management.

Digital Government Strategy

Digital Government aims to enhance the quality of digital life by delivering personalized, proactive, and accessible services. By leveraging advanced and emerging technologies, it enables comprehensive digital transformation across all sectors. Through knowledge sharing, national initiatives, and strategic partnerships, the UAE's digital experience has evolved into a global benchmark for sustainable and people-centric digital governance.

Our Digital Government sector green by design — embedding sustainability across digital infrastructure, services, and governance — enabling a future that is both digitally advanced and environmentally responsible.

The Digital Government Strategy is founded on key principles that promote sustainable digital transformation, including:

- Ensuring legislative readiness to support a seamless and comprehensive digital transition.
- Enhancing digital skills and future-ready capabilities.
- Providing world-class digital infrastructure and enabling platforms.
- Delivering a unified digital ecosystem with a seamless and inclusive user experience.
- Integrating government systems and automating services to improve efficiency and reduce resource consumption.
- Adopting participatory design approaches that engage all segments of society.

UAE Digital Enablers and Innovative Initiatives Overview

Enabling a sustainable digital future through secure infrastructure, innovative technologies, and integrated government services.

1. FedNet – The Federal Network

FedNet is the UAE Government's secure digital backbone, connecting federal government entities to enable the efficient and secure delivery of digital government services. It leverages advanced technologies, including cloud computing, automation, and artificial intelligence, to provide scalable, resilient, and high-performance infrastructure while ensuring business continuity and the seamless delivery of government services.

- World's first sovereign cloud powered by VMware.
- Third national data center established to enhance resilience, scalability, and service continuity.

2. Government Service Bus (GSB)

The Government Service Bus (GSB) is the UAE Government's national interoperability platform that enables secure data exchange and system integration across federal and local government entities. It facilitates seamless service delivery by allowing entities to exchange information electronically, reducing the need for customers to submit the same information multiple times.

3. UAE API Marketplace

The UAE API Marketplace is a government platform that enables government entities and the private sector to securely consume and integrate government APIs, fostering innovation and enabling the development of value-added digital services for citizens, residents, and businesses.

4. UAE PASS & Digital Vault

UAE PASS is the UAE's national digital identity, enabling citizens, residents, and visitors to securely access more than 15,000 government and private sector services through a single digital identity. The Digital Vault allows users to securely store, manage, and share verified digital documents using blockchain technology, eliminating the need for paper documents during service transactions.

5. mSurvey

mSurvey is the UAE Government's centralized survey platform that enables government entities to securely design, distribute, and analyze digital surveys, helping collect feedback on services, policies, and initiatives to support evidence-based decision-making and continuous service improvement.

6. U.AE – The Official Portal of the UAE Government

U.AE is the UAE Government's unified digital platform, providing citizens, residents, businesses, and visitors with streamlined access to federal and local government information and services through a single portal. The platform leverages Generative AI and advanced digital technologies to deliver proactive, personalized, and citizen-centric government experiences, supporting the UAE's vision of achieving a fully digital government.

7. Unified Design System (UDS)

The Unified Design System (UDS) provides federal government entities with standardized design principles, components, and guidelines for building consistent, accessible, and user-centric digital services. It enables entities to develop digital experiences that are faster, more intuitive, and aligned with the UAE Government's digital identity and accessibility standards.

8. GPU-Enabled Infrastructure

The UAE Government's GPU-enabled infrastructure provides high-performance computing capabilities that accelerate the deployment of artificial intelligence solutions across government. It supports advanced AI workloads, including large language models, computer vision, speech processing, machine learning, and big data analytics through scalable and secure computing resources and APIs.

9. UAE Verify

UAE Verify is the national platform for the instant verification of trusted digital documents issued by government entities. Powered by blockchain technology, it enables real-time verification of document authenticity, integrity, and validity directly from the issuing authority, ensuring secure and tamper-proof digital document exchange.

10. Uask

The UAE Government's unified AI-powered conversational platform, designed to provide citizens, residents, businesses, and visitors with seamless access to government information and digital services through natural language interactions. Available across multiple digital channels, U.Ask leverages Generative AI and Agentic AI capabilities to deliver accurate, personalized, and multilingual assistance, guide users through government services, and enable end-to-end digital service journeys. As a centralized government platform, U.Ask supports cross-entity service delivery, enhances customer experience, and advances the UAE's vision of a proactive, AI-driven digital government.

11. Future Technology Observatory (FTO)

the UAE Government's strategic platform for monitoring, analyzing, and showcasing emerging technologies and global digital trends. It provides government entities, policymakers, and decision-makers with insights into innovations such as artificial intelligence, quantum computing, blockchain, extended reality, robotics, and other frontier technologies. By promoting knowledge sharing and informed decision-making, the FTO supports the UAE's digital transformation agenda and helps government entities anticipate future opportunities, assess technological impact, and drive innovation.





Digital Skills and Awareness Programs

1. DGOV Academy

DGOV Academy develops specialized training programs and learning pathways that build digital capabilities across government and society. It equips professionals with the knowledge and skills required to lead digital transformation initiatives and supports the UAE's vision of creating a digitally empowered workforce.

2. DGOV Academy PRO

Diverse content and a tailored learning experience, exclusively designed for selected professionals from the government sector, in collaboration with a leading global learning platform.

3. UAE Hackathon

The UAE Hackathon brings together innovators, students, entrepreneurs, and government entities to co-create innovative digital solutions addressing national priorities. It supports key national strategies, including "We the UAE 2031", the UAE Green Agenda, and the UAE Digital Government Strategy, while promoting innovation, entrepreneurship, and digital talent development.

4. Virtual Camp

Empowering UAE Students to Lead the Future with Digital Skills and Emerging Technologies, TDRA Camp is a hybrid program, delivered both in person and virtually, designed to equip students with digital skills and emerging technologies while preparing a generation of digital innovators in the United Arab Emirates.

5. DGOV Community

A professional community that brings together digital transformation experts in the federal government to exchange knowledge, experiences, and practical solutions.

6. DGOV Talks

Simplifying digital transformation, raising digital literacy; through a knowledge-sharing initiative by UAE Digital Government that brings together government leaders, industry experts, and technology innovators to discuss emerging digital trends, best practices, and transformative technologies. The initiative promotes collaboration, raises awareness of national digital priorities, and supports the exchange of insights on topics such as artificial intelligence, digital government, cybersecurity, data, innovation, and future technologies, contributing to the development of digital capabilities across the UAE Government.

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