

**TDRA**

هيئة تنظيم الاتصالات والحكومة الرقمية  
TELECOMMUNICATIONS AND DIGITAL  
GOVERNMENT REGULATORY AUTHORITY



# SUSTAINABILITY REPORT

Telecommunications & Digital Government  
Regulatory Authority (TDRA)

2023



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The Telecommunications and Digital Government Regulatory Authority (also known as TDRA) was established in the State of United Arab Emirates pursuant to Federal Law No. (3) of 2003 on Regulating the UAE's Telecommunications Sector (Telecom Law). Since its inception, TDRA has exceeded expectations by achieving its projected goals in record time.

The role of TDRA revolves around two areas: Regulating telecommunications and enabling government entities in digital transformation.

TDRA was entrusted with numerous responsibilities associated with the ICT Sector within the State and abroad. TDRA is responsible for representing the State in many international forums, as it was elected to the ITU Council of the United Nations for the years 2006-2010, as well as being a member of the Telecommunications Regulatory Authorities of the Arab Network (AREGNET), the Arab Spectrum Management Group (ASMG), and the GCC Technical Committee. Among the objectives that TDRA seeks to achieve in the exercise of its competencies prescribed in accordance with the law:

- Ensure that Telecommunications Services are accessible throughout the UAE to meet the needs of those wishing to make use of such services.
- Develop relevant policies and standards, and monitor government entities' compliance with the same.
- Enhancing the level of service provided by the telecommunications sector in order to achieve the interests of subscribers.
- Setting up an appealing e-government environment in the State.
- Ensuring that Licensees meet performance quality standards and adhere to the terms and conditions of the Licenses granted to them.
- Formulating and implementing a national digital government (DGOV) plan.
- encourage, promote, and develop the telecommunications and information technology industries in the UAE; and
- Developing and modernizing the telecom ecosystem in the State by training and qualification, establishing relevant educational institutions, and having state-of-the-art communication technology equipment and facilities.
- Assisting government entities in developing their digital transformation programs.
- Developing and ensuring the implementation of eGov initiative programs, and enhancing the use of ICT in government entities.
- Strengthening UAE government's e-presence through formal portals.
- Promoting digital participation in coordination with relevant government entities.





### 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



Mohammed bin Rashid  
Government Excellence Award  
(MBRGEA)



United Nations Department of  
Economic and Social Affairs  
(UNDESA)



Digital Government (DGOV)



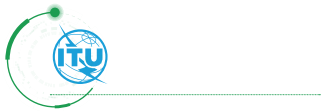
Innovation Month



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

of TDRA with national UAE strategies and trends

Name of goal	Type of goal	UAE Centennial 2071	National Wellbeing Strategy 2031	UAE Strategy for Artificial Intelligence	National Strategy for Food Security 2051	National Space Strategy 2030	National Strategy for Integrated Management of Chemicals	UAE Energy Strategy 2050	We the UAE 2031	Strategy for Cultural and Creative Industries	National Sports Strategy 2031
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	✓	✓	—	—	—	—	—	—	✓	—



**ISO** ISO31000:2018  
Risk Management System

**ISO** ISO22301:2019  
Business Continuity Management System (BCMS)

**ISO** ISO45001:2018  
Occupational Safety and Health Management Systems (OSHMS)

**ISO** ISO14001:2015  
Environment management system

**ISO** ISO9001:2015  
Quality management system

**ISO** ISO10003:2018  
Customer Satisfaction Dispute Resolution

**ISO** ISO10001:2018  
Customer Satisfaction Codes of Conduct

**ISO** ISO10002:2018  
Customer Satisfaction. Complaints Handling

**ISO** ISO27001:2013  
Information Security Management System (ISMS)

**ISO** ISO20000-1:2018  
UN E-Government Survey

**ISO** ISO30408:2016  
Guiding principles on human governance

**ISO** ISO30408:2016  
Guidelines for human governance

**ISO** ISO30405:2016  
Recruitment guidelines

**ISO** ISO10015:2019  
Efficient personnel management and development

**ISO** ISO18295-1:2017  
Customer Contact Centers

**ISO** ISO 17025:2017  
Competence of testing and calibration laboratories

**ISO** ISO17020:2012  
Inspection Management System (IMS)

**ISO** ISO20400:2019  
Procurement Sustainability System

**ISO** ISO50001:2011  
Energy Management System

**ISO** ISO55001:2014  
Asset Management System

**bsi.** BS95009:2019  
Public sector procurement

**bsi.** TS16555-1:2013  
Innovation management system

**bsi.** BS13500:2013  
Effective Governance Management Systems

**ISO** ISO21500:2012  
Project Management System

**ISO** ISO17065:2012  
Conformity assessment

**bsi.** BS 8900-1  
Managing Sustainable Development of Organizations

**bsi.** BS45005:2020  
Safe working during COVID-19

**ISO** PAS7070:2016  
Benchmarking process management





## Board of Directors



Board Chairman

**H.E. Talal Humaid Belhoul**

## Board Members



H.E. Rashid Mohammed Al Mutawa



H.E. Walid Falah Al Mansouri



H.E. Dr. Mohamad Hamad Al-Kuwaiti



H.E. Saeed bin Abid Al Muhairi



H.E. Noura Mohammad Al Marzouqi



H.E. Ahmed Saif Al Neyadi



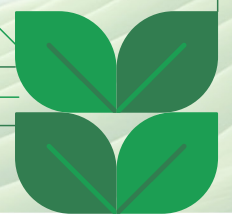
H.E. Shamsa Jaber Al Falasi



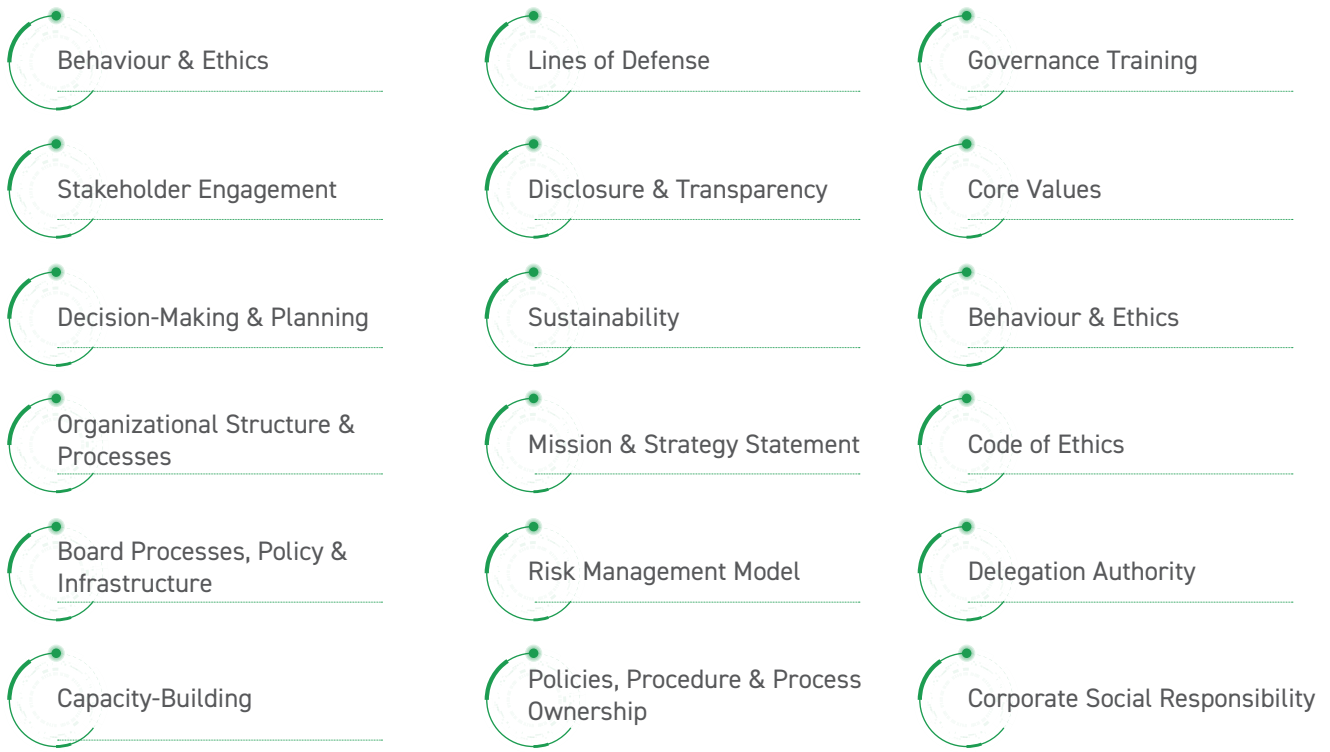
H.E. Sultan Mohammed Almheiri



Noura Ali Alhouli



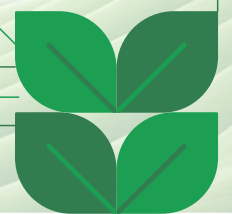
## Corporate Governance



### Informed Decision-Making to Achieve Business Objectives

## 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 at TDRA

### 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 at TDRA

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.





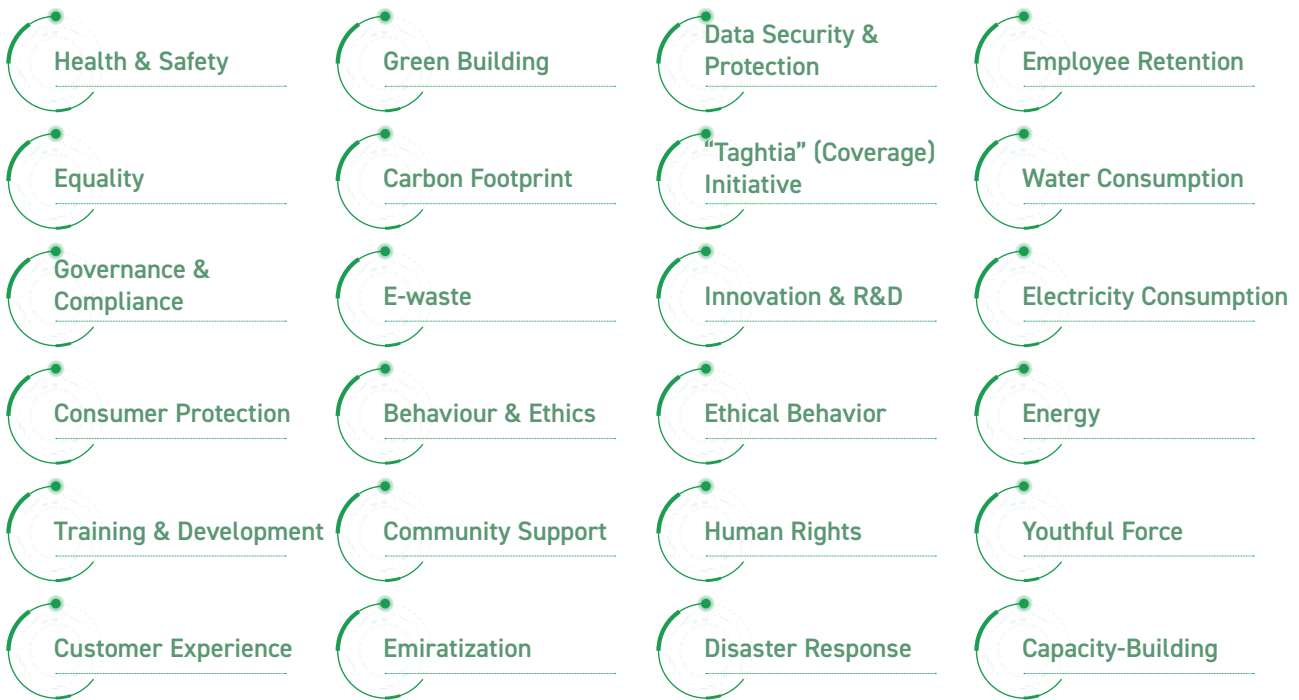


and environmental goals that the international community has committed to achieve by 2030. The SDG framework consists of 17 goals, of which TDRA contributes in 10 through various initiatives. Our impact on the goals was analyzed through a matrix that shows our main area of contribution:

- We assure the health and safety to our stakeholders by developing policies and procedures in line with best practices.
- We promote health and well-being through initiatives for our employees and customers.
- TDRA's ICT Fund has launched the "Betha scholarship program" that aims to enhance the national education sector by supporting UAE's academically distinguished cadres to develop education in ICT-related disciplines, in order to meet the sector's annually growing needs, as well as the increasing demand for ICT-specialized national human resources.
- Women represent 41% of TDRA's workforce and we are constantly working toward increasing this percentage as guided by the wise leadership.
- TDRA's laws and regulations support equality and give women all their rights.
- TRA strives to use energy in the most efficient, cost-effective, and environmentally responsible manner possible. We are committed to reducing greenhouse gas (GHG) emissions via proportionally reducing energy consumption, while demonstrating commitment to a sustainable infrastructure by using efficient load feeders and smart monitoring systems, maximizing energy performance, lowering operating expenses, and increasing shareholder value by the efficient, active and responsible energy consumption management.



## TDRA's Materiality Matrix



## Priority for Stakeholders

In order to identify and evaluate the social environment and potential governance issues that could affect TDRA and its stakeholders, we conducted a study to identify the views of TDRA and stakeholders based on relevance.

**Note:**

The vertical axis shows the views of stakeholders and the horizontal axis shows the views of TDRA.





The National Youth (Empowerment) Strategy is a two-pronged meant to: set overarching strategic priorities of the youth sector, and partner with relevant government ministries to identify and address the needs, challenges, and opportunities facing youth.

### Advanced Skills Strategy

The strategy targets three categories of audience: students in schools and universities, higher education graduates and experienced employees.

### UAE Centennial 2071

The plan aims at investing in future generations, by equipping them with the necessary skills and knowledge in the face of rapid changes and making the UAE the best country in the world by the upcoming centennial in 2071.

### Sustainable Work Environment

### Financial Performance and Sustainability under Global Circumstances

In 2023, global crises continued to significantly impact the global economy. The ongoing Russian-Ukrainian war is one example, which has increased geopolitical tensions and prompted European countries to look for alternative sources of energy. Oil prices have also been volatile, with the price per barrel averaging \$80-90. The prices of grains and raw materials also continued to spike due to the repercussions of conflict and climate change, affecting global supply chains, which gradually began to recover as they directly affect the supply of tech devices/gadgets, hardware, appliances and equipment.

On the other hand, the U.S. Federal Reserve continued to raise interest rates during early 2023 to control inflation, but later stopped rate hikes, with indications of slowing inflation. Inflation continued to rise, but at a slower pace than it did in 2022, which positively impacted TDRA's investments. At the organization's level, TDRA continued its investments in national projects with improved cost management and increased operational efficiency.

In making TDRA a leading entity in prudent spending, TDRA has committed to global best practices for effectively managing financial resources. This included developing and implementing initiatives designed to optimize the use of financial resources and foster a culture of rationalization and efficient, effective expenditure control, ensuring an optimal use of available resources. TDRA has assessed financial performance by focusing on increasing the monetary position and reducing operational costs. That is in addition to data management, activating artificial intelligence, and integrating financial operations in compliance with established governance systems and performance evaluation of critical financial management processes.

Throughout 2023, TDRA monitored supplier performance and prices, analyzed cash flows by reviewing revenues and benchmarking them against collection forecasts. The analysis included revenues from spectrum service providers and examined opportunities and risks, resulting in the collection of 97% of TDRA's revenue during Q1. Additionally, TDRA inventoried basic expenses and determined inevitable obligations until end of year. It further analyzed costs, assessed supply chain risks, and sought alternative solutions to ensure business continuity.





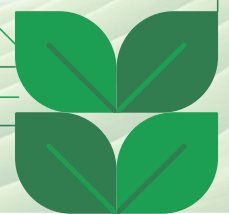


**The fifth and sixth strategic objectives**

Ensuring the provision of all administrative services in accordance with standards of quality, efficiency and transparency while fostering a culture of innovation in the corporate work environment

**The three empowering pillars – Buildings Section**

One: Growth in Sustainability		Two: Smart Transformation		Three: Innovation
Healthy, Safe & Sustainable Workplace	Integration of work systems with IoT in coordination with the IT department	Operating Smart Buildings "Smart Buildings"	Updating the management of cooling units and reducing energy/ power source consumption through machine learning	Supporting the technologies of Research and (Development (R&D
Sustainable Planning and Operation				
Projects and Initiatives		Objectives and Results		



## Key awards and certificates

of excellence obtained by the TDRA buildings



55001:2014

نظام إدارة الأصول



50001 :2018

نظام إدارة الطاقة



LEED EB:O&M

الريادة في العمليات والصيانة  
للمباني القائمة - الفئة الذهبية -  
المجلس الأمريكي للأبنية الخضراء



9001:2015

نظام إدارة الجودة



18001

نظام الصحة والسلامة-  
المعيار البريطاني



شهادة LEED

الريادة في تصميمات والبيئة  
لمباني الهيئة - الفئة الذهبية -  
المجلس الأمريكي للأبنية الخضراء



14001:2015

نظام الإدارة البيئية



45001:2018

نظام إدارة الصحة  
والسلامة المهنية



اعتماد معهد الابتكار العالمي

مركز الابداع الرقمي CODI (افضل  
3 جهات ابتكار في منطقة الشرق  
الأوسط)



31000:2018

نظام إدارة المخاطر



22301:2019

نظام إدارة استمرارية  
العمل



جائزة التميز في التصميم المعماري

AIA التميز في الهندسة المعمارية  
لمباني الهيئة-المعهد الأمريكي  
للعمارة



20400:2017

نظام إدارة المشتريات  
المستدامة



شهادة اوشاد

نظام إمارة أبوظبي  
للسلامة والصحة  
المهنية



45001:2020

نظام الصحة والسلامة المهنية  
(خلال جائحة كوفيد 19)



## A Glance at TDRA's Building Sustainability

- TDRA's buildings were designed according to the Leadership in Energy and Environmental Design (LEED) standards set by the U.S. Green Building Council (USGBC).
- The LEED certification provides TDRA's buildings with a 'Green, Healthy, Highly Efficient, and Cost-Effective Building Framework,' which, in turn, offers sustainable environmental, social, and governance advantages.
- The green building rating system is the most widely used in the world, recognizing outstanding efforts in managing sustainable, healthy, and environmentally-friendly buildings for adhering to sustainability standards in their facilities.
- TDRA's buildings in Dubai – Al Mamzar (existing and new) and the head office in Abu Dhabi Salam Street, have all received LEED Gold certification for their commitment to leadership in design and the implementation of energy and environmental protection regulations. The U.S. Green Building Council commended TDRA for its sustainable facility management and pioneership in energy and environmental design.



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

## Key features of the LEED system for sustainability

LEED is a comprehensive system that does not focus solely on one element of a building such as energy, water, or health. Instead, it considers the overall picture of the building, taking into account all important elements that work together to create the most sustainable building, including:

- Reducing the carbon footprint and global climate change by reducing greenhouse gas emissions.
- Protecting the consumption of energy sources such as electricity and water.
- Promoting sustainable and renewable material cycles.
- Protecting and enhancing biodiversity and ecosystem services.





## The TDRA Building Journey



## The culture of sustainability in operating TDRA's buildings

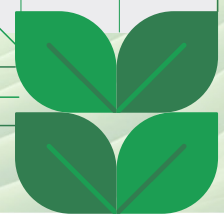
The Buildings Section has an annual operational plan approved for the management, operation, and maintenance of buildings, along with their equipment and resources. It ensures the achievement of TDRA's strategies and the delivery of top-quality services to all building occupants by:

- Ensuring asset maintenance and their continued optimal use by providing preventive/corrective and scheduled maintenance on regular bases.
- Emphasizing cost-effective maintenance expenditures through compliance with international standards and standardized evaluation of operational assets (OPEX vs. APEX), as well as evaluating supplier services and service providers in accordance with international standards and systems, including ISO-9001, ISO-55001, ISO-50001, ISO20400.
- Reducing the carbon footprint of operating TDRA's existing buildings through compliance with LEED EB-O+M USGBC standards.
- Increased asset efficiency through innovation or improvement/development of units and systems to align with smart buildings and artificial intelligence utilization.
- Providing a healthy and safe working environment for all occupants of TDRA's buildings.



## Annual results of operational indicators

Key Performance Indicators (KPI)	Measurement	Target	Frequency	Baseline year	Results					
					2018	2019	2020	2021	2022	2023
Annual maintenance cost savings	Costs Performance Indicator CPI	Not less than 1.11	Annual	2017	1.10*	1.19*	1.19*	1.27*	1.23*	1.52*
Annual cost savings of maintenance	AED	Not less than 500k	Annual	2017	439,393.70	727,363.92	723,440.63	957,890.13	861,042.13	2,278,029.08
Reduction in annual energy source consumption	%	NOT LESS THAN 5%	Annual	2021	6.86%**	22.00%**	11.15%**	16.24%**	4.25%***	10.43%***
Annual reduction of energy resources consumption	kWh	NOT LESS THAN 465K	Annual	2021	388,539**	1,091,424**	607,286**	845,507**	49,702***	543,884***
	AED	NOT LESS THAN 185K	Annual	2021	178,727.94**	502,055.04**	279,351.56**	388,933.22**	22,250.99***	239,309***
fatalities/accidents during work ZERO	%	ZERO CASES	Annual	2017	100%	100%	100%	100%	100%	100%
fatalities/accidents during work										
Noise levels conformity for buildings - annually	% (compliance with DM & OSHA)	100%	Annual	2017	100%	100%	100%	100%	100%	100%
Compliance of noise levels at TDRA's buildings										
Workplace air quality – annually	% (compliance with DM & OSHA )	100%	Annual	2017	100%	100%	100%	100%	100%	100%
Indoor Workplace Air Quality										
Consistent scheduled maintenance of operational assets	%	100%	Annual	2017	100%	100%	100%	100%	100%	100%
Consistent scheduled maintenance of operational assets										
«Zero» data center downtime «ZERO» Data Center Downtime	% Downtime per UPTIME	NOT LESS THAN % 99.99	Annual	2017	99.99%	99.99%	99.99%	99.99%	99.99%	99.99%
Task/work completion/ progress performance - annually	% Task Completion Performance	NOT LESS THAN % 90.0	Annual	2017	78.50%	84.80%	92.60%	93.10%	96.60%	92.67%
Performance of task /work completion										
Operational asset efficiency	%	NOT MORE THAN % 3.5	Annual	2023	2.08%	3.41%*	2.90%*	2.26%*	1.94%*	2.99%**
Operating asset efficiency index										
Reduction in solid waste	Tones / Year	NOT LESS THAN 25	Annual	2022	baseline*** More than or equal 2.0% per year	14.2%***	42.2%***	56.65%***	new**** Baseline	-22.60****
Solid waste reduction										
Waste recycling	Tones / Year	NOT LESS THAN 5	Annual	2022	baseline**** More than or equal 2.0% per year	3.25%****	2.60%****	7.00%****	new ***** Baseline	4.78****
Waste Recycling										



## The 2050 Net Zero Strategic Initiative



### National driver: Carbon footprint reduction

(The UAE is the first country in the Middle East and North Africa to announce its goal of achieving climate neutrality)

The strategic context for reducing GHG emissions at TDRA's buildings



Adoption and implementation of best practices in innovative technology, and the development of sustainable solutions supporting the green transformation



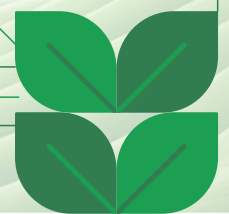
Implementation of initiatives and projects that achieve climate neutrality



Increased productivity of renewable, clean energy sources for buildings

## GHG emissions in common buildings vs. LEED buildings

LEED certification level	Total emissions	Divergence from the approved
	Metric tons of CO2 per square foot	%
Certified	0.009/td>	0%
Silver	0.007	-22%
Gold	0.006	-33%
Platinum	0.004	-056%









## Carbon offsetting calculation of TDRA's buildings

Building name	Total floor area	Carbon footprint (traditional building, CO2 metric tons)	Carbon footprint (certified LEED building, CO2 metric tons)	Carbon footprint (LEED Gold building, CO2 metric tons)	TDRA buildings' carbon offsetting (LEED Gold buildings, CO2 metric tons)	Equivalent to # trees aged 12 years	Equivalent to charging # smartphones in a year
TDRA building – Dubai (A)	121,936	1,317	1,097	732	585	9,673	71,160,948
TDRA building – Dubai (B)	134,769	1,456	1,213	809	647	10,698	78,702,792
TDRA building – Jabal Ali (C)	54,304	586	489	326	261	4,316	31,748,731
TDRA building – Abu Dhabi (D)	109,136	1,179	982	655	524	8,664	63,740,747
Total =					2017	33,351	245,353,218

### GHG emission offsetting indicators of TDRA's buildings

299.7 Metric tons of CO2	1.86 million Metric tons of CO2	597 Metric tons of CO2	= 1,868,764.46 Metric tons of CO2 4 TDRA buildings
Cumulative carbon offsetting 2018 – 2023	Cumulative carbon offsetting 2010 – 2023	Cumulative carbon offsetting 2017 – 2023	Cumulative carbon offsetting 2010 – 2023
			
LEED Gold level Current building: Operation & maintenance:	LEED Gold Building design & construction	Clean solar energy (Dubai Building B, Dubai Building C)	Total carbon offsetting (2010 – 2023)



As a key section in the Administration Affairs Department, with a crucial role in promoting sustainability practices within TDRA, the Procurement Section has regularly taken additional steps to enhance environmental sustainability throughout 2023. In this regard, the Section has conducted various studies to assess the environmental impact of procurement decisions. Additionally, it has forged strategic partnerships centered on dealing with suppliers who adhere to environmental policies that are sustainable and conformed to green initiative and responsible sourcing principles.

The Procurement Section has followed multiple policies to promote sustainability goals, including:

### Future foresight and planning for progressive change

The Section worked on shaping the future and the planning to manage and adapt to sudden changes to ensure success, prosperity and continued service delivery, while maintaining employee and customer safety.

### Enhancing cooperation and initiatives

The Section sought to enhance initiatives aimed at creating a sustainable work environment and improving cooperation with suppliers to facilitate procurement procedures.

### Building sustainable strategic relationships

The Procurement Section aimed to build sustainable strategic relations with suppliers and expedite supply operations through the review of contract negotiation strategies, and the standardization of contracts for competitive pricing.

### Human resource development

The Section focused on developing human resources in areas of procurement, sourcing/supply, and e-procurement systems.

### Supply chain performance enhancement

The Section sought to raise the performance of the supply chain by improving key metrics of success, including operational cost efficiency, fast delivery speed (quick turnaround time), and accurate prediction of delivery dates.

### Commitment to procurement sustainability

The Section made sure to embed sustainability into the procurement practices. This ensures supply chain security and risk aversion (financial and environmental), thereby earning the trust of investors and traders/dealers/customers.





TDRA consistently works to create a supportive environment for their staff members that empowers them to perform their tasks proficiently and creatively. By enrolling them in training programs that help them fulfill their job duties to the greatest standard, TDRA encourages employees to grow in their careers and realize their goals. TDRA also consistently seeks to hire top national and international talents.

Further, TDRA supports the Emiratization initiative adopted by the government of UAE by ensuring the continuous development of national competencies. This is achieved through enhancing and improving the capabilities of the workforce, preparing them for job roles, and assigning them responsibilities in various job categories. The Emiratization rate at TDRA reached 89% in 2023, confirming TDRA's commitment to the Emiratization initiative embraced by the government of UAE.

### Promoting Employee Happiness

Since our employees are crucial in maintaining the success, efficiency and excellence of TDRA, we attach great importance to their happiness. TDRA continuously works to increase employee happiness by fostering a positive working environment of teamwork, trust, and friendship. This increases the likelihood of employees advancing in their careers by building positive

relations among them, motivating them to do their best job, and encouraging them to care about each other's well-being.

Moreover, TDRA works to implement concepts and practices of customer and employee happiness, in alignment with UAE's vision as outlined in the National Happiness Index.

### Job Benefits

TDRA consistently strives to recognize and reward its employees by adopting the highest standards of happiness and job satisfaction. It values hardworking employees and ensures that they are fairly and generously rewarded based on their performance. To achieve this, employee performance is evaluated at the end of each year based on goals set at the beginning of the year, and they are rewarded based on their performance rating. Additionally, a committee has been formed to review the performance evaluation of those who receive rating scales of Exceeds Expectations (4) and Outstanding (5) to ensure fairness and equality. There are also different benefits in place to enhance job satisfaction and retain national talent within TDRA.





## Additional Certifications in 2023

- PAS 3000 Smart Working
- ISO30408 Human Resource Governance

## Awards



- **GCC GOV HR Awards**
  - Excellence in Talent Management Of The Year in Public Sector
  - Digital HR Of The Year in Government Sector
  - Best Leadership Development Of The Year in Government Sector



- Great Place to Work 2023 - 2024

## Best Workplace Award

- o 2<sup>nd</sup> in UAE
- o 7<sup>th</sup> in ME
- o 24<sup>th</sup> in medium-sized enterprises
- o Best place to work for millennials
- o Best place to work for women



- **SHRM Star Award**
  - o The first federal entity to win such award
  - o Excellence in Talent Attraction and Retention



### Sustainable monitoring stations



Operation of two solar-powered stations



14-ton reduction in carbon emissions per year



Reduced operational cost



Possible to set up the station in any location in the country

### Sustainability of the radio-frequency spectrum

The frequency spectrum is a natural, rare resource. TDRA has been mandated to manage this limited natural resource and regulate its use for various wireless services in the UAE.



The radiofrequency spectrum has surpassed its role in being the backbone of wireless communications and has become today the infrastructure for emerging technological applications across the globe, and a key enabler of innovation and technological advancement/evolution/progress, making it an intersection between the interests of states, large/big tech, and manufacturers in the space industry, future technologies, mobile phone companies, and others.

The ability of states to efficiently manage spectrum has become a key enabler of their excellence in technological advances.

TDRA succeeded in managing this scarce resource to cover all current national radiofrequency needs, while maintaining sufficient frequencies to cover projected future technology needs in the UAE.



The DGOV objectives aim to enhance digital wellbeing through the delivery of personalized and proactive services, by means of leveraging modern technology to enable digital transformation across all sectors.

### DGOV Strategy

The digital government strategy is based on a set of core principles representing the essence of sustainable digital transformation, including:

- Legislation readiness to ensure a smooth and comprehensive digital transformation
- Raising the level of digital capabilities and skills
- Providing world-class digital infrastructure and common digital enablers
- Providing a unified digital platform and a seamless experience
- Integration of government systems and automation of services
- Participatory design with all segments of society

### DGOV Features

- Development of integrated, personalized, and fully digital packages.
- Adoption of artificial intelligence tools.
- Leveraging cloud infrastructure to ensure efficient technology operation capabilities.
- Harnessing a pilot environment (sandbox) and simulation systems to enhance trust in digital services.



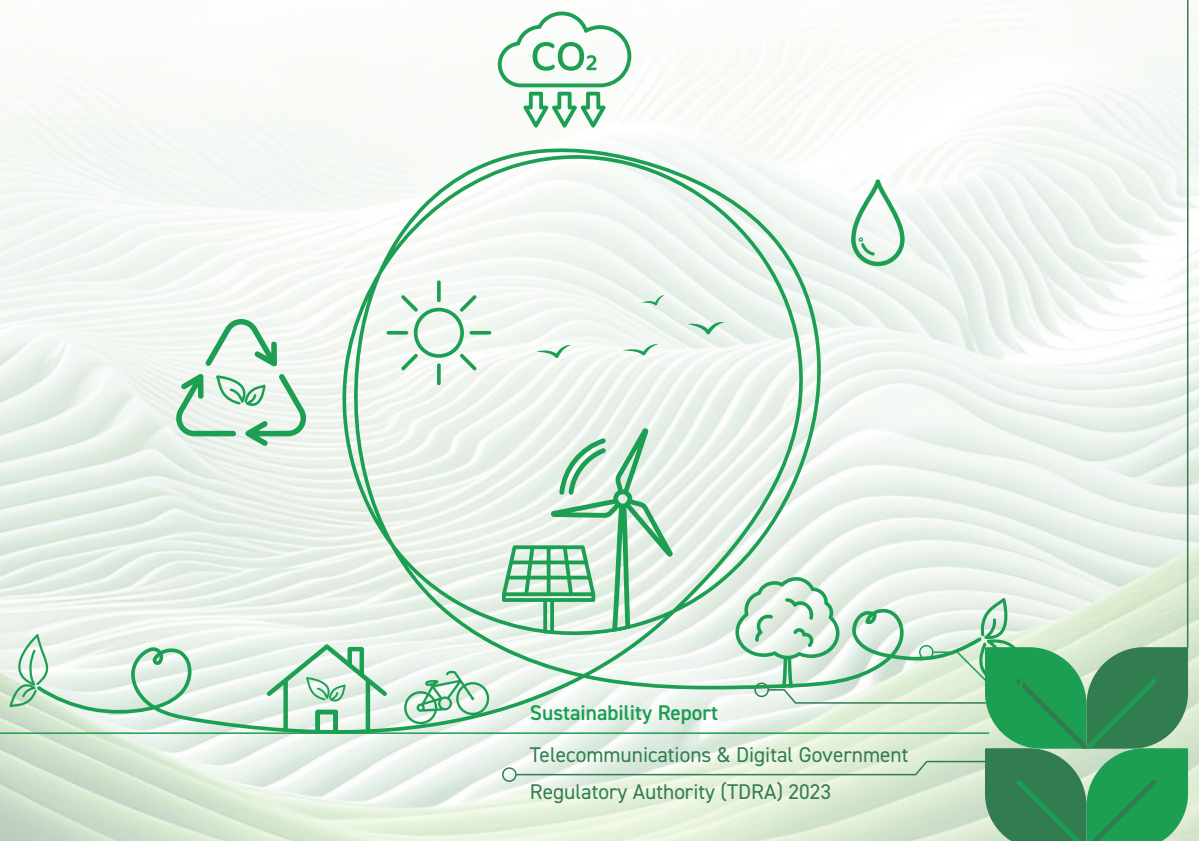
rated government services



beneficiaries of the rating



Digital transformation rate in 2023





## Digital Enablers



Federal Network (FEDNet)  
TDR Virtual Camp



'UAE Verify'  
Hackathon UAE



Digital Identity/UAE Pass  
TDR Virtual Academy



Government Service Bus (GSB)  
Bayanat.ae



Digital Vault  
Sharik.ae



'Go Digital'  
UAE API Marketplace



National Domain: .ae  
'Name Ideas'



Unified Digital Platform (UDP)  
One-time request



Unified Design Language  
System (DLS)  
Smart Survey



Digital Signature

## Impact of initiatives and digital enablers

In 2023, the DGOV achieved outstanding achievements within the Sustainable Development Goals (SDGs) by automating government operations/processes, as well as providing the infrastructure and resources to enhance personnel capabilities.

28 (AED, billion)

saved on customers  
equivalent to saving up fuel for 7 million vehicles in a year

4 (AED, billion)

saved on customers  
equivalent to building 10 multispecialty hospitals with a capacity of 250 beds per hospital

37 million hours

returned to government employees  
equivalent to giving each employee 38 hours to work on improving their skills in a year

1.5 million tons

of carbon dioxide (CO2)  
equivalent to 3 times the weight of Burj Khalifa



## A Unified Secure Government Network for a Digital UAE

The Federal Network, FedNet, is the foundation of the digital infrastructure for the UAE, built to deliver government services efficiently and securely by connecting all federal government entities.

FedNet uses advanced technologies such as cloud computing, automation, and artificial intelligence to enhance its ability to provide fast and flexible access to technical resources and ensure the continuity of digital services across the country with high efficiency.

### Features provided by FedNet

#### High availability and scalability

FedNet ensures a reliable, all-round connectivity, and is uninterrupted by any malfunction in its components, with the ability to flexibly expand the delivered services and solutions to meet the growing needs of government entities ahead.

#### Reliable infrastructure

Ensures data confidentiality through advanced encryption and adherence to governmental regulatory standards, thereby enhancing UAE's cybersecurity.

#### Cloud Computing

An integrated cloud environment that includes data centers and virtual environments (VEs) that correspond to mGov concepts, characterized by responsiveness and round-the-clock availability.

#### Instant technical support

A team of technical experts ready to help 24/7.

#### Cost-efficiency

Delivers connectivity services free of charge or at low cost.

### FedNet: Facts & Figures

1<sup>st</sup> in the Arab world

Sovereign Cloud by VMware

11 centralized

services

46 beneficiaries

of the cloud infrastructure

40 beneficiaries

of the high-performing Internet portal

26 beneficiaries

of the disaster recovery service

35 beneficiaries

of the backup service

19 beneficiaries

of the email service





## Virtual Academy



DGOV Academy offers courses and programs aimed at increasing public awareness of digital transformation and empowering industry professionals through comprehensive, tailor-made training programs. The mission of the DGOV Academy is to build capabilities and actively contribute to UAE's vision for a fully integrated digital future, where all members of society are able to navigate new tech techniques.

## Virtual Camp



One of the largest and most dynamic initiatives, the TDR A Virtual Camp has been created for children and teenagers aging 6-17 years, with the aim of enhancing their technical skills.

## Hackathon UAE



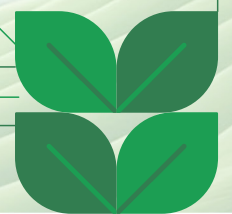
An annual initiative launched to get citizens and residents involved in finding solutions to governmental challenges. It aims to promote community participation for the development and advancement of the country, and to spur innovation in digital and technological areas.



## Platform 'UAE Verify'

Allows citizens and residents to instantly verify the source of "trusted digital documents" issued by government entities. It also verifies the authenticity, integrity and validity of the document from the formal source. This Platform is supported the by blockchain technology and, therefore, it is secure, tamper-protected, and instantaneous.

### UAE Verify: Facts & Figures





# Telecommunications Sector Achievements

Competitiveness and prosperity of UAE to achieve tangible developmental progress

## Global level

Highlights of key and sub-indicators

GHG emission offsetting indicators of TDRA's buildings		
<p><b>World's first</b> over the course of 3 years in the percentage of individuals using the Internet by 100%</p>	<p><b>World's first</b> over the course of 3 years in the percentage of individuals who own a mobile phone by 100%</p>	<p>Initiatives and projects to improve UAE's ranking in global indicators</p>
<p><b>World's first</b> over several years in the mobile broadband subscription index per 100 inhabitants with a penetration rate of 234.9%</p>	<p><b>World's first</b> over several years in the mobile network coverage of population by 100%</p>	<p>Conducting the household-sector ICT indicators survey</p>
<p><b>World's first</b> in the percentage of households with Internet access at home by 100% up from second in 2022</p>	<p><b>World's first</b> in FTTH fiber optic coverage by 98.1% in 2022 compared to 95.7% in 2019</p>	<p>Universal service project</p>
<p><b>World's first</b> among 143 countries in mobile Internet speeds according to Ookla's Speedtest Global Index</p>	<p><b>World's second</b> over 3 years in the index of mobile cellular subscriptions (per 100 people) by 212.2% in 2023, a 10% growth over 2022</p>	<p>Gathering and updating ICT indicators according to ITU standards</p>
<p><b>World's second</b> for two years in the percentage of households with a computer by 99.36% in 2023</p>	<p><b>World's third</b> for 3 years in the index of international Internet bandwidth per user (bps) in 2023 compared to fourth in 2022</p>	<p>Reduced pricing of telecom services with increased quality, reachability and accessibility to the same Measuring and analyzing the information society and collecting and monitoring the WSIS sustainable development indicators</p>
<p><b>4<sup>th</sup> globally</b> in the Mobile Price Basket Index (low usage)</p>	<p><b>World's eighth</b> In the fixed broadband Internet Price Basket Index</p>	<p>Developing the unified regional accreditation system for telecommunications equipment standards</p>

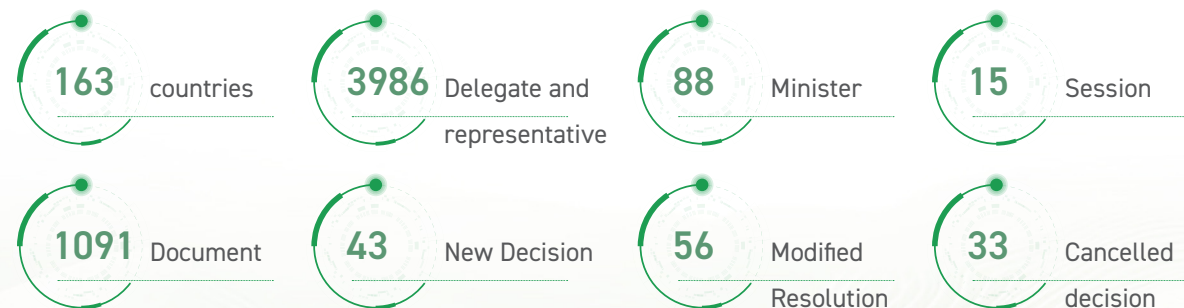
Global economic agreements that include global standards for the digital economy and principles of investment in telecommunications services with the following countries



## WRC

We have come out of this conference with important results that contribute to the development of many radio services that serve the interests of countries, societies and humanity as a whole.

IMT spectrum	Satellite communications and space science New resolution on sustainability in space
614 - 694MHz 3.6 - 3.8GHz 6.425 - 7.125GHz	Domain Allocation: 40 - 50 MHz 15.35 14.8gGHz 18.6 - 17.7gGHz 19.3 - 18.8gGHz 20.2 - 19.7gGHz 29.1 - 27.5gGHz 30 - 29.5gGHz
Gender equality in the radio sector New decision on equality between men and women in the sector ITU Radio	Aviation & Maritime Transport Sector Domain Allocation: Serviceable domains 15.41 15.7 GHz 22 -22.2GHz For the aeronautical mobile-satellite service.  Support the modernization of the Global Maritime Distress and Safety System by taking Regulatory actions including the implementation of electronic navigation systems



During 2023 our team participated in





## 6 Preparatory meetings of the Regions for the Radiocommunication Conference 2023

- Preparatory Meeting of the Asian Group
- Preparatory Meeting of the American Group
- Preparatory meeting of the African Group
- Commonwealth Preparatory Meeting
- Preparatory meeting of the Arab Group
- Preparatory Meeting of the European Community

## National level

### Proactivity in crisis and disaster management




Conducting a comprehensive assessment of the telecommunications sector emergency system in the UAE

GHG emission offsetting indicators of TDRA's buildings				
Development of the Strategic Indicator for Resilience Emergency and crisis telecommunication infrastructure Achieving leadership in ensuring business continuity Telecommunications Sector During Emergency Situations crises and disasters, and ensuring access to services To Sector Customers	98.43% The level of resilience and continuity of the telecommunications sector in the UAE			
	98% Service providers readiness level	96% The success level of the Authority's exercise (Sada Al Barq)	100% The success level of the body exercise (Shatat)	98% The level of success of participation in local and national exercises

Proactive in identifying threats and risks in the telecommunications sector: Conducting periodic risk assessment for the telecommunications sector  
Establish a register of the most important risks and mechanisms to address and deal with them in order to increase the level of adoption and compliance with procedures and to improve decision-making in times of emergency

### In 2023

We evaluated all risks and limited the top 6 risks for licensees

- 
**du**  
 2 High priority or important  
 4 Low priority or less important
- 
**e&**  
 2 High priority or important  
 4 Low priority or less important
- 
**Yahsat**  
 2 High priority or important  
 4 Low priority or less important





## Regulatory Management :

(Regulatory Procedures on Access to Public Land in the UAE )

Manage requests for the construction of network relay sites and coordinate with stakeholders to save the costs of building relay sites and expand networks

Mobile:

**190,100 sqm**

The space provided to the state from sharing transmission relay sites among service providers

## Fixed stations of the frequency monitoring system Development

We worked on developing the fixed monitoring station to keep pace with and cover the new wireless technology and the high frequency range that is not covered by the current system

**37 Tons**

Reduce the volume of carbon emissions compared to with 20 tons in 2022

**655,227 AED**

Operational cost saved for operations Monitoring and surveillance compared to AED 352,830 in 2022

**1,558 hrs.**

Job working hours provided Compared to 855 hours

## Business continuity in spectrum management in the UAE

**12,685**

Number of permit application services provided compared to 10,440 in 2022

**100%**

Ability to cover all additional requirements received from government agencies, companies and customers

**188**

Number of harmful interventions handled compared to 206 in 2022

## Other pillars that have been worked on to ensure effective spectrum management

**14**

Number of technical studies on the frequency spectrum

**20,773**

Number of terrestrial frequency requirements for other countries analyzed compared to 15,014 in 2022

**23**

Number of policies and guides worked on until 2023



### Quality of Life:

- Conducting extensive audits to ensure that licensees comply with the Department's regulatory tools such as mobile subscriber registration requirements, mobile number portability and others, where (9) violations were issued and a decrease in the phenomena that are being combated, such as an 80% decrease compared to last year in the phenomenon of issuing multiple mobile SIM cards.
- Setting new conditions for studying requests for allocating mobile numbers to raise the efficiency and quality of the procedures followed.
- Destroying samples of violating type approval devices that were seized through extensive inspections according to the procedures followed by the authority.

### Environmental Sustainability:

- Facilitate the necessary procedures for shipments of telecommunications equipment received for COP28 in coordination with all concerned authorities in the country and the participating countries .
- Reviewing and updating the Common Specifications Guide for Communication Rooms in Buildings in its third edition to ensure the comprehensiveness of the guide for internal and external communication networks of buildings.
- Cooperating with Dubai Municipality to amend the legal formula of the meeting rooms and unify them in the plans, which contributed to facilitating and accelerating procedures for licensees in large projects in the Emirate of Dubai.

### Participation in a session entitled "From Commitment to Action:

Implementing the standards for a sustainable future to review sustainable technology standards in the government sector and digital strategies addressing climate change at COP28.

Work to secure the activities of the Conference of the Parties to the United Nations Framework Convention on Climate Change.

### Regulatory regulation:

- Conducting extensive audits to ensure that licensees adhere to the Department's regulatory tools such as requirements for registering mobile subscribers, porting mobile numbers and others, where (9) violations were issued and a decrease in the phenomena that are being combated, such as an 80% decrease compared to last year in the phenomenon of issuing multiple mobile SIM cards.
- Setting new conditions for studying requests for allocating mobile numbers to raise the efficiency and quality of the procedures followed.
- Destroying samples of violating type approval devices that were seized through extensive inspections according to the procedures followed by the authority.



## Community level:

Achieving customer happiness is the basis of our work in the telecommunications sector  
Regulatory frameworks and policies

Consumer Protection Regulations			
Rate of consumer disputes incoming to TDRA per 100K subscribers			
2020	2021	2022	2023
125.2	107.1	91.4	73.5
Percentage of complaints received by service providers on the customer base			
2020	2021	2022	2023
6.92%	4.99%	4.0%	2.96%
Percentage of billing complaints on customer base			
2020	2021	2022	2023
1.3%	1.0%	1.1%	1.0%

Consumer complaints			
In 2023, the Authority dealt with 23,464 complaints submitted by business and home subscribers regarding licensees			
2020	2021	2022	2023
32,998	29,727	26,745	23,464

Active Mobile Subscriptions			
Mobile subscription volume up 5.9% in 2023 compared to 2022			
2020	2021	2022	2023
16.82 million	18.29 million	20.04 million	21.22 million

Total Internet subscriptions			
Broadband subscriptions increased by 6.1% in 2023 compared to 2022			
2020	2021	2022	2023
1.454 million	1.634 million	1.834 million	1.946 million

Total fixed-line subscriptions			
Subscriber volume decreased by 2.5% in 2023 compared to 2022			
2020	2021	2022	2023
2.13 million	1.84 million	1.99 million	1.94 million





Customer dispute resolution mechanism: Improving the procedures of dispute resolution service between customers and telecommunications service providers in terms of application procedures and service completion

Reduction of dispute resolution requests		
2022	2023	
9103	6549	
Percentage of closed requests for preferred disputes on time		
Q4 2022	Q4 2023	Q1 2024
35%	63%	85%
Reduce turnaround time of dispute resolution requests (days)		
Q4 2022	Q4 2023	
14.9	10.5	
Rate of customer satisfaction with the Dispute Resolution Service		
Q1 2022	Q1 2023	
84%	89%	
Number of calls received at the call center		
2022	2023	
84,409	76,078	
Customer happiness rate about call quality		
2022	2023	
86%	93%	
Percentage of calls answered		
2022	2023	
99%	88%	
Average call time (minutes)		
2022	2023	
5	6	



## Telecommunications Sector Achievements

Timely closure of customer cases (%)	
2022	2023
44%	80%

No. of customer suggestions/feedback	
2022	2023
327	353

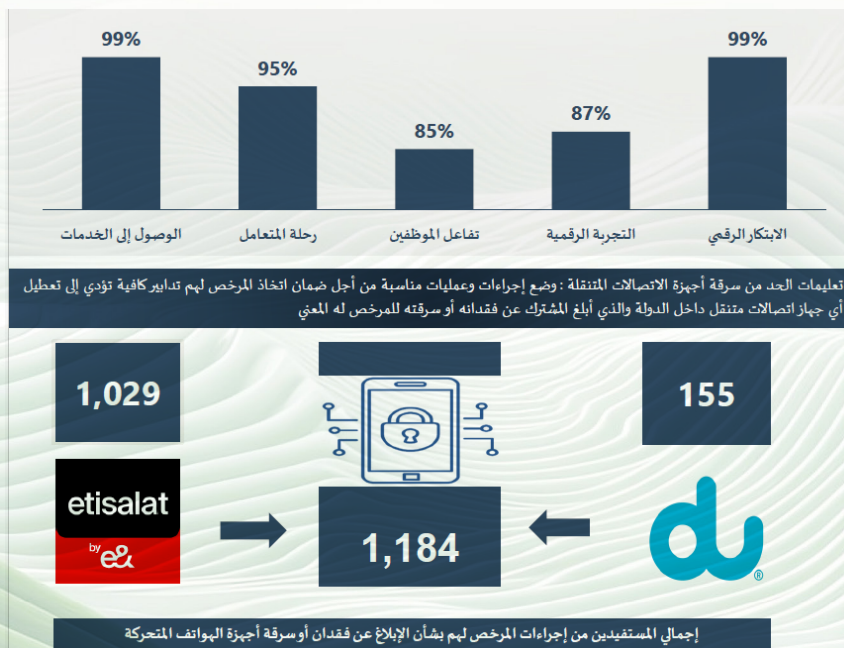
Timely closure of customer inquiries (%)	
2022	2023
54%	77%

### Proactive in meeting the needs and expectations of telecommunications customers in the UAE

Digital Innovation 99%  
 Digital Experience 87%  
 Customer Engagement 85%  
 Customer Journey 95%  
 Access to services 99%

**Instructions to Reduce Theft of Mobile Telecommunications Equipment:** Establish appropriate procedures and processes to ensure that licensees take adequate measures leading to the disruption of any mobile telecommunications device within the UAE that the subscriber has reported lost or stolen to the relevant licensee

Total beneficiaries of licensees' procedures report loss or theft of mobile devices



## Telecommunications Sector Achievements

Activating the entity identity display feature (Kashef): Providing information to the receiver of the call before answering the call to reassure when receiving the call and reduce problems caused by anonymous calls.

UAE Mobile Subscribers	A mobile phone that supports the display of the identity of the entity in the country
Social media public satisfaction with the feature	Companies registered in the UAE through the service providers

**+20,000,000**

مشتركي الهاتف المتحرك في الدولة

**%100**

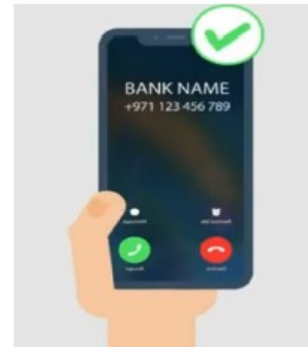
رضا الجمهور عبر وسائل التواصل الاجتماعي عن الخاصية

**+15,000,000**

هاتف متحرك يدعم خاصية عرض هوية الجهة في الدولة

**+900,000**

الشركات المسجلة في الدولة عن طريق المرخص لهم

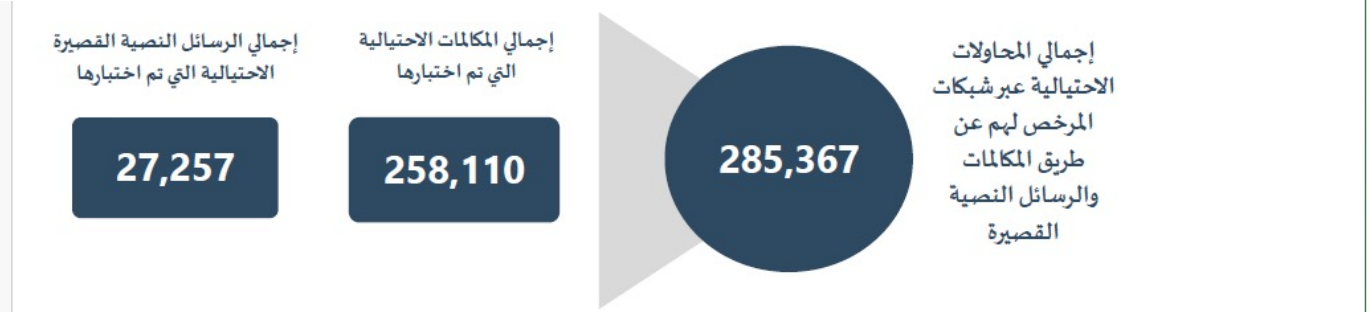


Examine fraudulent calls by changing the caller's number and study manipulating numbers by





developing future scenarios and new and proactive procedures to avoid their future occurrence



خلق بيئة اتصال أكثر أماناً وأماناً

Total SMS tested 27.257	Total fraudulent calls tested 258,110	Total fraudulent attempts across licensees' networks via calls and SMS 285,367
----------------------------	------------------------------------------	-----------------------------------------------------------------------------------------

Create a safer and more secure communication environment



### Limit calls and marketing messages



- Number of subscribers to the National Non-Contact Register 2023 4878750
- Total SPAM Text Messages Blocked in the UAE 38171052
- Total blocking of local spam marketing text messages 13550
- Total blocking of international SPAM marketing text messages 38157502
- Within 80 working days, 2 digital channels were increased for operators to report marketing calls

### Marketing Call Policy Themes:

- Service providers marketing calls
- Provisions that are included in licensees' foreign contracts
- Consumer awareness campaigns
- Unwanted Call Notification Service
- Obligations of monitoring and protection
- Establishment and management of the National Register of Suspended Numbers
- Establishment and management of the national registry of contact number numbers
- Ministry of Economic Contributor to the development of PMO decision on the regulation of marketing phone calls



- Certificates & Awards
- Certificate of compliance with the requirements of the National Standard for Business Continuity Management System of the Authority
- Certificate of Compliance with the National Standard for Business Continuity Management System for Licensees
- Spectrum Leadership Award from the GSS Society International Digital Customer Experience Standard (IDCXS) certificate
- Best Call Center in the Middle East 2023
- Best Call Center in the Middle East 2023
- Achieving the four-star call center through the global star rating for service rating
- ISO/IEC 17025 – Testing and calibration laboratories
- ISO 10002 – Customer Satisfaction and Complaints Handling
- ISO 10001 – Customer Needs and Expectations
- ISO 18295 – Customer contact centers





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