

**TDRA**

هيئة تنظيم الاتصالات والحكومة الرقمية  
TELECOMMUNICATIONS AND DIGITAL  
GOVERNMENT REGULATORY AUTHORITY



# Sustainability Report

Telecommunications and Digital  
Government Regulatory Authority (TDRA)

**2024**



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## About TDRA

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.





## Purpose

To enable and regulate the telecommunications and digital government sectors to provide efficient and sustainable smart services.



## Mission

To develop an integrated ecosystem that includes a regulatory framework for the telecommunications and information sector protecting users' interests, and a comprehensive digital infrastructure that enables proactive, flexible, and sustainable government services, enhancing competitiveness and quality of life.



## Vision

An innovative digital ecosystem that enhances quality of life and national competitiveness.



## Institutional Values

### Leadership:

We embrace innovation, creativity, and proactive leadership in supporting and developing the sector.

### Customer Happiness:

We focus on the happiness of our customers through continuous improvement of our services.

### Empowerment:

We empower our employees to make decisions and contribute to achieving goals in an inspiring work environment.

### Collaboration and Engagement:

We work collaboratively and constructively with stakeholders to develop and implement effective mechanisms internally and externally.

### Commitment:

We are dedicated to our national responsibility to provide the best technologies for the sector.

### Sustainability:

We strive to create a positive impact for all stakeholders through maintaining a sustainable business model.





# Strategic Alignment with National Strategies 2023-2026

Goal/Objective	Goal/Objective Type	We the UAE2031	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
Supporting the harnessing of emerging and advanced technologies to ensure acceleration of the digital economy and the provision of a smooth business environment	Strategic Goal	✔	✔	✔	✔	✔	✔	—	—
Supporting the transition to smart cities and digital societies	Strategic Goal	✔	✔	✔	✔	—	✔	—	✔
Establishing the UAE as a regional hub for the ICT sector	Strategic Goal	✔	✔	✔	✔	✔	✔	—	—
Building a proactive digital government system	Strategic Goal	✔	✔	✔	✔	—	✔	—	✔
ICT regulation	Main objective	✔	✔	✔	✔	✔	✔	—	✔
ICT and Digital Government business continuity management	Main objective	✔	✔	✔	✔	✔	✔	—	—
Digital transformation enablement	Main objective	✔	✔	✔	✔	—	✔	—	✔
Improving digital government performance and raising the quality of proactive digital services	Main objective	✔	✔	✔	✔	—	—	—	✔
Attracting and enabling the best human talent, and providing efficient and effective institutional services and digital infrastructure	Enabling objective	—	✔	✔	—	—	—	—	—
Enhancing innovation practices based on flexibility, proactiveness, and readiness within the work system	Enabling objective	—	✔	✔	—	—	—	✔	—



# Awards and Certification



Certificate of

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



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)<sup>®</sup> 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

## 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



First federal entity to obtain it ★★  
First entity in the Middle East and North Africa ★★★



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 Members



H.E. Rashid Al Mutawa

Board Members



H.E. Waleed Ali Al Mansoori

Board Members



H.E. Dr. Mohammed Al Kuwaiti

Board Members



H.E. Saeed Bin Abed Al Muhairi

Board Members



H.E. Noura Al Marzouqi

Board Members



H.E. Ahmed Saif Al Neyadi

Board Members



H.E. Shamsa Jaber Al Falasi

Board Members



H.E. Sultan Al Muhairi

Board Members



Noura Ali Al Hooli

Board Members





# Board and Committee Governance

- Conduct and Ethics
- Stakeholder Engagement
- Decision-Making and Planning
- Organizational Structure and Processes
- Board Operations, Policy, and Infrastructure
- Capacity Building
- Lines of Defense
- Disclosure and Transparency
- Sustainability
- Mission Statement and Strategy
- Risk Management Model
- Policies, Procedures, and Process Ownership
- Governance Training
- Core Values
- Code of Conduct
- Delegation of Authority
- Corporate Social Responsibility
- Informed Decision



# Sustainability is Not an Option, But a Culture

At TDRA, sustainability is part of our work culture. We continuously strive to create a positive social impact by maintaining a sustainable work environment that fosters innovation and creativity across all departments and by launching various initiatives rooted in social responsibility.



## Risk Management in TDRA

### Strategic Plan

- Future Foresight
- Strategic Objectives
- Projects

### Governance

- Board of Directors
- External Auditors
- Internal Audit
- ISO Robot

### Quality Systems

- Resources and Assets
- Business Continuity
- Innovation
- Institutional Sustainability

### Risk Classification Standards

- Financial Management
- Regulation and Compliance
- Reputation and Society
- Business Continuity



## Sustainability Policy in TDRA

Our sustainability policy focuses on promoting sustainable development through our projects, operations, and services by:

- Developing laws, regulations, and frameworks to ensure the sustainability of the telecommunications, information, smart government, and cybersecurity sectors in the UAE.
- Ensuring continuous engagement of all relevant stakeholders affected by TDRA's activities.
- Providing proactive, easy, and efficient services focused on customer happiness.
- Maintaining a respectful, safe, and healthy workplace for employees.
- Empowering and developing employees to use innovative methods that support TDRA'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.
- 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

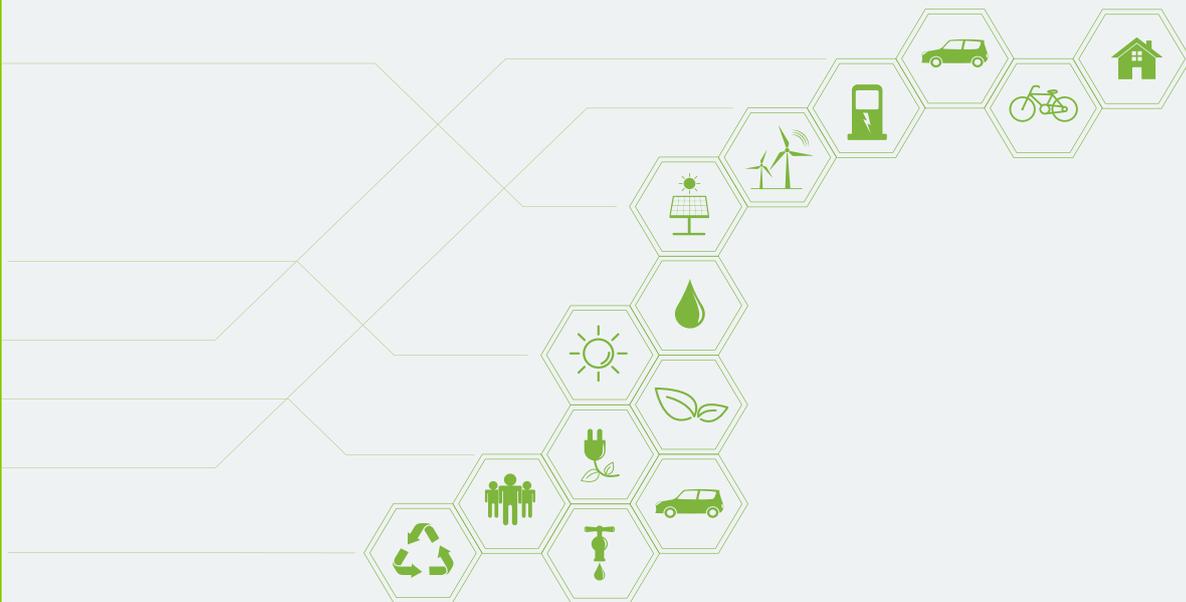
## Authority's Priorities:

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.



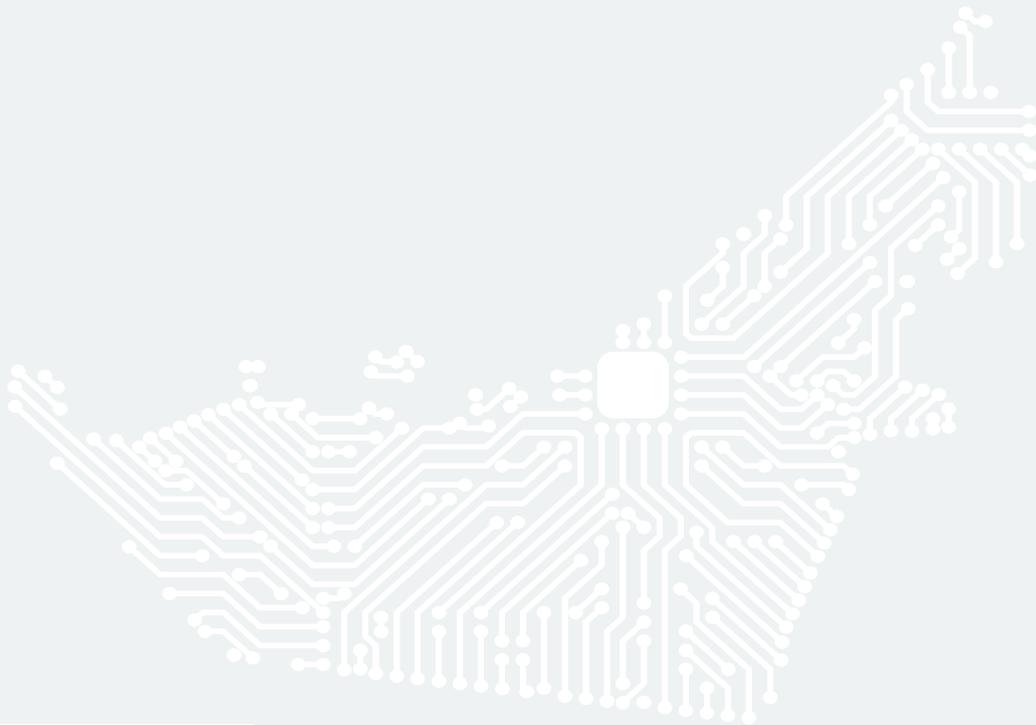
### Advanced Skills Strategy

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.





## Zero Bureaucracy and sustainability

As part of TDRA's ongoing efforts to eliminate bureaucracy and advance sustainable digital transformation, it has redesigned and enhanced 24 services and processes. This resulted in reducing service delivery time by 50%–80% through simplifying procedures, implementing automation, eliminating in-person visits, and optimizing operational resources. These efforts included deploying Robotic Process Automation (RPA), reviewing manuals and policies to improve operational efficiency, and leveraging artificial intelligence technologies along with digital integration and APIs to enhance customer experience and accelerate transaction completion.

The zero-bureaucracy initiatives targeted multiple segments: businesses (42%), employees (29%), the community (16%), and government entities (8.3%). They covered key services such as telecommunications equipment, Internet of Things (IoT), wireless permits, dispute resolution services, supplier payments, and infrastructure and cloud services.

### • Amateur Radio Permit Service (Applied Model)

As a practical example of the results of eliminating bureaucracy, the Amateur Radio Permit Service was transformed from a printed card into a digital card that is directly added to the digital wallet within the digital identity application. This eliminated the need for customers to visit the TDRA's premises, reduced the number of procedures and approvals required to obtain the permit, and minimized reliance on plastic cards and printer maintenance. This transformation contributed to an average annual reduction of 6.19 tons of carbon emissions, reflecting the integration of digital transformation with environmental sustainability.

### • Government Bundles

As part of adopting the government bundles concept, TDRA contributed to integrating its services within federal government bundles, including the Employment Bundle, My Family Bundle, and My Home Bundle. This was achieved by supporting digital connectivity and data integration between government entities, enabling the delivery of interconnected services within a unified customer journey, reducing repetitive procedures and multiple applications, and enhancing the efficiency and quality of government service delivery.



## Sustainable Work Environment

In 2024, global crises continued to impact the world economy. The ongoing Russia–Ukraine war cast its shadow over the geopolitical and economic landscape, prompting European countries to strengthen their strategies for diversifying energy sources. Oil prices witnessed noticeable fluctuations, with the average price per barrel ranging between USD 80 and 95, driven by supply-demand balances and geopolitical tensions.

At the same time, prices of grains and raw materials continued to rise due to the repercussions of war and climate change, affecting supply chains that, despite some improvement, still face challenges. This situation directly influenced the global supply of technical equipment and devices.

On another front, the U.S. Federal Reserve maintained a cautious policy on interest rates during 2024, keeping them stable after several earlier increases as clearer signs of slowing inflation emerged. This contributed to a relative market balance and improved the investment climate.

Although inflation persisted, its pace slowed compared to the previous two years – a positive development that reflected favorably on the Telecommunications and Digital Government Regulatory Authority's (TDRA) investments and financial performance. TDRA continued to invest in national projects while improving cost management and enhancing operational efficiency. It also launched initiatives to promote a culture of rational spending and cost control, adopting alternative solutions to ensure business continuity and reduce operational risks.

TDRA further consolidated its position as a leading entity in prudent spending and sustainable financial management. It adhered to international best practices in managing financial resources efficiently and effectively, while strengthening financial resilience and institutional sustainability – with a focus on:

- Enhancing liquidity position.
- Reducing operational costs.
- Improving efficiency by integrating financial operations with AI and data management systems.
- Ensuring compliance with governance and financial transparency standards.

**TDRA also continued to assess its financial performance for the year 2024 through:**

- Monitoring cash flows and comparing them with collection forecasts.
- Reviewing revenues and comparing them with expected returns – including analysis of revenue from frequency spectrum service providers and assessment of related opportunities and risks, which resulted in achieving 97% of projected revenues during the first quarter of the year.
- Identifying essential expenses and defining mandatory commitments through year-end.
- Tracking and analyzing costs and assessing supply chain–related risks.
- Exploring alternative solutions to ensure business continuity.



# 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**



<p><b>1<sup>th</sup>: Sustainability Growth</b></p>		<p><b>2<sup>nd</sup>: Smart Transformation</b></p>		<p><b>3<sup>rd</sup>: Innovation</b></p>
<p>Sustainable and Safe Work Environment</p>		<p>Integrating smart technologies and Internet of Things (IoT) systems in coordination with the Digital Transformation Department.</p>		<p>Updating control elements for procurement management and activating the use of existing systems (such as the smart building system)</p>
		<p>Smart operation of buildings.</p>		<p>Supporting innovation initiatives and projects</p>



**Sustainable Planning and Operation**

Projects and Initiatives

Goals and Results



# Important awards and certificates of excellence received by the TDRA buildings

 <b>14001</b> Environmental Management System	 <b>9001</b> Quality Management System	 <b>223001</b> Business Continuity Management System	 <b>AIA</b> Merit Award – Excellence in Architecture American Institute of Architecture
 <b>45005</b> Occupational Health & Safety Management System – Guidelines for COVID-19	 <b>55001</b> Asset Management System	 <b>50001</b> Energy Management System	 <b>GInI CInS</b> Certified Innovation Strategist Accredited by the Global Innovation Institute CODI Digital Innovation Center (Ranked #3) Innovation entities in the Middle East
 <b>45001</b> Occupational Health & Safety Management System	 <b>oshad</b> OSHAD ADPHC Framework		



## 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





## Sustainability Culture in Operating TDRA's Buildings

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





## Annual Results of Operational Indicators

Final results achieved										
Operational indicator	Activity	Repeat measurement	2018	2019	2020	2021	2022	2023	2024	2025HY
Reduction in energy consumption rate	Managing our energy sources	annual	6.86%	22.00%	11.15%	16.24%	0.00%	10.43%	12.7%	23.7%
	LEED EBOM,ISO 50001									
Percentage of electricity produced in	The solar panel project / Jebel Al	annual	7.9%	14.8%	3.9%	4.7%	4.8%	4.4%	7.5%	6%
Reduction Rate Percentage (tons per year)	Our Energy Resources Management	annual	2771	2315	2398	2431	2397	2479	2303	969
CO <sub>2</sub> 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%

## Waste Management and Recycling

Target	Annual target			Results (2018 - 2024)							
	More than	2%		2018	2019	2020	2021	2022	2023	2024	2025HY
Indicators of a decrease in solid waste levels	More than	2%	Solid waste in tons	2018	2019	2020	2021	2022	2023	2024	2025HY
				Base-line	14.20%	42.20%	56.70%	72.70%	75.01%	37.2%	25%
Indicators of efficiency in recycling waste from the Authority's buildings	More than	2%	Recycled waste in tons	Base-line	2.05%	2.31%	5.09%	2.31%	3.85%	3.4%	5.8%



## Sustainability Initiatives Implemented in TDRA's Buildings

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

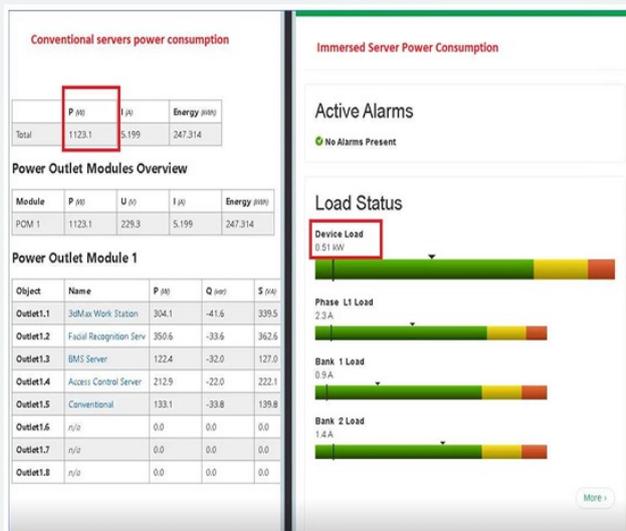
TDRA implemented a photovoltaic solar energy system, relying on alternative energy sources and using clean natural energy, aiming to establish a harmonious and sustainable system that reduces environmental impact while increasing energy and resource efficiency.

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:

- Servers equipped with on-chip and immersion cooling technologies
- Approximately %50 energy savings compared to traditional fan-based servers
- 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-conditioning systems for irrigation, in addition to operating on-site wastewater recycling stations.



# 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 89.20% Emiratization rate achieved in 2024, 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.



## Guidance Framework on Environmental Sustainability and Carbon Emissions Reduction in the Telecommunications Sector

Supporting the nation's objectives to achieve carbon neutrality by 2050 is a shared responsibility of all individuals and institutions. In this context, the Authority has undertaken the development of an integrated methodology to measure direct and indirect emissions across the three scopes, aimed at improving energy efficiency, adopting renewable energy sources, and applying circular economy principles to reduce electronic waste and optimize resource consumption. This approach ensures a tangible environmental impact at the sector level. Accordingly, the issuance of a guidance framework, as the first comprehensive national framework to enhance environmental sustainability in the telecommunications sector, represents a key requirement.

The framework highlights the importance of collaboration as a critical enabler of the low-carbon transition. It calls for the integration of efforts among operators, government entities, and academic institutions to facilitate data sharing, conduct joint studies, harmonize methodologies, and adopt global best practices in energy management and waste reduction.

It also encourages the establishment of strategic partnerships with national entities, suppliers, green technology providers, research centers, and specialized recycling facilities, thereby creating an integrated ecosystem that accelerates the adoption of innovative solutions and expands the impact of emissions reduction.

Overall, the framework serves as a roadmap empowering the sector to achieve a genuine environmental transformation through smart operations, investment in clean energy, activation of partnerships, and knowledge development—toward a low-emissions telecommunications sector that contributes effectively to the UAE's Net Zero 2050 objectives.

## Remote Auditing of Licensees' Alignment with Business Continuity Requirements and Its Environmental Impact

Since 2020, TDRA has adopted a remote auditing mechanism to assess licensees' compliance with Business Continuity Management requirements as a strategic shift that enhances sustainability. This approach has continued in subsequent years and has become one of the most prominent practices supporting emissions reduction.

This transformation has contributed to reducing on-site travel and the associated carbon emissions, while enabling the conduct of multiple audits through a unified technological infrastructure that covers different locations without any additional environmental impact. This reflects the ability of digital methodologies to achieve measurable environmental savings.

The adoption of sustainable auditing models has also helped foster a shared environmental culture and amplify the impact of sustainability initiatives both within and beyond operating companies.

From a quantitative perspective, TDRA achieved a cumulative reduction of 470.7 kg of CO<sub>2</sub> emissions between 2020 and 2024, along with savings in travel distance amounting to 1,370 km, indicating a full transition to an auditing model free of direct emissions.

This integrated approach represents a leading example of government practices that link technology with sustainability and deliver tangible, large-scale environmental impact.



# 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

**Key initiatives and projects include:**



## Government Bureaucracy Reduction

TDRA actively contributed to the national program to reduce bureaucracy by simplifying and streamlining sector services and operations.

**Key results:**

- Reduction in processing time for telecom sector services: from 1,045 hours to 256 hours.
- IoT Services Registration: Procedures reduced from 7 to 3, steps from 6 to 4, time from 120 to 16 hours.
- Customs Clearance Permits: Procedures reduced from 11 to 2, steps from 4 to 0, documents from 6 to 0.
- Dispute Resolution Service: Procedures from 7 to 3, steps from 4 to 2, time from 160 to 40 hours.
- Wireless Device Permits for Official Delegations: Procedures from 14 to 4, steps from 5 to 0, time from 40 to 0 hours.
- Wireless Permits: Procedures from 7 to 3, steps from 4 to 2, time from 112 to 56 hours.
- Proposal Submission: Procedures from 4 to 3, steps from 4 to 2, documents from 112 to 56.
- Inquiry Requests: Procedures from 5 to 0, steps from 4 to 1, time from 24 to 0 hours.
- Periodic Market Trend Reports: Procedures from 19 to 10, steps from 6 to 0, time from 176 to 88 hours.





## Business Continuity

TDRA launched the “Digital Twin for Business Continuity” platform to simulate future scenarios in critical facilities and support effective decision-making.

### Key results:

- Regulatory compliance: 100%
- Crisis preparedness: 97%
- Policy effectiveness improvement: 20%
- Security breach reduction: 40%
- Maintenance cost reduction: 25%
- Response time reduction: 20%
- 12+ critical buildings connected
- Planning and execution time reduced: 50%
- Implementation cost reduction: 90%
- Planning and logistics cost reduction: 50%
- Site visit cycle time reduction: 25%
- On-site visit cost reduction: 30%



## Telemarketing and Messaging

Enhancing protection of mobile users from spam calls and intrusive marketing messages via regulatory tools to ensure a safe communications environment.

### Key results:

- **Caller ID Display (Kashif):**
  - Mobile phones supporting the feature: 20,000,000+
  - Mobile subscribers in the UAE: 22,000,000+
  - Registered companies via licensed entities: 900,000+
  - Public satisfaction on social media: 100%
- **Intrusive SMS Marketing:**
  - Total blocked messages: 27,474,205
  - Local: 21,939
  - International: 27,452,266
- **Mobile Network Assessment:**
  - A2P SMS messages in UAE (2023): 85.7 billion
  - Value in AED: 3.7 billion
  - Local SMS traffic: 99%





## Emergency Readiness

Ensuring business continuity during emergencies through national coordination, risk monitoring, and mitigation for effective response.

### Key results:

#### Telecommunications Infrastructure Resilience:

- Sector resilience: 97.93%
- Licensee readiness: 100%
- Authority exercise success (Sada Al-Barq): 97.25%
- Authority exercise success (Shatat): 97.65%
- Local and national exercise participation: 92.31%

#### Emergency Readiness:

- Vital infrastructure readiness: 100%
- Improvement points closed: 100%
- Compliance with emergency laws: 100%
- Telecom Sector Risk Assessment:



3 High priority or important

2 Low priority or less important



3 High priority or important

2 Low priority or less important



1 Very high or very important

4 Low priority or less important





## Children and Minors

This is the first initiative of its kind in the region to provide safe communications and promote the use of modern technology by launching services and packages specifically designed for children and minors.

### Key Results:

- Number of awareness and promotional workshops: 4,247
- Parent satisfaction rate: %86
- Number of participants in awareness and educational campaigns: 461,000
- Attendance at awareness workshops by students and parents: +2,000
- Attendance from total targeted package users: +2,000
- Current subscribers among minors with service providers: 142
- Number of awareness campaigns/workshops (in-person/virtual) for minors: 32
- Number of in-person workshops in schools: 12
- Number of packages and services dedicated to children and minors: 8
- Average number of new monthly subscribers across all packages and services: 143





## Mobile Phone Services and Networks

TDRA works to enhance the quality of mobile networks and smartphone services across all Emirates, keeping pace with technological advancements and ensuring an excellent user experience according to global performance indicators.

- **Network Quality During New Year Celebrations**

Data from crowd gatherings during New Year celebrations was analyzed to improve network efficiency and user experience.

- o Data Analysis: A new indicator, “Consistent Quality”, was launched to measure network performance in supporting mobile applications efficiently.
- o Supporting Authorities: Assisted Dubai Police by enabling call priority during New Year celebrations.

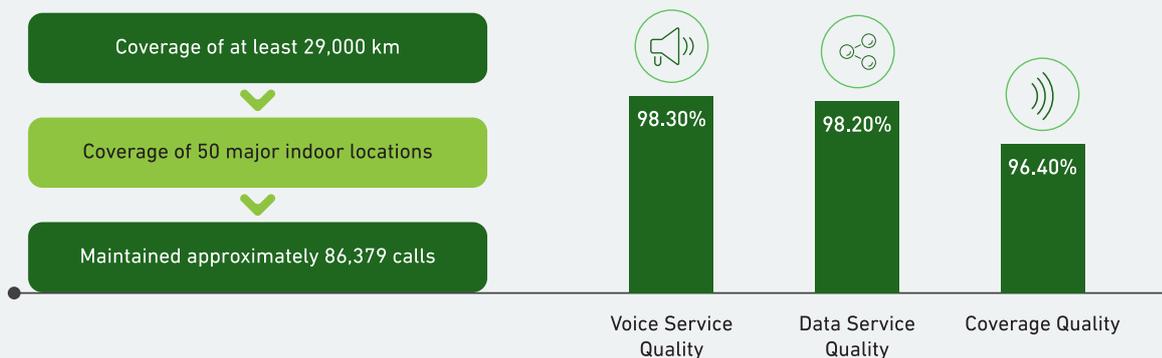
- **Benchmark for Mobile Network and Service Coverage**

The quality of mobile networks was measured in terms of coverage and monitoring licensee performance, based on three sub-indicators.



- **Evaluation and Comparison of Mobile Networks**

A comprehensive survey was conducted to assess the quality of mobile networks by simulating the user experience across all Emirates.





## Type Approval

TDRA regulates the approval of telecommunications devices through the Type Approval System, applying comprehensive market surveillance to ensure compliance with standards, prevent violations, and enhance regional and international recognition of approved specifications.

### Type Approval Services



### Inspection Campaigns in the Telecommunications Devices Market



### Unified Regional Type Approval System for Telecommunications Devices

TDRA seeks to standardize technical specifications and achieve regional approval to enhance international compliance and trust in the type approval system.

- o Stakeholder satisfaction rate with the unified regional type approval system: %95
- o Working on mutual recognition agreements for type approval of telecommunications devices according to ISO 17065 with Bahrain, Oman, and Qatar
- o Number of technology standards approved with GCC countries: 2, namely Caller ID Display and Early Warning

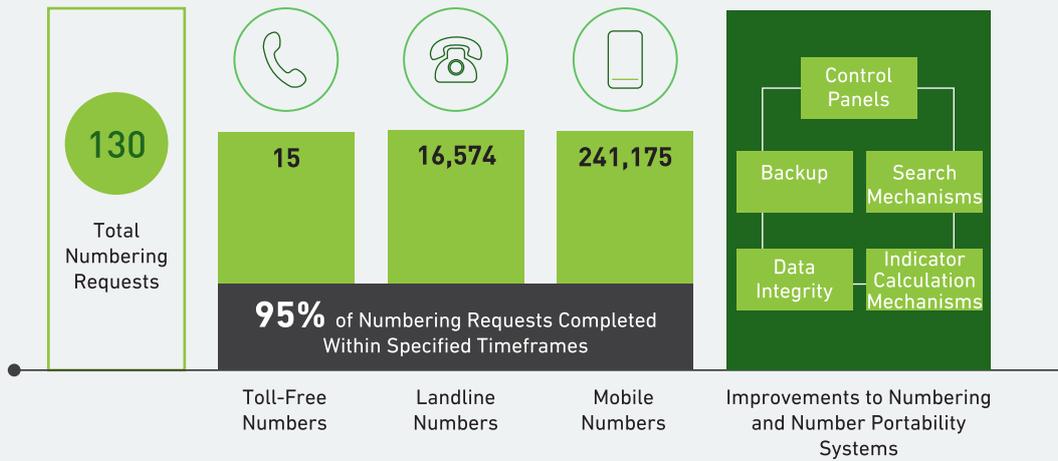




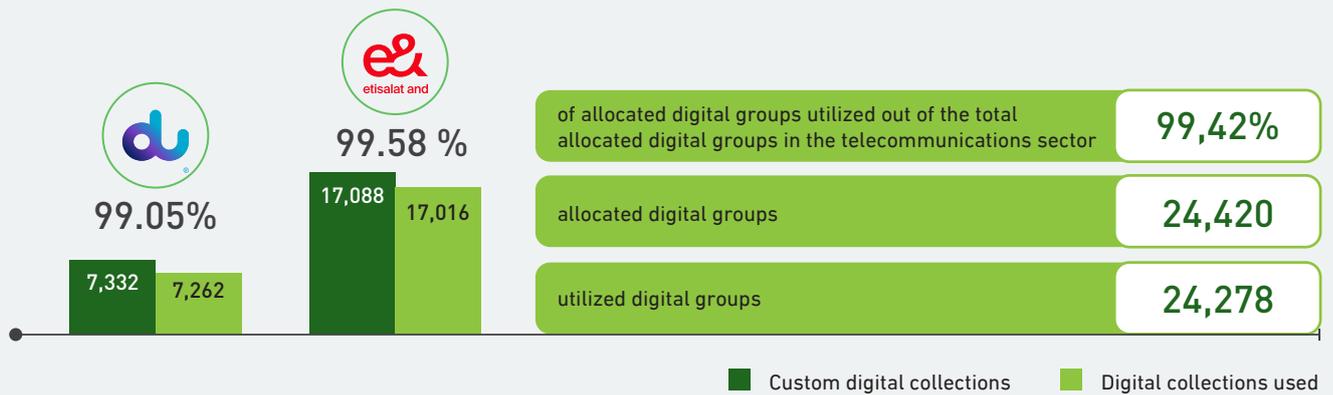
## Number Management and Subscriber Registration

TDRA promotes digital transformation in the UAE by developing advanced electronic systems to manage numbering resources and organize subscriber registration, ensuring efficiency, privacy protection, and flexibility for switching between service providers.

### • Numbering Resource Systems and Number Portability

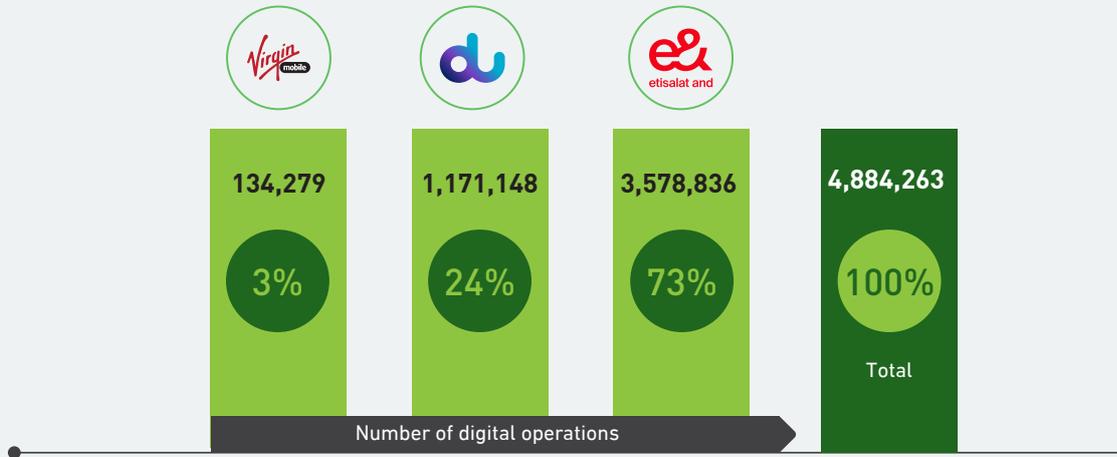


### • Use of Digital Groups

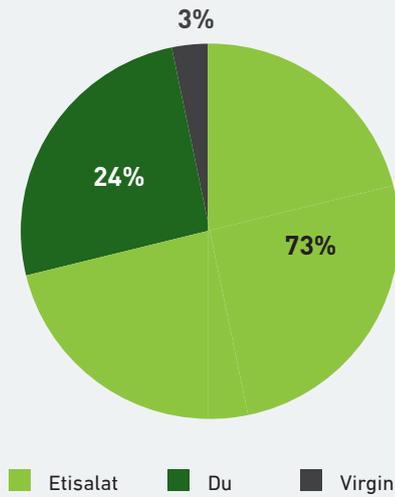




• Regulating Mobile Subscriber Registration Requirements



Digital Transformation in Mobile Subscriber Registration



# Frequency Spectrum

## Sustainable Monitoring Stations



Operation of two solar-powered stations



Reduction of 14 tons of carbon emissions annually



Decrease in operational costs



Ability to deploy stations at any location in the country



## Sustainability of the Natural Resource from the Frequency Spectrum

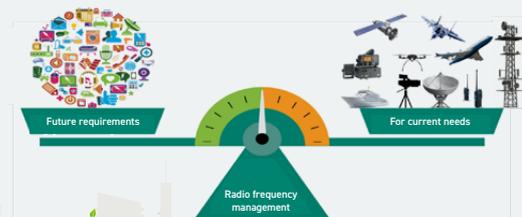
The frequency spectrum (radio frequencies) is a rare natural resource. TDRA has been entrusted with managing this limited natural resource and regulating its use for various wireless services in the country.



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.



## 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



The UAE has achieved remarkable accomplishments in line with the Sustainable Development Goals through the automation of government processes, provision of infrastructure, and resources to enhance individual capabilities.

### Digital Enablers and Innovative Initiatives

#### Digital Government:

The United Arab Emirates' Digital Government holds a leading position in Digital transformation, Ranking:

- UAE ranked 1st globally in telecommunications infrastructure readiness according to the UN E-Government Report 2024
- %99 of government services fully digitalized
- AED +368 billion saved for users
- 55.8 million tons of CO2 emissions avoided
- User satisfaction increased to 90

The UAE has achieved remarkable accomplishments in line with the Sustainable Development Goals through the automation of government processes, provision of infrastructure, and resources to enhance individual capabilities.

### Digital Enablers and Innovative Initiatives Overview

Leading to a sustainable future where technology and social progress are seamlessly intertwined

### Federal Network and Government Services Bus

The Federal Network, FedNet, is the foundation of the digital infrastructure for the UAE, built to deliver digital 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.

#### Achieved Impact:

- World's #1 sovereign cloud (via VMware)
- Third data center inaugurated to enhance federal network efficiency and meet growing digital service demand
- The Government Services Bus is key for developing proactive service packages



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## Digital Enablers and Innovative Initiatives

### UAE API Marketplace

The UAE API Marketplace is a government platform that enables the UAE's private sector to leverage on the Application Programming Interfaces (APIs) of the UAE government and use them to provide seamless services to the UAE's citizens and residents.

#### Achieved Impact:

- %40 increase in transactions 2024 vs.2023
- Time saved for government: 2,037 HRs
- Government financial savings: 1,666,293 AED
- Carbon emission reduction: 1,099 kg CO2

### UAE Pass & Digital Vault

UAE Pass enables immediate and secure login for citizens, residents and visitors in the UAE, allowing access to over 15000 services from government, semi-government, and private sector entities through a single account. The UAE Pass includes a 'digital vault', powered by blockchain technology, for storing users' digital documents and sharing them with government departments for completing their transactions quickly without the need to provide paper documents.

#### Achieved Impact:

- Time saved for government: 25,125,000 hours
- Government financial savings: AED 3,517,500,000
- Carbon emission reduction: 410,375 ton



The UAE has achieved remarkable accomplishments in line with the Sustainable Development Goals through the automation of government processes, provision of infrastructure, and resources to enhance individual capabilities.

### Digital Enablers and Innovative Initiatives

#### Msurvey

mSurvey enables government entities to have a secure online survey tool to collect feedback on services, projects, or policies.

#### Achieved Impact:

- 1,487,613 participations
- 95 entities benefited
- 17% usage increase vs. previous year
- Government savings: AED 5,450,000 AED

### The Official platform of the United Arab Emirates Government - U.ae

U.ae is the UAE Government has unified digital platform that provides citizens, residents and businesses with streamlined access to all federal and local government services, enabled through a single portal. Harnessing generative artificial intelligence to deliver proactive digital services through the unified platform (U.AE), in collaboration with all government entities – reflecting the UAE Government’s vision of achieving a 100% digital government.

#### Achieved Impact:

- 141 million visits to U.ae in 11% in 2024 increase Vs. 2023
- Uask won the Gartner Eye on Innovation Award 2023
- Easy access to 3,000 government services
- Customer Satisfaction: 99.7%





The UAE has achieved remarkable accomplishments in line with the Sustainable Development Goals through the automation of government processes, provision of infrastructure, and resources to enhance individual capabilities.

## Digital Enablers and Innovative Initiatives

### Unified Design System

**Unified Design System** The new version of the Unified Design System 2.0, presents a manual for federal government entities to plan and arrange content on their websites with simplicity and creativity. Through advanced tools that enable government, entities to build digital interfaces that are faster, more consistent, and easier to use.

#### Achieved Impact:

- Adopted by 15 government entities
- 60 consultations provided to improve websites
- Supports national digital accessibility policy
- Enhances efficiency by providing reusable components

## Digital Skills and Awareness Programs

### Dgov Academy

DGOV Academy is dedicated to creating courses and programs aimed at increasing public awareness of digital transformation and empowering professionals in this field through comprehensive, tailored training programs. The mission of DGOV Academy is to build capabilities that actively contribute to the UAE's vision for a fully integrated digital future, where all members of society are able to navigate new technologies.

#### Achieved Impact:

- Won Brandon Hall Silver Medal for best training platform
- Graduation of 60 trainees across 9 teams representing 21 federal entities as part of the AI Pioneers Program.
- Launching the Digital Government Community to enable knowledge sharing and foster a culture of continuous learning and development across government entities.
- Government Annual savings of AED 32,888,000.





The UAE has achieved remarkable accomplishments in line with the Sustainable Development Goals through the automation of government processes, provision of infrastructure, and resources to enhance individual capabilities.

## Digital Enablers and Innovative Initiatives

### UAE Hackathon

UAE Hackathon invites innovators from across the UAE to develop groundbreaking solutions to address national challenges and shape a sustainable digital future. It also supports key national strategies such as the UAE's Green Agenda 2030, the UAE Strategy and the 'We the UAE 2031' vision, reflecting the UAE's unwavering commitment to global leadership in innovation, sustainability, and exploration.

#### Achieved Impact:

- 18,000 participants
- Governmentsavings over 7years: AED 9,610,000
- 3018 Data Set & 496 Innovative Idea

### Digital Verification Platform - UAE Verify

UAE Verify is a digital platform that enables citizens and residents to secure instant verification of Digital Trusted Documents issued by government entities. It verifies the document's authenticity, integrity and validity from the official source. Powered by blockchain, the platform is secure, tamper-proof and in real-time.

#### Impact Achieved:

#### Achieved Impact:

- Blockchain-enabled, secure, tamper-proof, and instant
- 63 document types
- 29+ million trusted digital documents issued
- 800,000+ verified documents





The UAE has achieved remarkable accomplishments in line with the Sustainable Development Goals through the automation of government processes, provision of infrastructure, and resources to enhance individual capabilities.

## Digital Enablers and Innovative Initiatives

### GPU-Enabled Infrastructure

High-speed GPU infrastructure supports federal digital network as an advanced AI platform provides flexibility for AI model deployment in visual, audio, and language fields enables big data analytics and machine learning for informed decision-making via APIs.

#### Achieved Impact:

- 500% increase in entities
- Benefiting from GPUs in
- 2024 compared to 2023.



